U.S. Office of Personnel Management

Annual Performance Report
Fiscal Year 2022

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.

OPM U.S. Office of Personnel Management

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Message from the Director

In Fiscal Year (FY) 2022, the United States Office of Personnel Management (OPM) advanced agency and Administration priorities that strengthen and empower the Federal workforce. The first year of implementation for OPM's FY 2022-2026 Strategic Plan brought both successes and challenges for the agency, as OPM worked to position the Federal Government as a model employer, transform its organizational capacity and capability, create a human-centered customer experience, and provide innovative and data-driven solutions to enable agencies to meet their missions. In this report, OPM shares its progress toward achieving the objectives in the FY 2022-2026 Strategic Plan.

Kiran Ahuja, Director

Advancing Diversity, Equity, Inclusion, and Accessibility

OPM worked to implement the Biden-Harris Administration's Diversity, Equity, Inclusion, and Accessibility (DEIA) Executive Order, leading an ambitious initiative to advance those values in Federal hiring and employment practices. OPM launched the Chief Diversity Officers Executive Council to implement and sustain a national strategy for DEIA across the Federal Government. OPM also supported agencies in developing their DEIA strategic plans and established a Government-wide DEIA Learning Community through which the agency hosted learning events for Federal employees working on DEIA initiatives. OPM included DEIA-specific items in the FY 2022 OPM Federal Employee Viewpoint Survey, which resulted in a baseline score of 68 percent for a new Government-wide DEIA Index. Agencies will use their DEIA Index scores to help gauge progress towards the objectives of their agency DEIA strategic plans.

Building the Skills of the Federal Workforce

We need to fill mission-driven positions, from economists to climate scientists to technologists, in order to support essential work across Government. OPM assisted agencies to reach more than 75 percent of hiring targets for FY 2022 and 53 percent of hiring targets for FY 2023 for jobs needed to implement the Bipartisan Infrastructure Law. OPM also established the Hiring Experience Group, a new organization, dedicated to improving the hiring experience for applicants, hiring managers, and human resources practitioners. The agency also issued a new hiring authority for college graduates and post-secondary students, providing agencies with additional flexibility to hire qualified post-secondary students for positions in the competitive service. The Presidential Management Fellows (PMF) program, the Federal Government's premier pipeline for emerging leaders at the entry level, placed 511 finalists in FY 2022, which is the second largest number of placements in program history. In addition, by focusing on merit-based reforms that will increase the use of valid, competency-based assessments as an alternative to the reliance on education credentials, agencies can recruit from a broader pool of candidates, and managers will be better able to identify skills and abilities prior to hiring. In FY 2022, 78.6 percent of respondents in OPM's Government-wide Federal Employee Viewpoint Survey (FEVS) agreed that their work units have the job-relevant knowledge and skills necessary to accomplish organizational goals, short of the FY 2022 target of 83 percent. To improve upon this result, we will continue to support agencies as they increase their use of alternative assessments to replace or augment self-report questionnaires

Embracing the Future of the Federal Workforce

OPM is developing a strategic vision for the Federal Government to prepare for the Future of the Federal Workforce, and in FY 2022, nearly 82 percent of CHCOs reported that they have the necessary guidance and resources from OPM to inform their planning. OPM created a Future of the Workforce website to support agencies in transitioning to a hybrid work environment with resources and tools. OPM also developed a series of toolkits and resources designed to support agencies in the transition to a hybrid work environment that maximizes efficiency, productivity, the benefits of in-person interaction, and work-life benefits. The agency also leveraged lessons learned throughout the pandemic to update guidance on flexible work hours, telework, and remote work to empower agencies to effectively deliver on their mission and compete for top talent in a changing labor market. In addition, OPM added a remote location feature to USAJOBS to allow agencies to advertise remote positions and allow applicants to filter jobs, and to enable OPM to analyze outcomes.

Improving Customer Experience for Job Applicants and Retirees

OPM has taken steps to improve the experiences of its customers, with a particular focus on its two OMB-designated High-Impact Service Providers: USAJOBS and Retirement Services.

To promote transparency about the size of the applicant pool for a job opportunity and set realistic expectations about competition for Federal positions, OPM completed a successful pilot of an *Applicant Counts* feature on USAJOBS. To enhance applicant communications, OPM created a *Resume Readiness & FAQ* handout to share with applicants and other stakeholders. The agency also developed the first two of a series of USAJOBS videos. The videos help job applicants navigate the Federal application and hiring process and better understand the meaning of eligible versus qualified in a job announcement. In FY 2022, OPM achieved overall satisfaction scores of 3.88 and 4.23 for the USAJOBS desktop and mobile sites, respectively. While we did not meet the desktop site target of 3.90, we improved upon FY 2021 scores for both sites.

Also in FY 2022, OPM deployed a new login process (**Login.gov**) for Retirement Services Online, which is OPM's portal that allows annuitants to manage their accounts online. **Login.gov** provides a single sign-on solution for Government websites that enables citizens to access public services across different agencies using the same email address and password and provides a more seamless and secure user experience. Also in FY 2022, OPM implemented a cloud-based Retirement Services contact center that increased its capability to receive customer concerns and inquires by minimizing busy signals, allowing more customers into the call queue, and allowing customers to request a callback. By leveraging the new call center system's workforce management application, OPM can better adjust staff schedules in real-time to maximize phone coverage. In FY 2022, OPM handled 1,482,681 calls, which is 134,911 more calls than in FY 2021. However, the average call wait time of 31 minutes for FY 2022 was substantially above the target of 5 minutes. To help reduce call wait times in FY 2023, we plan to improve the content on our website and implement a retirement guide. OPM's Retirement Services achieved an overall satisfaction score of 3.74 in FY 2022, which is below the target of 4.00 and less than the FY 2021 result of 3.92. To help us better understand the potential drivers of satisfaction and make targeted improvements, in FY 2023, we will launch an updated customer satisfaction survey focused on the new annuitant's experience applying for and receiving retirement benefits.

Conclusion

An effective and inclusive workforce is indispensable to the Federal Government's ability to meet the complex global and domestic challenges that face our nation. Put simply, people are our biggest asset, and OPM plays a critical role in delivering on Administration imperatives. I want to thank the OPM workforce for their efforts over the past year. In the year ahead, we will build on our progress, using the data in this report to inform decision-making to achieve our goals and objectives.

Signed,
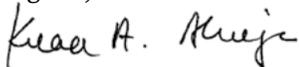
Kiran A. Ahuja
Director
March 13, 2023

OPM Overview

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

Key Functions

Human Capital Management Leadership

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

Policy

OPM interprets and enforces governing law and provides policy direction and leadership in designing, developing, and promulgating Government-wide human capital systems, programs, and policies that support the current and emerging needs of Federal agencies. In addition, the agency provides technical support and guidance to agencies on the full range of human capital management policies and practices, including recruitment, hiring policy and classification, veterans' employment, strategic workforce planning, pay, leave, performance

management and recognition, leadership and employee development, diversity and inclusion, work/life/ wellness programs, accountability, labor and employee relations, and the Administrative Law Judges Program. OPM's leadership in these areas enables the Federal Government to anticipate drivers that will influence and impact the Federal workforce. OPM also reviews agency requests to exercise certain Government-wide personnel management authorities that are centrally administered or subject to OPM approval under law and oversees the implementation of key Administration priorities and goals concerning Government-wide human capital management matters.

Services

OPM provides customized human capital services and training to Federal agencies to help maximize their organizational and individual performance and to drive their mission results. Utilizing the agency's internal human capital and human-centered design experts, shared service providers within Government, and/or Government contractors, OPM's human resources solutions help agencies design effective organizations, recruit and hire top talent, develop and cultivate leaders, build Federal human resource professional capability, improve the performance management process, and achieve long-lasting human capital results. OPM provides agencies with access to pre-competed private sector contractors through a unique partnership between OPM and GSA as part of the Government-wide Category Management effort. The private contractors, comprised of large and small companies, complement OPM's internal capabilities in the areas of training and development, human capital management, and organizational performance improvement. OPM's involvement facilitates the delivery of services that are both effective and compliant with operative civil service law. OPM provides a leadership development continuum that enables Federal executives, managers, and aspiring leaders to acquire knowledge and master skills so they can lead within a rapidly changing Government environment. Anchored by the Federal Executive Institute, OPM's leadership development infrastructure and programs also include the Presidential Management Fellows Program, the Federal HR Institute, the Process and Performance Improvement program, the Lab at OPM (human centered design), and USALearning. OPM generates Government-wide benefits through Human Resources Information Technology consolidation, standardization, and modernization. OPM offers Federal systems such as Enterprise Human Resource Integration, USA Learning®, USA Staffing®, USA Hire℠, and USA Performance®. OPM is also developing the necessary information technology infrastructure to facilitate the exchange of human resources data and information Government-wide, as appropriate. In addition, OPM leads the Government-wide transformation of human resources information technology by focusing on modernization,

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

Oversight

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

Benefits

Federal Benefits for Employees and Annuitants

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

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

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

Retirement

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

Personnel Vetting

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

History

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

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

Profile

OPM maintains its headquarters in the Theodore Roosevelt Federal Office Building at 1900 E Street, NW, Washington, D.C. The agency has field offices in 18 locations across the country, and operating centers in Pennsylvania and Georgia. OPM's FY 2022 gross budget, including appropriated, mandatory administrative authorities and revolving fund activities, totaled more than $2.27 billion. In FY 2022, the agency had 2,560 full-time equivalent employees. OPM's discretionary budget, excluding the Office of the Inspector General, was $339,648,000.

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

Purpose and Scope

The FY 2022 Annual Performance Report (APR) provides an overview of OPM's progress in implementing the strategies and achieving the objectives and goals in its FY 2022-FY 2026 Strategic Plan. The APR is issued concurrently with OPM's FY 2024 Congressional Budget Justification and Annual Performance Plan and is intended to be used by Congress in reviewing the agency's budget proposals. It is also intended to help Congress, the President, and the public assess OPM's stewardship over the financial resources entrusted to the agency in FY 2022. The FY 2022 APR meets reporting requirements in the *Government Performance and Results Modernization Act of 2010*, which focuses on improving performance and accountability in Federal agencies, and in Office of Management and Budget (OMB) Circular A-11.

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

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

Under separate cover, OPM publishes an Agency Financial Report, focusing on financial results. All reports are available on the OPM website at **OPM.gov**.

Results OPM: OPM's Performance Management Approach

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

(1) Plan (Long-Term) and Adjust (In the Interim)
- 4-Year Strategic Plan
- 4-Year Learning (Research) Agenda

(2) Plan (Near-Term)
- Annual Performance Plans
- Annual Evaluation Plans
- 2-Year Agency Priority Goal Action Plans
- Annual Customer Experience Action Plans

(3) Analyze and Evaluate
- Performance Measurement and Analysis
- Research and Evaluation

(4) Review and Act
- Frequent Data-Driven Performance Review Meetings
- Annual Strategic Review Meetings

(5) Report
- Annual Performance Reports
- Program Evaluation Reports
- Quarterly Agency Priority Goal Updates on Performance.gov
- Quarterly Customer Experience Updates on Performance.gov

RESULTS OPM

(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 a part of the annual budgeting process, OPM develops Annual Performance Plans and Annual Evaluation Plans. Annual Performance Plans reflect the full scope of the Strategic Plan and describe the level of performance to be achieved in the current and next fiscal year. Annual Evaluation Plans identify the specific evaluations the agency will carry out in a year. 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 Director or 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 that outlines the agency's progress toward the strategic goals and objectives in the agency's Strategic Plan. The Annual Performance Report also includes key findings from agency program evaluations and progress on the agency's two-year Agency Priority Goals. On a quarterly basis, the agency also publicly reports on progress toward Agency Priority Goals and on customer experience.

OPM's Strategic Framework

OPM's FY 2022-FY 2026 Strategic Plan included three strategic goals as well as one operational excellence goal to improve both program operations and cross-cutting management functions. In FY 2022, OPM prioritized 20 strategic objectives aligned to the goals, and the agency monitored the performance results for each objective to track its progress towards achieving the goals. OPM's FY 2022-FY 2026 Strategic Plan is available at **https://www.opm.gov/about-us/strategic-plan/03454-fy2022-2026-strategicplan-lookbook-508pdf.pdf**

FY 2022-FY 2026 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.

FY 2022-FY 2026 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.

FY 2022-FY 2026 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.
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	Strengthen OPM coordination of policy, service delivery, and oversight resulting in agencies' achievement of human capital objectives.
	3.2	Achieve recognition as the trusted human capital management advisor.
	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.
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.

Performance and accountability at OPM begin with the Strategic Plan.

Organizational Framework

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

Office of the Director

- Office of the Executive Secretariat, Privacy, and Information Management
- Office of the General Counsel
- Congressional, Legislative and Intergovernmental Affairs
- Office of Communications
- Security, Suitability, and Credentialing Line of Business
- Human Capital Data Management and Modernization
- Office of Diversity, Equity, Inclusion & Accessibility

- Human Resources
- Office of the Chief Financial Officer
- Office of the Chief Information Officer
- Office of Procurement Operations
- Facilities, Security & Emergency Management
- Office of Small and Disadvantaged Business Utilization
- Equal Employment Opportunity
- Federal Prevailing Rate Advisory Committee
- President's Commission on White House Fellows

Office of the Inspector General

Suitability Executive Agent Programs
- Policy/Strategy
- Oversight
- Operations

Employee Services
- Pay & Leave
- Senior Executive Service and Performance Management
- Accountability and Workforce Relations
- Talent Acquisition and Workforce
- Strategic Workforce Planning

Retirement Services
- Retirement Operations DC
- Retirement Operations Boyers

Healthcare & Insurance
- Program Development and Support
- Federal Employee Insurance Operations
- Office of the Actuaries
- Operations and Resource Management

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

Human Resources Solutions
- Center for Leadership Development
- Federal Staffing Center
- HR Strategy and Evaluation Solutions
- Human Capital Industry Solutions
- Center for Management Services

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 Executive Secretariat, Privacy, and Information Management (OESPIM) will be established to bring together the complementary functions of the Office of Privacy and Information Management (OPIM) and the Executive Secretariat, which had been in the Office of the Director. OPIM was originally established to elevate and co-locate certain important and complementary subject matter areas and, in so doing, call attention to their significance in the day-to-day business operations of OPM and facilitate proper resource allocation for the work performed. These functions include Privacy; Freedom of Information Act (FOIA); Records Management; Forms Management/Paperwork Reduction Act; and Controlled Unclassified Information. In the newly established OESPIM, led by a Senior Executive Service (SES) Executive Director, the OPIM functions will be combined with the Executive Secretariat functions, which include responsibility for coordination and review of agency correspondence, policy and program proposals, regulations, and legislation; and serving as the agency's regulatory interface with the Office of Management and Budget and the Federal Register.

Office of the General Counsel (OGC) provides legal advice and representation to the Director and OPM managers and leaders so they can work to provide the Federal Government an effective and trusted civilian workforce. OGC does this by rendering opinions, reviewing proposed policies and other work products, and commenting on their legal efficacy, serving as agency representatives in administrative litigation, and supporting the Department of Justice (DOJ) 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. Further, consistent with the Government in Ethics Act, OGC, along with DOJ, consults with the United States Office of Government Ethics (OGE) on any regulations related to the Standards of Conduct OGE plans to issue. OPM also administers OPM's internal program for handling claims lodged under the Federal Tort Claims Act 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.

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

Office of Communications (OC) coordinates a comprehensive effort to inform the public of the Administration's and OPM's goals, plans, and activities through various media outlets. The OC provides the American public, Federal agencies, and pertinent stakeholders with accurate information to aid in their planning and decision-making processes. The OC oversees the development of all video products, printed materials, and web content generated by OPM offices. The office develops briefing materials for the Director and other OPM officials for various activities and events. The OC also plans events that amplify the Administration's and OPM's agency and Government-wide initiatives.

Security, Suitability, and Credentialing Line of Business (SSCLoB) is an interagency organization that is administratively housed within OPM. The SSCLoB supports the Security, Suitability, and Credentialing Performance Accountability Council, including the Suitability & Credentialing and Security Executive Agents (the Director of OPM and the Director of National Intelligence). The Council is chaired by OMB's Deputy Director for Management and is accountable to the President for promoting the alignment of personnel vetting processes and driving enterprise-wide reforms. The SSCLoB assists the Council 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.

Human Capital Data Management and Modernization (HCDMM) was established to lead 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 ensures Federal human capital management data assets are accessible, trustworthy, and meet modern standards for optimal utilization in policy and decision-making for Federal Government Agencies. HCDMM coordinates the strategic management of human capital data across the Federal Government by establishing and overseeing human capital data collection and governance and delivering mission-critical analytical tools and services. HCDMM establishes and continuously modernizes the technology and tools that enable access to timely and accurate workforce data and analytics, achieving a broad strategic vision that encompass the entire employee life-cycle and enables insightful decision-making by leaders across the Federal Government.

HCDMM supports this mission through the collection, management, and utilization of interoperable human capital data through the electronic Official Personnel Folder (eOPF) and the Enterprise Human Resources

Integration (EHRI) Data Warehouse linked to Human Resources Line of Business (HRLOB) human capital services models - the Human Capital Business Reference Model (HCBRM), the Human Capital Federal Integrated Framework and the Human Capital Information Model. HCDMM's work encompasses overseeing governance related to human capital data management, 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, product development, statistical analyses, and data science.

Additionally, OPM was pre-designated by OMB as the Human Resource Quality Service Management Office (HR QSMO) and this function has been placed within HCDMM. The HR QSMO will establish a marketplace of services and products that enable agencies to improve the delivery of human capital activities in alignment with, and by operationalizing, the HRLOB related standards.

Office of Diversity, Equity, Inclusion & Accessibility (ODEIA) provides Government-wide guidance on DEIA efforts including technical assistance to agencies, policy guidance, management of intergovernmental working groups on DEIA and the government wide DEIA strategic plan. ODEIA will primarily focus its actions on externally facing customers and matters but will have an advisory function to senior leaders for internal OPM DEIA efforts.

Program Offices

Employee Services (ES) is OPM's workforce policy shop. ES administers statutory and regulatory provisions related to recruitment, hiring, classification, strategic workforce planning, pay, leave, performance management and recognition, leadership and employee development, reskilling, work/life/wellness programs, diversity and inclusion, labor and employee relations, the Administrative Law Judges Program, and oversight of Federal Executive Boards. ES does so by equipping 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 nearly 2.8 million active employees, including the United States Postal Service, and more than 2.7 million annuitants, survivors, and family members. RS also administers, develops, and provides Federal employees, annuitants, and their families with benefits programs and services that offer choice, value, and quality to help maintain the Government's position as a competitive employer. Activities include record maintenance and service credit accounts prior to retirement; initial eligibility determinations at retirement; adjudication of annuity benefits based on age and service, disability, or death based on a myriad of statutes and regulations. Even after a case is adjudicated and added to the annuity roll, OPM continues to serve annuitants by making address or tax status changes to annuitant accounts, sending out 1099-Rs, surveying certain annuitants to confirm their continued eligibility to receive benefits, and conducting other post adjudication activities.

Healthcare and Insurance (HI) consolidates OPM's healthcare and insurance responsibilities into a single organization. This includes contracting, program development, and management functions for the Federal Employees Health Benefits (FEHB) Program, Federal Employees' Group Life Insurance (FEGLI) Program, the Federal Long-Term Care Insurance Program (FLTCIP), the Federal Employees Dental and Vision Insurance Program (FEDVIP), and the Federal Flexible Spending Account Program (FSAFEDS). HI is comprised of the Program Development and Support (PDS), Federal Employees Insurance Operations (FEIO), Office of the Actuaries and Operations and Resource Management divisions. PDS is responsible for extensive operational, analytical, and systems development and support; policy and program development and implementation; data collection and analysis; and stakeholder outreach and education for programs administered by HI. PDS also manages the annual Federal Benefits Open Season. 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. The Office of the Actuaries determines the actuarial liabilities for the Retirement, Health and Life Insurance programs and provides supporting documentation as required by the annual audit of OPM's Consolidated Financial Statements.

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

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

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

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

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

Mission Support Services

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

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

Office of the Chief Information Officer (OCIO) defines the enterprise information technology vision, strategy, and policies for OPM. The OCIO determines the most effective use of technology in support of the agency's strategic plan, including the enterprise architecture, platform, systems, and applications. The OCIO is responsible for complying with Executive Orders, OMB Directives, and Federal laws and mandates related to information technology. The OCIO leverages cloud technology and agile methodologies to deliver modern capabilities and solutions to programs and customers. The OCIO is responsible for modernizing information technology to improve operational efficiencies and to improve the customer experience. The OCIO develops and maintains the agency's information technology

security policies and operates and enhances the agency's cybersecurity program. The OCIO delivers best of breed productivity tools for the agency's workforce in the hybrid work environment. This includes enterprise collaboration, video conferencing, and business intelligence tools for all employees. The OCIO manages and maintains the enterprise network and cloud services that support OPM's business operations. The OCIO also collaborates with OPM's program offices to provide modern capabilities and solutions that support business needs. The OCIO conducts pre- and post-implementation reviews of information technology programs and projects. The OCIO reviews and oversees major information technology acquisitions for consistency with the agency's architecture and the information technology budget. Additionally, the OCIO partners with other agencies on Government-wide initiatives to optimize enterprise services and to develop long-term plans for human resource information technology 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 in support of other Federal agencies that require support under OPM contracts. OPO is responsible for the agency suspension and debarment program, as well as supports the small business utilization efforts for OPM in accordance with law and OPM contracting policies. The Acquisition Policy and Innovation function within OPO provides acquisition policy development and guidance agency-wide, as well as provides compliance and oversight over OPM's procurement program. OPO provides acquisition support and oversight for all Contracting Officers and Contracting Officer Representatives and manages and provides oversight of the 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.

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

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

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

Other Offices

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

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

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 first-hand 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 non-partisan basis.

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 **www.Performance.gov**. For additional information on APGs, please refer to **www.Performance.gov**.

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

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

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

Related Strategic Objective: 1.1

FY 2022 Progress Update
OPM deployed a new Applicant Flow Data warehouse for USA Staffing users. The new data warehouse includes new hiring milestones (tentative offer, official offer, and entry on duty) as well as additional attributes to aid in analysis, including assessment type and recruitment source. OPM also drafted new questions on Applicant Flow Data use for inclusion in the CHCO Hiring Manager survey and began the process of developing guidance on hiring manager use of the data.

OPM also made a critical change in the USAJOBS applicant user experience to promote increases in the percentage of applicants who provide their demographic information during the application process. This information forms the basis for Applicant Flow Data, and in recent years, the

percentage of applicants who have voluntarily provided demographic information has steadily decreased, likely due to a separate change to the USAJOBS site. OPM ran split (A/B) testing of an improved user experience for Applicant Flow Data collection. The agency's findings suggest that the changes in the user experience were likely highly significant – 89 percent of users provided their demographic information through the improved experience, compared to 68 percent using the existing site. OPM fully implemented these changes to USAJOBS, and the agency will continue to monitor response rates to determine if additional changes are needed.

The agency also deployed a series of application programming interfaces (APIs) in USA Staffing based on the new Applicant Flow Data Warehouse. USA Staffing customer agencies can use these APIs to systematically retrieve Applicant Flow Data for their agency rather than relying on manual data pulls, reducing the amount of time it takes to retrieve data and allowing agencies to spend more time on analysis. OPM also held a brainstorming session with DEIA leaders from across the agency on developing guidance for expanding hiring manager access to Applicant Flow Data. Participants discussed expected use cases for hiring manager Applicant Flow Data, and the protections that should be put in place for applicant confidentiality and proper use.

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

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

Related Strategic Objectives: 1.2 and 1.3

FY 2022 Progress Update
OPM participated in a military spouse panel discussion with the White House Joining Forces team for military spouses and participated in a Department of Defense

webinar with the OPM Director to educate military spouses on how to find employment opportunities in USAJOBS. OPM also conducted webinars on the use of the Military Spouse Authority for HR professionals, hiring managers, and other external groups. In addition, OPM completed the FY 2019 and FY 2020 reports for Veterans Employment and Military Spouse Employment.

OPM issued a hiring authority for college graduates and post-secondary students and issued regulations implementing the new hiring authority that provides agencies with additional flexibility to hire qualified post-secondary students into positions in the competitive service. The agency also hosted five webinars about the special hiring authorities for agency HR professionals, hiring managers, intern coordinators, and good government groups, communicating with approximately 600 people.

OPM also held outreach events on topics including navigating USAJOBS, writing Federal resumes, and interviewing for Federal jobs. Participants included individuals from Historically Black Colleges and Universities, Hispanic Serving Institutions, Asian American and Native American Pacific Islander-Serving Institutions, American Indian and Alaskan Native-Serving Institutions, the Department of Agriculture Fellows, the White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity, the Federal Asian Pacific American Council, and the Department of the Interior, tribal colleges, and surrounding communities.

To increase the number of employees with targeted disabilities, OPM is on track to conduct six webinars by the end of FY 2023 to train agency hiring managers and HR professionals on hiring persons with disabilities.

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

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

Related Strategic Objectives: 1.1 and 4.3

FY 2022 Progress Update

OPM launched the Government-wide DEIA Strategic Plan which set the stage for agencies to develop their own strategic plans to advance DEIA goals and objectives, and then report on those on a regular basis. OPM is developing a new agency-wide human capital data strategy through the agency-wide representation on the Data Governance Board, led by OPM's Chief Data Officer. The Board created working groups to help drive the implementation of the strategy, including a group focused on data visualization. The Data Visualization Working Group is tasked with developing this DEIA dashboard as a critical early priority, improving OPM's cross-agency coordination and resource deployment to facilitate the success of this APG.

OPM also held ideation sessions with agency Chief Diversity Officers to identify initial areas of focus for the dashboard prototypes. OPM developed DEIA dashboard prototypes with key measures that respond to questions captured during those initial ideation sessions. OPM held additional ideation sessions with agency Chief Diversity Officers and subject matter experts to review the dashboard prototypes and to identify additional enhancements. OPM also progressed in establishing an interim analytics platform that will enable OPM to integrate and automate data from multiple sources, and to provide role-based, authenticated access to the dashboards in FY 2023. OPM also developed authentication and authorization capabilities to support providing role-based access to DEIA dashboards, began design for OPM's data portal landing page, and identified target agencies for initial rollout.

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

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

Related Strategic Objective: 1.1

FY 2022 Progress Update

OPM assisted Bipartisan Infrastructure Law agencies to reach more than 75 percent of hiring targets for FY 2022 and 53 percent of hiring targets for FY 2023. OPM issued a

Talent Surge Executive Playbook and Talent Surge Hiring Authorities index and established Tiger Teams to provide guidance to agencies on outreach, recruitment, and hiring flexibilities.

OPM also conducted webinars for Bipartisan Infrastructure Law agencies on topics including Use of Military Spouse Authority, Hiring Senior Executives, Suitability Process, Use of the Presidential Management Fellows Program, Utilizing Direct Hire Authority, Utilizing the Schedule A Hiring Authority, and Overview of Hiring Authorities. The agency also issued cross agency announcements for HR and grants management specialists.

In addition, OPM issued new Occupational Series for Wildland Firefighters as required by the Bipartisan Infrastructure Law to support the Department of the Interior and the United States Department of Agriculture. OPM made substantial updates to the Wildland Fire Management Position Classification Standard including the series definition, titling, and knowledge required to perform wildland firefighting work, occupational information, and illustrations of work performed by wildland fire fighters. The agency also issued a cross agency announcement for grants management specialists.

OPM also provided agencies with flexibilities to assist in expediting the hiring of mission critical staff needed for the talent surge, such as dual compensation waiver requests, Direct Hire Authority requests, ceiling extensions for Schedule A/B authority, and SES and SL/ST position requests. Among other flexibilities, OPM issued Direct Hire Authority for the Bipartisan Infrastructure Law agencies in support of human resources hiring needs; issued a Government-wide Schedule A Excepted Service Hiring Authority in support of infrastructure hiring; issued Direct Hire Authority for the Department of Interior in support of infrastructure and wildland fire season; and issued a Dual Compensation Waiver Delegation to the Department of Transportation in support of infrastructure.

In addition, OPM developed an Infrastructure Investment and Jobs Act Agency Public Messaging Toolkit for agencies that includes general talking points, messaging for commencement addresses for agency principals, and

language for job posts, press releases, and social media. The agency also contributed to the Administration's Bipartisan Infrastructure Law Week of Action. OPM collaborated with the USDA to use their radio station and create messaging for Rural America. To communicate the Federal Government's efforts, Director Ahuja co-wrote an op-ed in the Miami Herald with White House infrastructure coordinator Mitch Landrieu.

OPM also provided information on recruitment sourcing, branding, and campus recruitment, primarily in the context of Diversity, Equity, Inclusion, and Accessibility (DEIA) and recruitment, to various agencies, and participated in a quarterly Department of Defense Recruiters Consortium meeting to facilitate a question-and-answer session on strategic outreach and recruitment.

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

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

Related Strategic Objectives: 1.1 and 1.2

FY 2022 Progress Update

OPM calculated gender and racial/ethnic pay gaps for the Federal Government's civilian workforce in the Executive Branch as of September 2021 and in FY 2023 will issue regulations that address the use of salary history in hiring and pay-setting processes for Federal employees. OPM also began a draft of a memo on pay equity reviews and is requesting agency reports on revisions to non-title 5 compensation practices.

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

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

Related Strategic Objectives: 1.1 and 3.4

FY 2022 Progress Update

OPM developed an equity action plan to deploy a Federal Employees Health Benefits (FEHB) Decision Support Tool to improve the healthcare shopping experience of all enrollees. The agency refined requirements for the Tool and mapped processes and upgrades to internal OPM business systems. OPM also finalized the Decision Support Tool capability matrix for an updated customer experience-driven health plan and benefit Tool. OPM will use the Tool capability matrix to assist in determining minimum viable product prototype capability, feasibility, and procurement strategy. The matrix will serve as the baseline artifact to create the requirements traceability matrix. In addition, several vendors conducted demonstrations of commercial capabilities for OPM staff as part of market research.

OPM commenced efforts to create a strategy to gauge current Plan Comparison Tool and prospective Decision Support Tool user satisfaction and needs. These efforts include the authoring of draft web survey questions which will be used to measure the customer experience of current Plan Comparison Tool users and as a guide for user-centered design focus groups to inform customer needs in the Decision Support Tool.

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 will also contribute 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 **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. Some objectives are most appropriately measured with milestones, which are scheduled events signifying the completion of a major deliverable or a phase of work.

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

The tables that follow display performance results, ordered by strategic goal, for FY 2022, where available. Trends are visualized in small "spark" charts that represent the FY 2022 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 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
1.1.001	Government-wide Diversity, Equity, Inclusion, and Accessibility index score	-	-	-	-	69	Establish Baseline	Establish Baseline	

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 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 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%	Establish Baseline	Establish Baseline	
1.2.002	Percent of CHCOs who report they find the services from OPM to inform their future of work planning helpful	-	-	-	-	69.70%	Establish Baseline	Establish Baseline	

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 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 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	80	81	82	80	79	**83**	**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	**Establish Baseline**	**Establish Baseline**	
1.3.003	Percent of vacancies using alternative assessments to replace or augment the self-report occupational questionnaire	-	-	7.79%	10.01%	8.87%	**4.00%**	**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 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
1.4.002	Number of social media engagements on recognition-focused content	-	-	-	-	195,389	**Establish Baseline**	**Establish Baseline**	

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.

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018-FY 2022 Trend
2.1.001	Percent of respondents who agree that their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals	-	84.80%	85.80%	80.90%	82.30%	**86.80%**	**Not 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 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018-FY 2022 Trend
2.2.001	Percent of CHCOs indicating that OPM treats them as strategic partners	-	-	-	-	93.94%	**Establish Baseline**	**Establish Baseline**	
2.2.002	Percent of CHCOs who strongly agree that OPM treats them as strategic partners	-	-	-	-	27.27%	**Establish Baseline**	**Establish Baseline**	

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 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
2.3.001	Percent of OPM's spend under management (SUM) (Cumulative)	-	-	-	-	94.34%	**95.00%**	**Not Met**	
2.3.002	Percent of contract actions in compliance with Government-wide past performance reporting requirements (Cumulative)	-	40.27%	47.73%	30.00%	51.90%	**70.00%**	**Not Met**	

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

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
2.4.001	Percent of OPM managers who indicate that they have sufficient resources to get their job done	46	54	-	-	-	**Establish Baseline**	**Establish Baseline**	
2.4.002	Percent of OPM staff who indicate that they have sufficient resources to get their job done	59	62	-	-	-	**Establish Baseline**	**Establish Baseline**	

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

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018-FY 2022 Trend
2.5.001	Percent of software projects implementing adequate incremental development	100.00%	96.43%	85.71%	85.71%	100.00%	**92.00%**	**Met**	
2.5.002	Score for utilization of the working capital fund to support IT modernization and security	2.00	2.00	2.00	3.00	4.00	**2.75**	**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 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018-FY 2022 Trend
2.6.001	OPM Leaders Lead score	59	61	64	69	68	**65**	**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 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
3.1.001	Average number of minutes to answer phone calls (Cumulative)	-	-	-	-	31.02	**5.00**	**Not Met**	
3.1.002	Average number of days to process retirement cases	58.60	55.70	68.50	78.96	88.41	**60.00**	**Not Met**	
3.1.003	Average satisfaction score for services received from Retirement Services	-	-	-	3.92	3.74	**4.00**	**Not Met**	
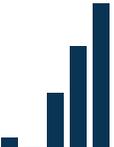
Strategic Objective 3.2: Create a personalized USAJOBS® experience to help applicants find relevant opportunities. By FY 2026, improve applicant satisfaction to 4.1 out of 5 for the desktop platform and to 4.5 out of 5 for the mobile platform.

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
3.2.001	Average overall satisfaction score with USAJOBS (desktop)	-	-	-	3.87	3.88	**3.90**	**Not Met**	
3.2.002	Average ease score (desktop)	-	-	-	3.74	3.76	**3.76**	**Met**	
3.2.003	Average efficiency score (desktop)	-	-	-	3.74	3.78	**3.76**	**Met**	
3.2.004	Average transparency score (desktop)	-	-	-	4.16	4.18	**4.17**	**Met**	
3.2.005	Average website helpfulness score (desktop)	-	-	-	3.84	3.84	**3.86**	**Not Met**	
3.2.006	Average trust score (desktop)	-	-	-	3.75	3.74	**3.76**	**Not Met**	
3.2.007	Average effectiveness score (desktop)	-	-	-	3.77	3.78	**3.77**	**Met**	

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018-FY 2022 Trend
3.2.008	Average overall satisfaction score with USAJOBS (mobile)	-	-	-	4.21	4.23	4.22	Met	
3.2.009	Average trust score (mobile)	-	-	-	4.11	4.13	4.12	Met	
3.2.010	Average effectiveness score (mobile)	-	-	-	4.11	4.14	4.11	Met	
3.2.011	Average ease score (mobile)	-	-	-	4.09	4.12	4.10	Met	
3.2.012	Average efficiency score (mobile)	-	-	-	4.08	4.09	4.05	Met	
3.2.013	Average transparency score (mobile)	-	-	-	4.39	4.37	4.41	Not Met	
3.2.014	Average website helpfulness score (mobile)	-	-	-	4.14	4.16	4.17	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 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
3.3.001	Average score for helpfulness of OPM human capital services in achieving human capital objectives	-	-	-	4.31	4.42	Establish Baseline	Establish Baseline	

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 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
3.4.001	Average effectiveness score	-	-	-	-	-	Establish Baseline	Establish Baseline	
3.4.002	Average ease score	-	-	-	-	-	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 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
4.1.001	OPM Innovation score	-	-	-	-	67.22	**Establish Baseline**	**Establish Baseline**	
4.1.002	Percent of OPM leaders trained in innovation techniques	-	-	-	-	6.74%	**Establish Baseline**	**Establish Baseline**	

Note: OPM replaced the previous measure "Percent of OPM employees who agree that innovation is valued," which was not tracked in FY 2022, with the new OPM FEVS Innovation Index Score, which evaluates innovation and the extent to which leadership encourages and supports new ideas and innovative approaches.

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 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
4.2.001	Percent of low-risk delegations with errors identified through OPM or agency led evaluations	-	-	-	-	-	**Establish Baseline**	**Establish Baseline**	
4.2.002	Percent of CHCOs who agree that OPM provides appropriate delegations to agencies	-	-	-	-	48.48%	**Establish Baseline**	**Establish Baseline**	
4.2.003	Percent of low-risk delegations granted to agencies	-	-	-	-	-	**Establish Baseline**	**Establish Baseline**	

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 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 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%	**Establish Baseline**	**Establish Baseline**	
4.3.002	Average quarterly number of users of OPM's publicly available human capital data sets/files	-	-	-	-	126.75	**Establish Baseline**	**Establish Baseline**	
4.3.003	Average quarterly number of users of OPM's human capital dashboards	-	-	-	-	67.67	**Establish Baseline**	**Establish Baseline**	

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 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
4.4.001	Number of leading practices shared with Federal agencies	-	-	-	-	9	**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 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018-FY 2022 Trend
4.5.001	Percent of priority policy guidance issued by the deadline	-	-	-	-	38.46%	Establish Baseline	Establish Baseline	
4.5.002	Percent of CHCOs who agree that OPM's policy approach is responsive to agency needs	-	-	-	-	54.55%	Establish Baseline	Establish Baseline	

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 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018-FY 2022 Trend
4.6.001	Percent of CHCOs who agree that the human capital management system changes resulted in less administrative burden to agencies	-	-	-	-	-	Establish Baseline	Establish Baseline	

Performance Details

Strategic Goal 1: Position the Federal Government as a model employer

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 2022 Progress Update

OPM, in consultation with the Office of Management and Budget, has determined that performance towards this objective is making noteworthy progress. In FY 2022, OPM established a new Office of Diversity, Equity, Inclusion and Accessibility. As a part of the Diversity, Equity, Inclusion and Accessibility (DEIA) Initiative established by *Executive Order 14035 Diversity, Equity, Inclusion and Accessibility in the Federal Workforce*, the

agency and its partners conducted a series of initial outreach meetings with CFO Act agencies to discuss their agency DEIA strategic plans, learn about agency collaborations, and identify how the DEIA Initiative can support agencies during the next phase of the Executive Order's implementation. OPM collected agency self-assessments of current DEIA practices from Federal agencies to benchmark efforts in DEIA to inform the Government-wide Strategic Plan to Advance DEIA in the Federal Workforce. OPM also provided agencies support in advance of the publication of the plans, including guidance for developing agency DEIA implementation teams. In addition, OPM also created a summary Fact Sheet (**https://www.opm.gov/news/releases/2022/07/fact-sheet-building-a-better-workforce-for-the-american-people/**) to inform all agencies on progress made and messaging for DEIA strategic plans. Further, OPM collaborated with the Equal Employment Opportunity Commission (EEOC), OMB, and the Domestic Policy Council in meetings with CFO Act agencies to seek feedback on support needed for Year 2 implementation and reporting.

As outlined in Executive Order 14035, OPM launched the Chief Diversity Officers Executive Council. The Council, under the leadership of Chair and OPM Director Kiran Ahuja, Vice Chairs Jason Miller and Charlotte Burrows of OMB and EEOC, respectively, and Dr. Janice Underwood as Government-wide Chief Diversity Officer, is a collaborative interagency body and a force-multiplier for DEIA work taking place across the Federal Government. The Council aims to advance DEIA initiatives across the Federal Government by bringing together and sharing promising policies and practices from both the public and private sectors.

OPM also introduced the OPM FEVS DEIA Index using OPM FEVS items piloted in FY 2021. OPM designed these items to measure employees' perceptions of whether, and to what extent, DEIA is successfully advanced and embedded throughout the workforce. Agencies will use their 2022 OPM FEVS results, in addition to other DEIA agency assessments, to gauge progress towards the objectives of their agency DEIA strategic plans.

In addition, OPM initiated multiple evidence-building efforts related to this objective and the associated DEIA question in OPM's FY 2022-2026 Learning Agenda. OPM developed a preliminary set of DEIA performance measures that will be included in a DEIA dashboard. To assess barriers to diversity in Senior Executive Service, an OPM working group conducted a literature review and developed proposed strategies. Further, OPM initiated a cross-agency evaluation of DEIA training in collaboration with GSA's Office of Evaluation Sciences and the Georgetown McCourt School of Public Policy.

Table 1.1.001
- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
1.1.001	Government-wide Diversity, Equity, Inclusion, and Accessibility index score	-	-	-	-	69	**Establish Baseline**	**Establish Baseline**	

FY 2022 Analysis of Results:
OPM conducted the 2022 OPM FEVS from May through July 22, 2022. With 557,778 Government-wide respondents, the response rate was 35 percent. OPM established the DEIA Index in FY 2022. The Government-wide scores for each component of the index score were: Diversity (70 percent), Equity (65 percent), Inclusion (75 percent), and Accessibility (67 percent).

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 2022 Progress Update
OPM identified five core priorities to support the Federal workforce as it transitions to a hybrid work environment and beyond. OPM's priorities include creating a Workforce 2030 strategy, developing resources and policies to support agencies, conducting research to memorialize lessons learned, providing training to agencies, and analyzing data to evaluate the impact that Future of Work policies have on the workforce.

OPM developed a draft framework for the Future of the Workforce strategy focused on three pillars that form the foundation for all Future of the Workforce efforts, which will be north stars for a range of efforts OPM will undertake in collaboration with Government-wide partners moving forward. Through this strategy, OPM aims to facilitate an inclusive, diverse, engaged, and agile workforce and advance the workforce's skills to meet current and emerging requirements to lead to mission delivery.

In collaboration with CHCO Council, OPM also restructured the leadership of the CHCO Council Future of the Workforce Working Group, which OPM co-leads, to maintain continuity between Government-wide Future of the Workforce efforts. OPM engaged CHCOs via personnel policy hours on a range of topics including managing in a hybrid work environment and the creation of an Enterprise Human Resources Integration (EHRI) variable to gather remote work and telework data.

To better understand the relationship between engagement and satisfaction, the agency developed remote work and telework questions for the 2022 OPM FEVS. OPM also added a remote location feature to USAJOBS to allow agencies to advertise remote positions and allow applicants to filter jobs, and to enable OPM to analyze outcomes.

OPM provided strategic consulting services to agencies to help understand current and future workforce needs. These included 14 active projects that impact more than 5,000 Federal employees. OPM also provided 35 training sessions that reached 980 participants on performance management in a telework and hybrid work environment, with participants reporting overall training satisfaction 4.65 out of five on a post-training survey. In addition, OPM provided trainings on strategic decision-making, managing workforces, and preparing for the Future of Work.

OPM provided a number of tools and resources to agencies, including hybrid work environment tip sheets, the *2022 Federal Workforce Priorities Report,* the *2021 Guide to Telework and Remote Work in the Federal Government*, performance management tip sheets for employees, supervisors, leadership and technology, performance management trainings, and a cybersecurity hiring resources hub.

To provide a central resource for stakeholders to access all these resources, OPM launched a Future of Work website that received more than 265,000 page views in FY 2022. OPM updated the Future of Work website throughout the year.

OPM promoted connections between its Future of Work initiatives and the President's Management Agenda (PMA), the work of the President's Management Council Working Group on Reentry and Future of Work, and the General Service Administration's Workforce 2030 strategy.

OPM also initiated several studies related to this objective and to associated questions on the Future of Work, remote work, telework, and hybrid work, and employee benefits and design in OPM's FY 2022-2026 Learning Agenda. OPM developed a literature review summarizing recent evidence on remote work, telework, and hybrid work and its relationship to organizational and workforce outcomes. OPM also designed and initiated a study on the effect of the new USAJOBS remote work designation on applicant interest and diversity.

Table 1.2.001

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018-FY 2022 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%	Establish Baseline	Establish Baseline	

FY 2022 Analysis of Results:

In FY 2022, 27 of 33 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 work planning. OPM conducted the survey between December 2021 and January 2022. With 33 respondents, the response rate was 61 percent.

Table 1.2.002

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018-FY 2022 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%	Establish Baseline	Establish Baseline	

FY 2022 Analysis of Results:

In FY 2022, 23 of 33 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 work planning helpful. OPM conducted the survey between December 2021 and January 2022. With 33 respondents, the response rate was 61 percent.

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 2022 Progress Update

OPM applied lessons learned from agencies' need to quickly acquire talent to confront challenges such as the COVID-19 pandemic and the increase in unaccompanied minors at the border. The agency issued a Talent Surge Executive Playbook and Talent Surge Hiring Authorities index. OPM designed the playbook to serve as a user-friendly compilation of information on HR flexibilities, authorities, actions, and other resources that can serve as a reference for agency leaders, hiring managers, and human resources (HR) professionals. The playbook is intended to assist agencies with strategically planning, recruiting, and hiring staff needed to rebuild their workforces and deliver on diverse and complex agency missions.

In support of the Bipartisan Infrastructure Law (BIL), OPM approved a Schedule A Authority for BIL-impacted agencies, allowing them to expedite hiring for time-limited appointments. OPM also granted BIL-impacted agencies Direct Hire Authority for human resources positions through Q3 FY 2022 to increase agency capacity for BIL surge hiring and opened a multi-agency Direct Hire Authority announcement for human resources specialists. In addition, OPM also authorized Direct Hiring Authority and other hiring flexibilities that enabled BIL agencies to fill over 75 percent of targeted positions.

In addition, OPM issued a hiring authority for college graduates and post-secondary students, providing agencies with additional flexibility to hire qualified post-secondary students for positions in the competitive service, in addition to the Pathways hiring authority for interns. OPM hosted five webinars for agency HR professionals, hiring managers, intern coordinators, and good government groups, communicating with approximately 600 people about the special hiring authorities.

Further, OPM, in partnership with the Department of Homeland Security (DHS), launched the DHS Cybersecurity Talent Management System, which aims to modernize cybersecurity hiring through a streamlined application and assessment process, new competitive compensation structures, and meaningful career development opportunities at DHS. OPM also launched two competency studies, the HR Competency Study and the Federal Workforce Competency Initiative, and developed and issued guidance for agencies on implementing skills-based hiring in support of *Executive Order 13932, Modernizing and Reforming the Assessment and Hiring of Federal Job Candidates*. In response to the COVID-19 pandemic, OPM also expanded the existing in-person administration of the Delegated Examining certification assessment by offering a live remote proctoring option, which enabled certification nominees to test from the location of their choice. In addition, OPM established the new Hiring Experience Group, a joint OPM-OMB effort, to lead innovative efforts to improve the hiring experience for applicants, hiring managers, and human resources practitioners.

Table 1.3.001

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 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	80	81	82	80	79	**83**	**Not Met**	

FY 2022 Analysis of Results:

OPM conducted the 2022 OPM FEVS from May through July 22, 2022. With 557,778 Government-wide respondents, the response rate was 35 percent. Results decreased one percentage point from FY 2021 to FY 2022. Using quality assessments in the hiring process can serve as a useful tool for hiring managers seeking to build job relevant knowledge and skills to meet organizational goals. OPM will continue to support agencies as they increase their use of alternative assessments to replace or augment the self-report questionnaire.

Table 1.3.002

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 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	**Establish Baseline**	**Establish Baseline**	

FY 2022 Analysis of Results:

OPM conducted the survey from October 1, 2021, through September 30, 2022, and received 1,293 responses regarding applicants referred for human resources, acquisitions, and cybersecurity positions. The average score for hiring manager satisfaction was 4.4 out of 5 for human resources positions, 4.0 for acquisitions positions, and 4.2 out of 5 for cybersecurity positions.

Table 1.3.003

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
1.3.003	Percent of vacancies using alternative assessments to replace or augment the self-report occupational questionnaire	-	-	7.79%	10.01%	8.87%	**4.00%**	**Met**	

Note: In February 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 2022 Analysis of Results:

In FY 2022, agencies used alternative assessments to replace or augment the self-report occupational questionnaire for 17,714 of 199,601 total vacancies, a decrease of 11 percent compared to FY 2021. OPM will continue to support agencies as they increase their use of alternative assessments to replace or augment the self-report questionnaire.

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 2022 Progress Update

OPM provided Government-wide guidance highlighting actions agencies can take to promote Federal worker organizing and empowerment. The agency also supported the White House Task Force on Worker Empowerment and Organizing and shared information with national unions on strategies for communicating with agency employees, and the responsibility of agencies to timely process requests for union dues. OPM continued to champion the Federal workforce at Federal employee recognition events such as the annual Samuel J. Heyman Service to America Medals and via the Partnership for Public Service Best Places to Work Rankings.

Table 1.4.002

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
1.4.002	Number of social media engagements on recognition-focused content	-	-	-	-	195,389	**Establish Baseline**	**Establish Baseline**	

FY 2022 Analysis of Results:

In FY 2022, Twitter, Facebook, and LinkedIn users engaged with OPM's recognition-focused social media content 195,389 times. Social media users engaged with this content 80,110 times on Twitter, 70,046 times on Facebook, and 45,239 times on LinkedIn. In FY 2023, OPM will primarily focus on improving engagement on Twitter and LinkedIn where target audiences for certain recognition-focused campaign content are more likely to engage.

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

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

FY 2022 Progress Update

OPM completed a workforce study, which analyzed the agency's current and future workforce and identified critical challenges and opportunities. This study also included a skill-gap analysis and risk assessment. In addition, OPM reinstated a Strategic Hiring Committee for a strategic view of hiring and to incorporate human capital data into organization operating and staffing plans for FY 2023. The Strategic Hiring Committee will review and recommend hiring priorities for the agency, taking OPM's strategic goals, the President's Management Agenda, mission, budget, and regulatory requirements into consideration.

To further promote work-life flexibilities as a strategy for recruiting and retaining talent, OPM provided real-time telework and remote-work agreements data on a centralized portal and conducted several work-life training events and webinars for OPM employees. The topics of these work-life training events included an overview of the Employee Assistance Program, financial planning, and supervisory training related to managing a hybrid workforce. In addition, OPM hosted the Future of Work Series consisting of events on communication, hybrid work, and managing conflict.

OPM HR performed an analysis of the current state of Executive Development for the Senior Executive Service and presented findings and recommendations to the Executive Review Board and Performance Review Board to further identify and define program components for the future state of a centralized executive development program at OPM.

OPM HR created a dedicated talent team by hiring a new strategic workforce planning supervisor, strategic recruiter, workforce planner, and Pathways/special hiring programs coordinator. The talent team will work with the agency's program offices to align strategic workforce planning, position management, talent strategies, and organizational design to OPM's mission and strategic goals.

OPM also accelerated hiring to deliver on key objectives in the FY 2022-2026 Strategic Plan. OPM HR identified two new OPM-specific Mission Critical Occupational series within Retirement Services: the legal administrative specialist series and the contact representative series. OPM elevated these positions as high priorities and completed a hiring surge to fill more than 20 new positions in these job series. OPM also hired 21 positions across the agency in support of Postal Reform and recruited 20 new senior executives into the agency.
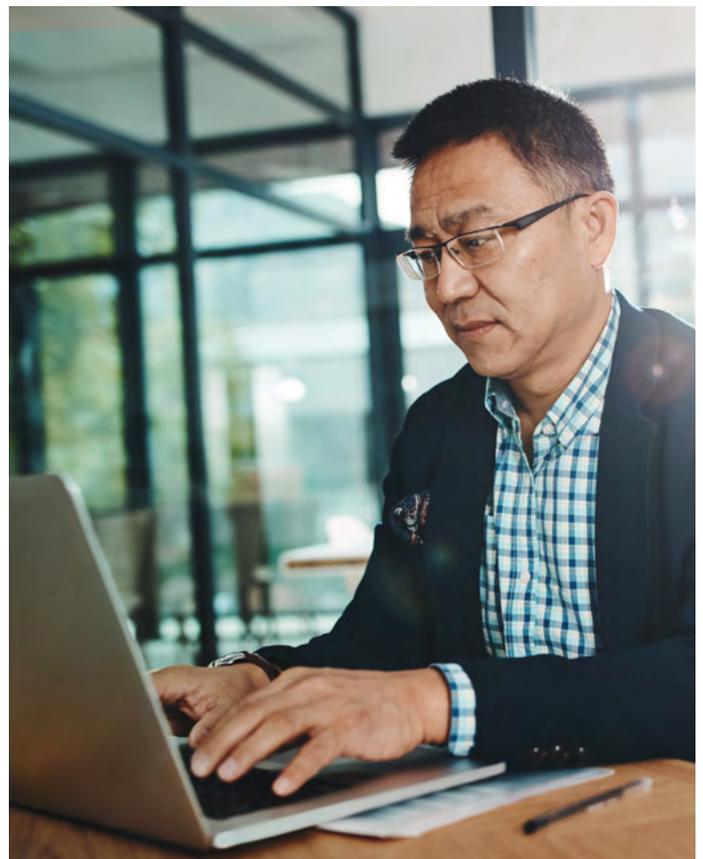
Table 2.1.001

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018-FY 2022 Trend
2.1.001	Percent of respondents who agree that their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals	-	84.80%	85.80%	80.90%	82.30%	**86.80%**	**Not Met**	

FY 2022 Analysis of Results:

OPM conducted the 2022 OPM FEVS from June 6 through July 22, 2022. With 1,516 OPM respondents, the response rate was 63.5 percent. OPM HR's newly formed Workforce and Talent Strategies team will provide OPM organizations tools and guidance related to strategic recruiting, succession planning, and workforce planning to assist in closing skill gaps. In FY 2023, OPM plans to reorganize the Learning Team to be a standalone organization to prioritize training across the agency. OPM is also recruiting a new Chief Learning Officer to head this organization and strengthen the internal training function to close knowledge gaps.

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

FY 2022 Progress Update

OPM and the Chief Human Capital Officers (CHCO) Council established an Executive Steering Committee and updated the Council's charter. OPM is also putting together a robust package of proposed legislation for FY 2024 that is responsive to the agency's strategic goals, the CHCO Council, the Congress, and other stakeholders. In response to a recommendation from the National Academy of Public Administration, OPM is finalizing options on how a human capital advisory committee might be established and structured. This committee will connect OPM with figures from the public, nonprofit, academic, and private sectors on human capital management best practices and innovation. With the establishment of the Office of Public Engagement in FY 2022, OPM is well-positioned to make strides in relationship building. In addition, OPM is proactively sharing guidance and other documents with the public and stakeholders.

Table 2.2.001

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
2.2.001	Percent of CHCOs indicating that OPM treats them as strategic partners	-	-	-	-	93.94%	**Establish Baseline**	**Establish Baseline**	

FY 2022 Analysis of Results:

In FY 2022, 31 of 33 Chief Human Capital Officers and Deputy Chief Human Capital Officers who responded to the survey indicated that OPM treats them as strategic partners. OPM conducted the survey between December 2021 and January 2022. With 33 respondents, the response rate was 61 percent.

Table 2.2.002

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
2.2.002	Percent of CHCOs who strongly agree that OPM treats them as strategic partners	-	-	-	-	27.27%	**Establish Baseline**	**Establish Baseline**	

FY 2022 Analysis of Results:

In FY 2022, 9 of 33 Chief Human Capital Officers who responded to the survey strongly agreed that OPM treats them as strategic partners. The percent of CHCOs who agreed and strongly agreed that OPM treats them as strategic partners was 93.94 percent. OPM conducted the survey between December 2021 and January 2022. With 33 respondents, the response rate was 61 percent.

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

FY 2022 Progress Update

OPM established an enterprise acquisition policy to align with the budget formulation processes and established a memorandum of understanding with GSA to utilize the Forecast of Opportunities Tool. OPM also migrated from a legacy acquisition tracking system to a modern and scalable procurement center using a web-based collaborative platform, fostering transparency and enabling reliable sharing of acquisition data across OPM. OPM also cleaned up outstanding Contractor Performance Assessment Reporting System entries and launched an agency-wide dashboard to facilitate completion and monitoring of entries. In addition, the agency provided category management guidance to the acquisition workforce and launched a dashboard to increase transparency into the agency's progress toward its category management target.

Table 2.3.001

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018-FY 2022 Trend
2.3.001	Percent of OPM's spend under management (SUM) (Cumulative)	-	-	-	-	94.34%	**95.00%**	**Not Met**	

FY 2022 Analysis of Results:

In FY 2022, OPM actively managed $469,489,321 of $497,659,714 according to category management principles. OPM attributes the missed target to reduced spending on major procurements. With the rollout of Enterprise Acquisition Planning in FY 2022, OPM is on track to meet the FY 2023 target.

Table 2.3.002

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018-FY 2022 Trend
2.3.002	Percent of contract actions in compliance with Government-wide past performance reporting requirements (Cumulative)	-	40.27%	47.73%	30.00%	51.90%	**70.00%**	**Not Met**	

FY 2022 Analysis of Results:

In FY 2022, 219 of 422 of OPM's contracting actions were in compliance with Government-wide past performance reporting requirements. In FY 2022, OPM made significant progress in the cleanup of overdue reports in Contractor Performance Assessment Reporting System. As a result of the effort, OPM increased compliance by more than 22 percentage points and is on track for additional improvement in FY 2023.

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 2022 Progress Update

OPM re-established a Resources Management Officers Council to share information related to annual budget activities that impact resource levels. OCFO also began holding monthly "office hours" to engage with employees across the agency and discuss specific organization needs with the budget and performance staff. Further, OPM developed and delivered updated performance budget and finance training for OPM executives.

OCFO overhauled the agency's labor code management, an important element to OPM's cost accounting initiative, which requires reporting accuracy for labor and non-labor expenses. OCFO completed a draft Labor Code Management Policy, which it disseminated for OPM program office review. The policy includes protocols on how to deactivate, restructure, and establish labor codes. Additionally, OCFO conducted an extensive review of labor codes prior to the start of FY 2022 to de-activate obsolete labor codes, mapped labor codes to the new FY 2022-2026 OPM Strategic Plan and communicated to senior management the importance of using accurate labor codes to track time spent working on initiatives to advance agency strategic priorities.

Table 2.4.001

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018-FY 2022 Trend
2.4.001	Percent of OPM managers who indicate that they have sufficient resources to get their job done	46	54	-	-	-	**Establish Baseline**	**Establish Baseline**	

FY 2022 Analysis of Results:

OPM did not include the survey item used for this measure in the OPM FEVS in FY 2020, FY 2021, or FY 2022. OPM will include the corresponding survey item to calculate the results for this measure in the FY 2023 OPM FEVS.

Table 2.4.002

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018-FY 2022 Trend
2.4.002	Percent of OPM staff who indicate that they have sufficient resources to get their job done	59	62	-	-	-	**Establish Baseline**	**Establish Baseline**	

FY 2022 Analysis of Results:

OPM did not include the survey item used for this measure in the OPM FEVS in FY 2020, FY 2021, or FY 2022. OPM will include the corresponding survey item to calculate the results for this measure in the FY 2023 OPM FEVS.

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 2022 Progress Update

OPM, in consultation with the Office of Management and Budget, has determined that performance towards this objective is making noteworthy progress.

In December of FY 2022, OPM's Federal Information Technology Acquisition Reform Act scorecard improved a full letter grade from a C+ to a B+. The improved score reflected OPM's commitment to improving technology and highlighted the effort that OPM made to enhance the quality and delivery of IT services provided to employees, the Federal workforce, job seekers, and annuitants. In July of FY 2022, OPM's Federal Information Technology

Acquisition Reform Act scorecard dropped to a C+ as a result of modifications to the scoring methodology.

OPM is leveraging cloud technology and agile methodologies to deliver incremental and modern capabilities and solutions to programs and customers. The agency deployed OPM's Enterprise Cloud to modernize the agency's IT infrastructure and developed 28 applications in the cloud environment. OCIO is evaluating on-premises systems and applications to transition to the cloud. This analysis includes mainframe systems applications. OPM is utilizing native cloud cybersecurity capabilities to protect the agency's network, systems, and applications. To further improve OPM's cybersecurity posture, OCIO implemented cloud-based security protections, which is part of the agency's Zero Trust strategy. Additionally, OPM replaced legacy phone systems with virtual phones to enhance employee productivity.

Table 2.5.001

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
2.5.001	Percent of software projects implementing adequate incremental development	100.00%	96.43%	85.71%	85.71%	100.00%	**92.00%**	**Met**	

FY 2022 Analysis of Results:

In FY 2022, 88 of 88 OPM software projects implemented adequate incremental development.

Table 2.5.002

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
2.5.002	Score for utilization of the working capital fund to support IT modernization and security	2.00	2.00	2.00	3.00	4.00	**2.75**	**Met**	

FY 2022 Analysis of Results:

OPM received authority to transfer funds to the IT Working Capital Fund in mid-FY 2022 and transferred funds to the Fund at the end of FY 2022. OPM is now evaluating proposals for projects that will utilize the IT Working Capital Fund.

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

FY 2022 Progress Update

OPM developed guiding principles for an enterprise-wide leadership mindset. OPM showcased these principles in a senior leadership offsite for discussion and further iteration and is developing a framework implementation plan. OPM used the draft principles as guide points for several completed products and programs including the IT Strategy and Data Strategy; Diversity, Equity, Inclusion, and Accessibility dashboard; and Bipartisan Infrastructure Law dashboards. The agency has updated the FY 2023 supervisory performance standards to include language and behaviors exemplifying enterprise mindset.

OPM completed its agency-wide roll out of USA Performance®, an automated performance management system providing a digital workflow for the employee performance management process, allowing enhanced reporting, eliminating paper-based performance

appraisals, and improving efficiencies throughout the performance management cycle.

OPM also developed and implemented a communications plan for the agency's FY 2022-2026 Strategic Plan and communicated the agency's new goals and objectives to the workforce through a variety of channels. The Strategic Plan is linked to USAJOBS® announcements for improved visibility to applicants. OPM launched a branding survey, which included further socialization of the OPM mission and vision to the workforce. OPM is also assessing and updating digital platforms for rebranding, such as the OPM website, social media, and intranet site.

OPM also completed its DEIA assessment and DEIA Strategic Plan. OPM socialized the DEIA Strategic Plan with the OPM workforce through events, including an Employee Resource Group membership drive, garnering interest from employees to assist in executing projects. OPM HR is building out an internal DEIA team. Further, OPM finalized and implemented a new DEIA critical element for supervisory performance standards for the FY 2022 performance cycle and facilitated a presentation on performance management success.

Table 2.6.001

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
2.6.001	OPM Leaders Lead score	59	61	64	69	68	**65**	**Met**	
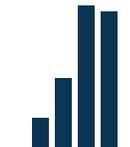
FY 2022 Analysis of Results:

OPM conducted the 2022 OPM FEVS from June 6 through July 22, 2022. With 1,516 OPM respondents, the response rate was 63.5 percent. OPM scored highest (74.7 percent) on the item "Managers communicate the goals of the organization," and lowest (57.4 percent) 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 2022 Progress Update

OPM, in consultation with the Office of Management and Budget, has highlighted this objective as a focus area for improvement.

OPM implemented a cloud-based contact center, a multi-channel call center solution. Through this call center solution, OPM increased its capability to receive customer inquiries by reducing busy signals, allowing more customers into the call queue, and allowing customers to request a callback. OPM also implemented an email component of the new cloud-based contact center. The email component allows OPM to identify and block spam emails so contact center agents can identify and respond to actual customers, and includes a quick response feature which allows agents to provide standard responses quicker.

OPM applied plain language writing to clarify information on survivor benefits on its website. OPM also applied human-centered design to develop a prototype of a retirement guide. The guide is a plain language resource that is intended to help customers better understand the retirement application process. OPM plans to pilot the guide with agency partners in FY 2023.

OPM deployed a new login process (**Login.gov**) for Services Online — OPM's online portal that allows annuitants (Federal retirees or their spouses, ex-spouses, and children) to manage their accounts online. **Login.gov** provides a single sign-on solution for Government websites that enables citizens to access public services across different agencies using the same email address and password, and provides a more seamless and secure user experience.

In addition, OPM advanced efforts to revise the Retirement Services customer experience survey to focus on the new annuitant experience.

OPM also identified and compiled material on 698 relevant training topics for Retirement Services staff. OPM plans to create a standardized curriculum in five core areas: foundations, basic claims, disability claims, post-adjudication claims, and survivor claims.
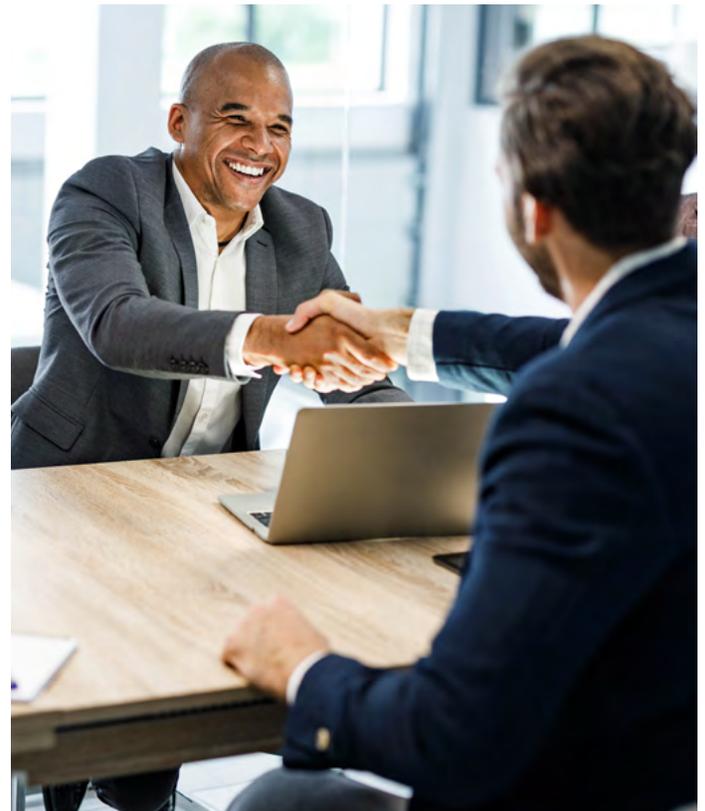
Table 3.1.001

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
3.1.001	Average number of minutes to answer phone calls (Cumulative)	-	-	-	-	31.02	**5.00**	**Not Met**	

FY 2022 Analysis of Results:

In FY 2022, OPM handled 1,482,681 calls – 134,911 more calls than in FY 2021. Monthly average call wait times ranged from 28 to 34 minutes. The new cloud-based contact center allows more customers into the call queue, so customers experience fewer busy signals but longer wait times. To help reduce call wait times, OPM implemented a callback feature. In FY 2022, approximately 46 percent of customers have taken advantage of this feature. In FY 2023, OPM plans to improve the content on its website and implement a retirement guide, which may help to reduce call wait times.

Table 3.1.002

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
3.1.002	Average number of days to process retirement cases	58.60	55.70	68.50	78.96	88.41	**60.00**	**Not Met**	
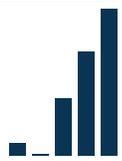
FY 2022 Analysis of Results:

In FY 2022, OPM processed 110,851 retirement cases. Monthly average case processing times ranged from 79 to 95 days. In FY 2022, OPM received, on average, eight percent more cases than in FY 2021, and processed, on average, 24 percent more cases in FY 2022 than in FY 2021. Despite the improvement in the number of cases processed, the OPM inventory continued to be historically high, but declined. OPM's year-end FY 2022 inventory was eight percent lower than the FY 2021 year-end level.

Table 3.1.003

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
3.1.003	Average satisfaction score for services received from Retirement Services	-	-	-	3.92	3.74	**4.00**	**Not Met**	

FY 2022 Analysis of Results:

OPM conducted the survey between December 17, 2021 and January 3, 2022, March 18 and April 1, 2022, June 24 and July 7, 2022, and September 14 and September 28, 2022. With 40,322 respondents in FY 2022, the response rate was 11 percent. The average satisfaction score for services received from Retirement Services declined 4.6 percent compared to FY 2021. In FY 2023, OPM plans to launch an updated customer satisfaction survey focused on the new annuitant's experience applying for and receiving retirement benefits. By focusing on this customer segment, OPM will be better able to understand the potential drivers of satisfaction and make targeted improvements.

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 2022 Progress Update

OPM, in consultation with the Office of Management and Budget, has determined that performance toward this objective is making noteworthy progress.

In FY 2022, OPM completed a successful pilot and deployed an Applicant Counts feature on USAJOBS, which promotes transparency about the size of the applicant pool for a job opportunity and sets realistic expectations about competition for Federal positions. OPM made the new feature available to its Talent Acquisition System partners, and USA Staffing became the first Talent Acquisition System to implement the feature. From the feature's launch in March through August 31, the monthly average of USAJOBS vacancies displaying Applicant Counts was 27.5 percent. OPM also implemented a Branded Search Page feature on USAJOBS, which allows agencies to add their recruitment brand to their agency's unique announcement search results page, creating a more tailored search experience for job seekers and enabling agencies to engage in more proactive recruitment activities. USAJOBS leverages this capability to create branded, filtered search pages for Government-wide campaigns, such as Bipartisan Infrastructure Law hiring. USAJOBS also released a Remote Work option, which improves the search experience for job seekers by filtering jobs designated as "remote."

OPM deployed several internal dashboards, including a Talent Acquisition Dashboard, which includes high-level measures from USAJOBS. OPM also developed an Applicant Flow Data Dashboard which provides information on how different demographic groups progress through the hiring process. Integrated OPM teams are actively collaborating to build the infrastructure to enable external user access to these and other dashboards.

While OPM collaborated with the General Services Administration's (GSA) **Login.gov** team to improve the USAJOBS authentication experience, OPM encountered impediments that stalled progress in this area, including a lack of adequate opportunities for sharing customer experience insights. GSA continued to iterate and improve its security, privacy, and user experience for the authentication experience. GSA is also engaged with several large customers in implementing a higher-level authentication service, hiring new senior leadership for **Login.gov**, and building their customer account management capacity. OPM and GSA's **Login.gov** team partnered to conduct a usability and equity audit of **Login.gov**'s multi-factor authentication account creation process to identify areas for improvement for the applicant experience across USAJOBS and **Login.gov** services. The team has begun analyzing the audit findings and recommendations as they apply to **Login.gov**, USAJOBS, and other OPM products that integrate with **Login.gov** and will implement improvements in the coming year.

With a focus on enhancing applicant communications, OPM created a Resume Readiness & FAQs handout to share with applicants and other stakeholders. The agency also developed the first two of a series of USAJOBS videos. The videos help job applicants navigate the Federal application and hiring process and better understand the meaning of eligible versus qualified in a job announcement.

OPM also conducted an A/B test to test options to increase disclosure of demographic data in user profiles and applications. OPM found that website revisions were successful and deployed changes across USAJOBS, resulting in progress on demographic disclosure.

Table 3.2.001

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
3.2.001	Average overall satisfaction score with USAJOBS (desktop)	-	-	-	3.87	3.88	**3.90**	**Not Met**	

FY 2022 Analysis of Results:

OPM conducted the desktop survey between October 1, 2021 and September 30, 2022. With 10,956 responses, the response rate was 38.7 percent. OPM increased results by .01 points from FY 2021 to FY 2022, but did not meet its FY 2022 target of 3.9 out of 5. In FY 2022, USAJOBS' desktop customer experience results increased slightly in all areas except for the "trust score," which decreased by .01 points. OPM has observed that when USAJOBS implements noticeable user experience changes, satisfaction often decreases. However, over the last four years, USAJOBS' customer experience trends reflect consistent results or small increases due to the feature enhancements deployed within USAJOBS. In FY 2023, OPM will continue to identify ways to improve feedback collection throughout the applicant journey to drive improvements and improve overall satisfaction with USAJOBS.

Table 3.2.002

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
3.2.002	Average ease score (desktop)	-	-	-	3.74	3.76	**3.76**	**Met**	

FY 2022 Analysis of Results:

OPM conducted the desktop survey between October 1, 2021 and September 30, 2022. With 10,956 responses, the response rate was 38.7 percent. OPM increased results by .02 points from FY 2021 to FY 2022, meeting its FY 2022 target of 3.76 out of 5.

Table 3.2.003

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
3.2.003	Average efficiency score (desktop)	-	-	-	3.74	3.78	**3.76**	**Met**	

FY 2022 Analysis of Results:

OPM conducted the desktop survey between October 1, 2021 and September 30, 2022. With 10,956 responses, the response rate was 38.7 percent. OPM increased results by .04 points from FY 2021 to FY 2022, exceeding its FY 2022 target by .02 points.

Table 3.2.004

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
3.2.004	Average transparency score (desktop)	-	-	-	4.16	4.18	**4.17**	**Met**	

FY 2022 Analysis of Results:

OPM conducted the desktop survey between October 1, 2021 and September 30, 2022. With 10,956 responses, the response rate was 38.7 percent. OPM increased results by .02 points from FY 2021 to FY 2022, exceeding its FY 2022 target by .01 points.

Table 3.2.005

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018-FY 2022 Trend
3.2.005	Average website helpfulness score (desktop)	-	-	-	3.84	3.84	**3.86**	**Not Met**	

FY 2022 Analysis of Results:

OPM conducted the desktop survey between October 1, 2021 and September 30, 2022. With 10,956 responses, the response rate was 38.7 percent. OPM did not increase results from FY 2021 to FY 2022, and did not meet its year-end target of 3.86 out of 5. OPM has observed when USAJOBS implements noticeable user experience changes, satisfaction often decreases. However, over the last four years, USAJOBS' customer experience trends reflect consistent results or small increases due to the feature enhancements deployed within USAJOBS. In FY 2023, OPM will continue to identify ways to improve feedback collection throughout the applicant journey to drive improvements and improve the helpfulness of USAJOBS.

Table 3.2.006

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018-FY 2022 Trend
3.2.006	Average trust score (desktop)	-	-	-	3.75	3.74	**3.76**	**Not Met**	

FY 2022 Analysis of Results:

OPM conducted the desktop survey between October 1, 2021 and September 30, 2022. With 10,956 responses, the response rate was 38.7 percent. OPM decreased results by .02 points from FY 2021 to FY 2022 and missed its year-end target of 3.76 out of 5 by .03 points. In FY 2022, the average trust score was the only customer experience result for the USAJOBS desktop platform that decreased. OPM has observed that when USAJOBS implements noticeable user experience changes, satisfaction often decreases. However, over the last four years, USAJOBS' customer experience trends reflect consistent results or small increases due to the feature enhancements deployed within USAJOBS. In FY 2023, OPM will continue to identify ways to improve feedback collection throughout the applicant journey to drive improvements and improve trust in USAJOBS.

Table 3.2.007

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
3.2.007	Average effectiveness score (desktop)	-	-	-	3.77	3.78	**3.77**	**Met**	

FY 2022 Analysis of Results:

OPM conducted the desktop survey between October 1, 2021 and September 30, 2022. With 10,956 responses, the response rate was 38.7 percent. OPM increased results by .01 points from FY 2021 to FY 2022, exceeding its year-end target of 3.77 out of 5 by .01 points.

Table 3.2.008

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
3.2.008	Average overall satisfaction score with USAJOBS (mobile)	-	-	-	4.21	4.23	**4.22**	**Met**	

FY 2022 Analysis of Results:

OPM conducted the mobile survey between October 1, 2021 and September 30, 2022. With 11,802 responses, the response rate was 41.2 percent. OPM increased results by .02 points from FY 2021 to FY 2022, exceeding its FY 2022 target of 4.22 out of 5 by .01 points.

Table 3.2.009

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
3.2.009	Average trust score (mobile)	-	-	-	4.11	4.13	**4.12**	**Met**	

FY 2022 Analysis of Results:

OPM conducted the mobile survey between October 1, 2021 and September 30, 2022. With 11,802 responses, the response rate was 41.2 percent. OPM increased results by .02 points from FY 2021 to FY 2022, exceeding its FY 2022 target of 4.12 out of 5 by .01 points.

Table 3.2.010

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
3.2.010	Average effectiveness score (mobile)	-	-	-	4.11	4.14	**4.11**	**Met**	

FY 2022 Analysis of Results:

OPM conducted the mobile survey between October 1, 2021 and September 30, 2022. With 11,802 responses, the response rate was 41.2 percent. OPM increased results by .03 points from FY 2021 to FY 2022, exceeding its FY 2022 target of 4.11 out of 5 by .03 points.

Table 3.2.011

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
3.2.011	Average ease score (mobile)	-	-	-	4.09	4.12	**4.10**	**Met**	

FY 2022 Analysis of Results:

OPM conducted the mobile survey between October 1, 2021 and September 30, 2022. With 11,802 responses, the response rate was 41.2 percent. OPM increased results by .03 points from FY 2021 to FY 2022, exceeding its FY 2022 target of 4.1 out of 5 by .02 points.

Table 3.2.012

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
3.2.012	Average efficiency score (mobile)	-	-	-	4.08	4.09	**4.05**	**Met**	

FY 2022 Analysis of Results:

OPM conducted the mobile survey between October 1, 2021 and September 30, 2022. With 11,802 responses, the response rate was 41.2 percent. OPM increased results by .01 points from FY 2021 to FY 2022, exceeding its FY 2022 target of 4.05 out of 5 by .04 points.

Table 3.2.013

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
3.2.013	Average transparency score (mobile)	-	-	-	4.39	4.37	**4.41**	**Not Met**	

FY 2022 Analysis of Results:

OPM conducted the mobile survey between October 1, 2021 and September 30, 2022. With 11,802 responses, the response rate was 41.2 percent. Results decreased by .02 points from FY 2021 to FY 2022, and did not meet its year-end target of 4.41 out of 5. In FY 2022, the average transparency score was the only customer experience result for the USAJOBS mobile platform that decreased. OPM has observed that when USAJOBS implements noticeable user experience changes, satisfaction often decreases. However, over the last four years, USAJOBS' customer experience trends reflect consistent results or small increases due to the feature enhancements deployed within USAJOBS. In FY 2023, OPM will continue to identify ways to improve feedback collection throughout the applicant journey to drive improvements and improve transparency in USAJOBS.

Table 3.2.014

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
3.2.014	Average website helpfulness score (mobile)	-	-	-	4.14	4.16	**4.17**	**Not Met**	

FY 2022 Analysis of Results:

OPM conducted the mobile survey between October 1, 2021 and September 30, 2022. With 11,802 responses, the response rate was 41.2 percent. OPM increased results by .02 points from FY 2021 to FY 2022, but missed its FY 2022 target of 4.17 out of 5 by .01 points. OPM has observed that when USAJOBS implements noticeable user experience changes, satisfaction often decreases. However, over the last four years, USAJOBS' customer experience trends reflect consistent results or small increases due to the feature enhancements deployed within USAJOBS. In FY 2023, OPM will continue to identify ways to improve feedback collection throughout the applicant journey to drive improvements and improve the helpfulness of 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 2022 Progress Update

OPM promoted collaboration across programs in its support of agencies impacted by the Bipartisan Infrastructure Law (BIL). OPM created listening channels to engage agency partners to better understand and provide guidance responsive to their surge hiring needs. OPM administered an online surge hiring strategic talent plan questionnaire to obtain more specific details on talent acquisition goals and anticipated priorities, classification requirements, occupational series, timing, staffing, and HR hiring staff readiness to support the hiring surge. OPM also hosted recurring agency meetings comprised of a specialized team to integrate agency-specific BIL data into OPM dashboards, obtain agency-requested information to vet answers with appropriate subject-matter experts, and coordinate talent surge planning next steps. Further, OPM established a webinar series focused on specialized topics of interest to BIL-impacted agencies, such as using the new BIL Schedule

A and other hiring authorities, navigating the Agency Talent Portal, pay and leave flexibilities, and using the Presidential Management Fellows Program to quickly meet surge hiring needs. In addition, OPM provided support to each of these agencies as they met with the White House Office of Cabinet Affairs to present their progress. Six months after implementation, OPM hosted a series of workshops with each of the agencies to glean lessons learned and leading practices. In each section, OPM included subject matter experts who were selected based on data from a survey which asked each agency to share their specific challenges. OPM aggregated feedback from these sessions to inform the agency's planned support in FY 2023.

To further advance the customer experience, OPM modified its oversight evaluation methodology. In FY 2022, OPM fully implemented a modified oversight evaluation methodology that it initially developed in FY 2021. Through this approach, OPM strategic leaders and human capital review teams leverage robust and inclusive quantitative and qualitative data from multiple data sources, including EHRI, USAStaffing, USAJOBS, OPM FEVS, and the Hiring Manager Customer Satisfaction Survey, to facilitate oversight and promote transparency.

Table 3.3.001

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
3.3.001	Average score for helpfulness of OPM human capital services in achieving human capital objectives	-	-	-	4.31	4.42	**Establish Baseline**	**Establish Baseline**	

Note: OPM identified FY 2021 results during FY 2022, after the FY 2022 target of Establish Baseline was set.

FY 2022 Analysis of Results:

OPM received 1,304 responses in FY 2022. The average score for helpfulness of OPM human capital services in achieving human capital objectives increased 2.6 percent, from 4.31 out of 5 in FY 2021 to 4.42 out of 5 in FY 2022.

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 2022 Progress Update

OPM, in consultation with the Office of Management and Budget, has highlighted this objective as a focus area for improvement.

The agency completed customer experience research as well as analyses of historical **OPM.gov** analytics and the Federal Employee Journey to drive the conceptualization of a modernized **OPM.gov**. OPM also identified resources to develop backend infrastructure for OPM's website modernization. To address immediate customer needs, OPM updated language on the survivor benefit web page to address a source of confusion for annuitants that is the subject of many calls to OPM Retirement Service's call center.

In FY 2022, the Technology Modernization Fund Board, chaired by the Federal CIO and comprised of Government IT leaders, announced an investment of more than $6 million for the OPM website and digital modernization. With this funding, OPM will update both the technology behind and the content on the **OPM.gov** website in order to improve and optimize the user experience for the site's 22 million unique annual visitors. Currently, customers experience difficulty navigating the site, using the tools effectively, and finding the information they need. The almost 20,000 pages on **OPM.gov** contain 3,600 dead links, creating a confusing user experience for current Federal employees, job seekers, annuitants, and HR professionals who visit **OPM.gov** expecting up-to-date and easily accessible information.

Table 3.4.001

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
3.4.001	Average effectiveness score	-	-	-	-	-	**Establish Baseline**	**Establish Baseline**	

FY 2022 Analysis of Results:

In FY 2022, OPM did not administer an **OPM.gov** customer experience survey.

Table 3.4.002

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
3.4.002	Average ease score	-	-	-	-	-	**Establish Baseline**	**Establish Baseline**	

FY 2022 Analysis of Results:

In FY 2022, OPM did not administer an **OPM.gov** customer experience 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.

FY 2022 Progress Update

OPM launched the OPM Innovation in Service Delivery Design pilot program and worked with three teams from throughout the agency seeking to introduce innovation to improve service delivery performance. Through a series of customized workshops and consultations, the teams worked to identify root problems and key challenges, thought critically about the status quo, and brainstormed ways to improve service delivery.

The pilot program culminated in an agency-wide, virtual Innovation Summit that served as a celebration of teams' work and as a forum for the teams to share what they learned about innovation through the pilot program and how they used service design to inform their service delivery or customer service. Following the Summit, all OPM employees attending also had a chance to engage in breakout discussion groups to spark conversations around innovation throughout OPM, as well as participate in skill-building mini-labs to encourage cross-organizational conversations on introducing or sustaining innovation at OPM.

OPM also conducted exploratory research and interviews to develop ideas and a concept for an idea center and learning community to engage OPM employees in conversations around innovation. OPM began to compile educational materials and resources to inform a toolkit, which will serve as a resource for future trainings offered to employees.

Combined together, the research, educational materials, and execution of the pilot program and Innovation Summit inform plans to launch another pilot of the OPM Innovation in Service Delivery Design program in FY 2023, as well as two informal innovation "Lunch and Learns" to further engage the OPM workforce.

Table 4.1.001

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
4.1.001	OPM Innovation score	-	-	-	-	67.22	**Establish Baseline**	**Establish Baseline**	

Note: OPM replaced the previous measure "Percent of OPM employees who agree that innovation is valued," which was not tracked in FY 2022, with the new OPM FEVS Innovation Index Score, which evaluates innovation and the extent to which leadership encourages and supports new ideas and innovative approaches.

FY 2022 Analysis of Results:

OPM conducted the 2022 OPM FEVS from June 6 through July 22, 2022. With 1,516 OPM respondents, the response rate was 63.5 percent. OPM scored highest (75.11 percent) on the item "Employees in my work unit consistently look for ways to improve customer service," and lowest (56.93 percent) on "My work unit commits resources to develop new ideas (e.g., budget, staff, time, expert support)."

Table 4.1.002

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
4.1.002	Percent of OPM leaders trained in innovation techniques	-	-	-	-	6.74%	**Establish Baseline**	**Establish Baseline**	

FY 2022 Analysis of Results:

OPM trained 32 of 475 OPM supervisors, managers, team leaders, and management officials in innovation techniques. OPM plans to launch another pilot of the OPM Innovation in Service Delivery Design program in FY 2023, as well as an Accelerator program. These programs will create more opportunities and forums for OPM leaders to be trained in innovation techniques. Additionally, in FY 2023, OPM anticipates having a Chief Learning Officer on board, who will scope and advance an enterprise training plan.

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

FY 2022 Progress Update

OPM developed a list of 25 transactional activities to review for possible delegation to agencies, including 13 CHCO-identified proposed delegations, the time-limited delegations provided to agencies in response to the CARES Act and the Bipartisan Infrastructure Law, transactional activities from OPM's legislative proposals and Unified Agenda, and 12 potential delegations from a National Academy of Public Administration study published in 2021. OPM established assessment criteria to determine if the work would be considered low, medium, or high risk for delegation, and determined that 9 of the 25 transactional activities posed either a low or medium risk for delegation. OPM also identified steps the agency can take to mitigate the risks associated with delegating transactional activities deemed to be a medium risk. OPM has incorporated into the agency's legislative agenda recommendations to delegate the agreed to authorities. OPM is working to coordinate next steps for this objective with the legislative process timeline.

Table 4.2.001

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018-FY 2022 Trend
4.2.001	Percent of low-risk delegations with errors identified through OPM or agency led evaluations	-	-	-	-	-	**Establish Baseline**	**Establish Baseline**	

FY 2022 Analysis of Results:

Results for this measure are not expected until FY 2024.

Table 4.2.002

- No historical data available for this period.

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
4.2.002	Percent of CHCOs who agree that OPM provides appropriate delegations to agencies	-	-	-	-	48.48%	**Establish Baseline**	**Establish Baseline**	

FY 2022 Analysis of Results:

In FY 2022, 16 of 33 Chief Human Capital Officers and Deputy Chief Human Capital Officers who responded to the survey indicated that OPM provides appropriate delegations to agencies. OPM conducted the survey between December 2021 and January 2022. With 33 respondents, the response rate was 61 percent.

Table 4.2.003

- No historical data available for this period

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
4.2.003	Percent of low-risk delegations granted to agencies	-	-	-	-	-	**Establish Baseline**	**Establish Baseline**	

FY 2022 Analysis of Results:

Results for this measure are not expected until FY 2023. Once the final list of low-risk delegations is approved by the OPM Director, OPM can establish a baseline.

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 2022 Progress Update

OPM, in consultation with the Office of Management and Budget, has determined that performance toward this objective is making noteworthy progress. To improve data governance, OPM developed a new charter for an enterprise Data Governance Board, which is responsible for creating and implementing an OPM data strategy focused on improving the quality and use of OPM's Federal human capital data. The Data Governance Board completed a data and digital maturity model survey to better understand organizational capability gaps. OPM then developed a data strategy action plan for calendar year 2022 aligned with the Federal Data Strategy, including goals focused on improving data governance, data visualization and analytics, data infrastructure, data sharing, and data skills across the agency. OPM took foundational steps to improve data quality and timeliness by developing and deploying data quality dashboards on human capital data collected from agencies across Government in the Enterprise Human Resources Integration data warehouse. OPM also began expanding the accessibility of HR analytics tools and reports by developing and deploying human capital dashboards across OPM, piloting external agency access to the dashboards, and planning implementation of the necessary technology infrastructure to provide access Government-wide. Additionally, OPM successfully deployed a series of Application Programming Interfaces for agency access to USA Staffing and USAJOBS data. To create a framework for improving standardization and integration of human capital data, OPM's Human Resources Line of Business released data standards on substantial portions of the employee lifecycle, including talent acquisition, separation and retirement, and labor relations.

Table 4.3.001

- No historical data available for this period

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 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%	**Establish Baseline**	**Establish Baseline**	

FY 2022 Analysis of Results:

In FY 2022, 18 of 33 Chief Human Capital Officers and Deputy Chief Human Capital Officers who responded to the survey indicated that OPM provides agencies with high quality workforce data and information for decision-making. OPM conducted the survey between December 2021 and January 2022. With 33 respondents, the response rate was 61 percent.

Table 4.3.002

- No historical data available for this period

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018-FY 2022 Trend
4.3.002	Average quarterly number of users of OPM's publicly available human capital data sets/files	-	-	-	-	126.75	**Establish Baseline**	**Establish Baseline**	

FY 2022 Analysis of Results:

OPM had an average of 126.75 users of its publicly available human capital data sets/files each quarter. As OPM makes available more human capital data files/sets, OPM anticipates the number of users to increase. In FY 2023, OPM plans to launch an updated data portal for agency partners and stakeholders to access the human capital data files/sets.

Table 4.3.003

- No historical data available for this period

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018-FY 2022 Trend
4.3.003	Average quarterly number of users of OPM's human capital dashboards	-	-	-	-	67.67	**Establish Baseline**	**Establish Baseline**	

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 2022 Analysis of Results:

The number of users of four OPM dashboards (Talent Surge, Talent Acquisition, OPM Hiring Process, and DEIA) increased each quarter. The most viewed dashboard was the Talent Surge dashboard, and the least viewed was the Talent Acquisition dashboard. The quarterly average number of users increased by 140 percent from Q1 to Q4, indicating a growing interest in this data. In FY 2023, OPM plans to launch an updated data portal for agency partners and stakeholders to access the human capital dashboards.

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

FY 2022 Progress Update

OPM established a dedicated dashboard to track the hiring process for the Bipartisan Infrastructure Law. This enabled agencies' real-time tracking of hiring, allowing targeted efforts to reduce the time to hire and promoting accountability for meeting hiring goals. OPM shared these data-driven decision-making practices, which have improved the hiring process with the Chief Human Capital Officers (CHCO) Council, agency talent teams, and other audiences.

OPM also researched promising practices centered on the use of technology in human capital management and the Future of Work. OPM partnered with the Robotic Process Automation Community of Practice to identify agencies that implemented automation to improve and streamline human capital processes and allow Federal employees to focus on high-value work. OPM and its partners launched an agency showcase series which featured demonstrations of identification tools that agencies use to designate positions as eligible for remote work or telework.

In addition, OPM developed and widely shared a website to share leading practices and promote innovation with other agencies. OPM also formed an internal working group to review the agency's demonstration project and research authorities and held a CHCO Personnel Policy Office Hours session to understand the barriers for Federal agencies to use this authority and how it can be revised or updated to better meet agencies' needs.

OPM is working to streamline demonstration project authority and make it easier for agencies to use and improve the data it produces. OPM continues to engage with agency partners to explore the feasibility of conducting pilots using the demonstration project authority to test human capital reforms, leverage lessons learned during the pandemic, and advance efforts related to the Future of Work.

OPM's new Hiring Experience Group is working with agency talent teams to explore innovative ways to improve Federal hiring, including piloting shared certifications. OPM launched a pilot with three agencies to share hiring certifications for contract specialists and cybersecurity positions.

Table 4.4.001

- No historical data available for this period

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
4.4.001	Number of leading practices shared with Federal agencies	-	-	-	-	9	**5**	**Met**	

FY 2022 Analysis of Results:

In FY 2022, OPM shared nine leading practices with agencies, including OPM's Talent Surge Playbook, cybersecurity hiring toolkit, and skills-based hiring guidance. OPM will continue to share leading practices in OPM guidance documents, through agency Showcase events, and via the Leading Practices MAX site, which will launch in FY 2023.

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 2022 Progress Update

OPM created workgroups with the goals of accelerating the timeliness of the OPM clearance process, promoting stakeholder awareness and engagement with key policies, and incorporating qualitative input from stakeholders into the development and prioritization of policy development. As part of this effort, OPM developed a process to create an open dialogue with agency CHCOs to improve communication, researched training opportunities for OPM staff, and started building a pilot program for policy rollouts. OCIO also added a new feature to OPM's document management system that adds parallel routing, which allows users from different offices to review submissions simultaneously.

Table 4.5.001

- No historical data available for this period

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018-FY 2022 Trend
4.5.001	Percent of priority policy guidance issued by the deadline	-	-	-	-	38.46%	Establish Baseline	Establish Baseline	

FY 2022 Analysis of Results:

In FY 2022, 5 of 13 priority policy guidance documents were issued by the deadline. In FY 2023, OPM plans to establish a descriptive clearance process guidance document to improve the time required to publish rules and guidance.

Table 4.5.002

- No historical data available for this period

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018-FY 2022 Trend
4.5.002	Percent of CHCOs who agree that OPM's policy approach is responsive to agency needs	-	-	-	-	54.55%	Establish Baseline	Establish Baseline	

FY 2022 Analysis of Results:

In FY 2022, 18 of 33 Chief Human Capital Officers and Deputy Chief Human Capital Officers who responded to the survey indicated that OPM's policy approach is responsive to agency needs. OPM conducted the survey between December 2021 and January 2022. With 33 respondents, the response rate was 61 percent.

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

FY 2022 Progress Update

OPM, in consultation with the Office of Management and Budget, has highlighted this objective as a focus area for improvement. OPM reviewed current hiring authorities and identified approximately 170 hiring authorities and implemented a cross-agency team to begin reviewing usage and applicability to determine if underutilized or duplicative authorities can be eliminated. OPM also successfully transitioned 50 forms from wet signature to electronic signature, reducing considerable burden on agencies. In OPM's FY 2022 CHCO Survey, CHCOs requested several policy and systems changes, including raising the 15 percent cap on post-secondary student appointments, automating notices from USAPerformance®, authorizing the use of automation to develop hiring certificates in USAStaffing®, and coordinating timing of data calls. OPM is currently considering or planning actions to address these requested policy and systems changes. Through a review of data calls, OPM is identifying where data availability can be improved to eliminate the need for separate data calls.

Table 4.6.001

- No historical data available for this period

Table	Performance Measure	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2022 Target	FY 2022 Target Met/ Not Met	FY 2018- FY 2022 Trend
4.6.001	Percent of CHCOs who agree that the human capital management system changes resulted in less administrative burden to agencies	-	-	-	-	-	**Establish Baseline**	**Establish Baseline**	

FY 2022 Analysis of Results:

Results for this measure will not be available until FY 2023. In the FY 2022 CHCO survey, OPM included an open-ended item related to administrative burden.

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 2022 progress updates, performance measures, results, and analysis of results for each of these objectives.

Evidence-Building

OPM has integrated its discussion of evidence-building into the "Performance Details" section of this document. Please refer to the FY 2022 progress updates for Objectives 1.1, 1.2, 2.1, 3.1, 3.2, and 4.5 within the "Performance Details" section.

Customer Experience

OPM efforts to advance customer experience work are reflected in Goal 3 to create a human-centered customer experience by putting the needs of OPM's customers at the center of OPM's workforce services, policy, and oversight, increasing OPM's customer satisfaction index score for targeted services to 4.3 out of 5. Please refer to Objectives 3.1 and 3.2 within the "Performance Details" section for FY 2022 progress updates, performance measures, results, and analysis of results related to OPM's efforts to advance customer experience work for its two High Impact Service Providers, USAJOBS and Retirement Services.

Appendix

Data Validation and Verification Overview

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

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

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

- The Office of the Chief Financial Officer (OCFO) provides guidance to Objective Teams on data quality, and has developed a standard form for Objective Teams to document data collection and reporting procedures, definitions, source data, validation and verification, and limitations. The OCFO reviews such documentation for adequacy, providing feedback and recommendations for improvement to Objective Teams. This documentation serves as a job aid to performance measurement and reporting staff, helping to promote the use of consistent definitions and methods.

- To reduce manual processes and the risk of human error, OCFO has developed a new application for performance data collection and reporting, and began using the application in FY 2022.

- OCFO, Goal Owners, and Objective Owners assess the use and effectiveness of the agency's performance measures and consider alternative measures during the agency's annual performance budgeting process. Cross-organizational teams of Objective Owners establish consensus on the validity of the measures.

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

Measure Definitions, Data Sources, Verification, and Validation

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

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

Performance Measure: Government-wide Diversity, Equity, Inclusion, and Accessibility index score

Reference Item	Description
Definition	The average of the scores on a five-point scale (strongly disagree to strongly agree) for the following OPM FEVS items related to diversity, equity, inclusion, and accessibility:
	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.
Data Source	OPM Federal Employee Viewpoint Survey (FEVS)

Performance Measure: Government-wide Diversity, Equity, Inclusion, and Accessibility index score (Continued)

Reference Item	Description
Frequency	Annual
Verification and Validation	Between 2010 and 2019, response rates to the OPM FEVS ranged between 41 and 52 percent. Thus, the cleaned OPM FEVS data are weighted so that survey estimates accurately represent the survey population (unweighted data could produce biased estimates of population statistics). The final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus one percentage point. Demographic results are not weighted. Additional details of OPM FEVS validation methods are found in the appendix of the Government-wide Management Report for the relevant year at **https://www.opm.gov/fevs**. OPM's Survey Analysis Group within Employee Services leads the survey administration and conducts extensive data analysis to verify the results and identify any systemic data issues. OPM FEVS is a web-based survey and the instrument has built-in programs to inspect data for various response errors or out of range values; thus, data cleaning is a continuous operation throughout the data collection period.
Data Limitations	The OPM FEVS is administered annually and reflects employee opinions at a single point in time. Events around the time of the data collection (historicity effect) could possibly influence results. Not all executive agencies participate in the OPM FEVS. For example, US Department of Veterans Affairs no longer participates. The OPM FEVS response rate varies but is generally around 45 percent. However, it is important to note that the large sample size (OPM sent the 2020 survey to more than 1.41 million employees, with 624,800 employees completing a survey), combined with the weighting procedures described above, support the accuracy of the survey data.

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

Reference Item	Description
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. Another key limitation is 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

Reference Item	Description
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. Another key limitation is 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

Reference Item	Description
Definition	The number of Federal employees who responded positively (strongly agree or agree) to the following OPM FEVS item, divided by total number of Federal employees who responded to the item: My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals
Data Source	OPM Federal Employee Viewpoint Survey (FEVS)
Frequency	Annual
Verification and Validation	Between 2010 and 2019, response rates to the OPM FEVS ranged between 41 and 52 percent. Thus, the cleaned OPM FEVS data are weighted so that survey estimates accurately represent the survey population (unweighted data could produce biased estimates of population statistics). The final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus one percentage point. Demographic results are not weighted. Additional details of OPM FEVS validation methods are found in the appendix of the Government-wide Management Report for the relevant year at **https://www.opm.gov/fevs**. OPM's Survey Analysis Group within Employee Services leads the survey administration and conducts extensive data analysis to verify the results and identify any systemic data issues. OPM FEVS is a web-based survey and the instrument has built-in programs to inspect data for various response errors or out of range values; thus, data cleaning is a continuous operation throughout the data collection period.
Data Limitations	The OPM FEVS is administered annually and reflects employee opinions at a single point in time. Events around the time of the data collection (historicity effect) could possibly influence results. Not all executive agencies participate in the OPM FEVS. For example, US Department of Veterans Affairs no longer participates. The OPM FEVS response rate varies but is generally around 45 percent. However, it is important to note that the large sample size (OPM sent the 2020 survey to more than 1.41 million employees, with 624,800 employees completing a survey), combined with the weighting procedures described above, support the accuracy of the survey data.

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

Reference Item	Description
Definition	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: 17. A sufficient number of qualified applicants were referred for hiring consideration (weighted 30 percent). 18. The applicants who were referred had the skills to perform the job (weighted 40 percent). 23. I received the certificate of eligible applicants from the human resources office in a timely manner (weighted 15 percent). 24. The overall hiring process occurred in a timely manner (weighted 15 percent).
Data Source	Hiring Manager Satisfaction Survey
Frequency	Annual
Verification and Validation	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.
Data Limitations	Data and results are based upon the responses from those who voluntarily complete the survey and who self-identify as having participated in the hiring process. These responses provide a portrayal of their perceptions and experiences regarding the timeliness of services and quality of applicants received. However, the number of service recipients is currently unknown as not every hiring manager completes the survey. To promote use of the survey, USAStaffing, which 75 percent of Federal agencies use as their Talent Acquisition System, automates the survey process while OPM works with the other Talent Acquisition Systems used by 25 percent of Federal agencies to further automate the survey process. 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.

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

Reference Item	Description
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 slide 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

Reference Item	Description
Definition	The number of engagements on recognition-focused content shared by OPM on Twitter, Facebook, and LinkedIn. Engagements are defined as the number of times users liked, @replied, retweeted, or clicked on posts (not including quote tweets) on Twitter; reacted to, commented on, shared, or clicked on posts on Facebook; 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

Reference Item	Description
Definition	The number of OPM employees who responded positively (strongly agree or agree) to the following OPM FEVS item, divided by the number of OPM employees who responded to the FEVS item: My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.
Data Source	OPM FEVS: Federal Employee Viewpoint Survey
Frequency	Annual
Verification and Validation	Between 2010 and 2019, response rates to the OPM FEVS ranged between 41 and 52 percent. Thus, the cleaned OPM FEVS data are weighted so that survey estimates accurately represent the survey population (unweighted data could produce biased estimates of population statistics). The final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus one percentage point. Demographic results are not weighted. Additional details of OPM FEVS validation methods are found in the appendix of the Government-wide Management Report for the relevant year at **https://www.opm.gov/fevs**. OPM's Survey Analysis Group within Employee Services leads the survey administration and conducts extensive data analysis to verify the results and identify any systemic data issues. OPM FEVS is a web-based survey and the instrument has built-in programs to inspect data for various response errors or out of range values; thus, data cleaning is a continuous operation throughout the data collection period.
Data Limitations	The OPM FEVS is administered annually and reflects employee opinions at a single point in time. Events around the time of the data collection (historicity effect) could possibly influence results. Not all executive agencies participate in the OPM FEVS. For example, US Department of Veterans Affairs no longer participates. The OPM FEVS response rate varies but is generally around 45 percent. However, it is important to note that the large sample size (OPM sent the 2020 survey to more than 1.4 million employees, with 624,800 employees completing a survey), combined with the weighting procedures described above, support the accuracy of the survey data.

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

Reference Item	Description
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. Another key limitation is 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

Reference Item	Description
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. Another key limitation is 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)

Reference Item	Description
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)

Reference Item	Description
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

Reference Item	Description
Definition	The number of OPM managers who responded agree or strongly agree to the following Federal Employee Viewpoint Survey item divided by total number of OPM managers who responded to the item: "I require these additional resources to get my job done (mark as many as apply) and selected "I have sufficient resources (for example, people, materials, budget) to get my job done."
Data Source	OPM FEVS: Federal Employee Viewpoint Survey
Frequency	Annual
Verification and Validation	Between 2010 and 2019, response rates to the OPM FEVS ranged between 41 and 52 percent. Thus, the cleaned OPM FEVS data are weighted so that survey estimates accurately represent the survey population (unweighted data could produce biased estimates of population statistics). The final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus one percentage point. Demographic results are not weighted. Additional details of OPM FEVS validation methods are found in the appendix of the Government-wide Management Report for the relevant year at **https://www.opm.gov/fevs**. OPM's Survey Analysis Group within Employee Services leads the survey administration and conducts extensive data analysis to verify the results and identify any systemic data issues. OPM FEVS is a web-based survey and the instrument has built-in programs to inspect data for various response errors or out of range values; thus, data cleaning is a continuous operation throughout the data collection period.
Data Limitations	The OPM FEVS is administered annually and reflects employee opinions at a single point in time. Events around the time of the data collection (historicity effect) could possibly influence results. Not all executive agencies participate in the OPM FEVS. For example, US Department of Veterans Affairs no longer participates. The OPM FEVS response rate varies but is generally around 45 percent. However, it is important to note that the large sample size (OPM sent the 2020 survey to more than 1.4 million employees, with 624,800 employees completing a survey), combined with the weighting procedures described above, support the accuracy of the survey data.

Performance Measure: Percent of OPM staff who indicate that they have sufficient resources to get their job done

Reference Item	Description
Definition	The number of OPM nonsupervisory staff who selected "I have sufficient resources (for example, people, materials, budget) to get my job done." divided by total number of OPM nonsupervisory staff who responded to the item: "I require these additional resources to get my job done (mark as many as apply).
Data Source	OPM FEVS: Federal Employee Viewpoint Survey
Frequency	Annual
Verification and Validation	Between 2010 and 2019, response rates to the OPM FEVS ranged between 41 and 52 percent. Thus, the cleaned OPM FEVS data are weighted so that survey estimates accurately represent the survey population (unweighted data could produce biased estimates of population statistics). The final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus one percentage point. Demographic results are not weighted. Additional details of OPM FEVS validation methods are found in the appendix of the Government-wide Management Report for the relevant year at **https://www.opm.gov/fevs**. OPM's Survey Analysis Group within Employee Services leads the survey administration and conducts extensive data analysis to verify the results and identify any systemic data issues. OPM FEVS is a web-based survey and the instrument has built-in programs to inspect data for various response errors or out of range values; thus, data cleaning is a continuous operation throughout the data collection period.
Data Limitations	The OPM FEVS is administered annually and reflects employee opinions at a single point in time. Events around the time of the data collection (historicity effect) could possibly influence results. Not all executive agencies participate in the OPM FEVS. For example, US Department of Veterans Affairs no longer participates. The OPM FEVS response rate varies but is generally around 45 percent. However, it is important to note that the large sample size (OPM sent the 2020 survey to more than 1.4 million employees, with 624,800 employees completing a survey), combined with the weighting procedures described above, support the accuracy of the survey data.

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

Reference Item	Description
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 CIO 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

Reference Item	Description
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 CIO 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 CIO 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

Reference Item	Description
Definition	The average of the scores for the following OPM FEVS items, which reflects OPM employees' perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation: • 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	OPM FEVS: Federal Employee Viewpoint Survey
Frequency	Annual
Verification and Validation	Between 2010 and 2019, response rates to the OPM FEVS ranged between 41 and 52 percent. Thus, the cleaned OPM FEVS data are weighted so that survey estimates accurately represent the survey population (unweighted data could produce biased estimates of population statistics). The final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus one percentage point. Demographic results are not weighted. Additional details of OPM FEVS validation methods are found in the appendix of the Government-wide Management Report for the relevant year at **https://www.opm.gov/fevs**. OPM's Survey Analysis Group within Employee Services leads the survey administration and conducts extensive data analysis to verify the results and identify any systemic data issues. OPM FEVS is a web-based survey and the instrument has built-in programs to inspect data for various response errors or out of range values; thus, data cleaning is a continuous operation throughout the data collection period.
Data Limitations	The OPM FEVS is administered annually and reflects employee opinions at a single point in time. Events around the time of the data collection (historicity effect) could possibly influence results. Not all executive agencies participate in the OPM FEVS. For example, US Department of Veterans Affairs no longer participates. The OPM FEVS response rate varies but is generally around 45 percent. However, it is important to note that the large sample size (OPM sent the 2020 survey to more than 1.4 million employees, with 624,800 employees completing a survey), combined with the weighting procedures described above, support the accuracy of the survey data.

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)

Reference Item	Description
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

Reference Item	Description
Definition	The average number of days from when OPM receives a retirement application from the annuitant's agency (or for disability cases, when OPM approves the medical determination) to when final adjudication and payment is issued.
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

Reference Item	Description
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
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	Survey is administered quarterly and limited to customers who have a valid email on file with OPM and who completed one of 23 transactions with OPM. The 23 transactions are not representative of all types of retirement-related services provided by the agency. Responses may also be impacted by the amount of time between the customer's transaction and the completion of the survey.

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

Performance Measure: Average overall satisfaction score with USAJOBS (desktop)

Reference Item	Description
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 ease score (desktop)

Reference Item	Description
Definition	The average survey recipient response, on a five-point scale (strongly disagree to strongly agree), for the following statement: It was easy to complete what I needed to do.
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 item for appropriate and accurate coding (for example, there were no out of range responses and responses corresponded with survey skip patterns), enhancing data quality by verifying data file accuracy, completeness, and reliability. To minimize potential bias and promote statistical validity, the USAJOBS program office uses random sampling of customers and a large sample size is used to ensure statistical validity.
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 the ease of services received. However, the sample may not be fully representative of the population of service users as some may not have elected to complete the survey.

Performance Measure: Average ease score (desktop)

Reference Item	Description
Definition	The average survey recipient response, on a 5-point scale (strongly disagree to strongly agree), for the following statement: It took a reasonable amount of time to do what I needed to do.
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 the timeliness of services received. However, the sample may not be fully representative of the population of service users as some may not have elected to complete the survey.

Performance Measure: Average efficiency score (desktop)

Reference Item	Description
Definition	The average survey recipient response, on a 5-point scale (strongly disagree to strongly agree), for the following statement: I understand what is being asked of me throughout the Federal application process.
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 the transparency of services received. However, the sample may not be fully representative of the population of service users as some may not have elected to complete the survey.

Performance Measure: Average website helpfulness score (desktop)

Reference Item	Description
Definition	The average survey recipient response, on a 5-point scale (strongly disagree to strongly agree), for the following statements: The website helped me do what I needed to do.
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 website helpfulness. However, the sample may not be fully representative of the population of service users as some may not have elected to complete the survey.

Performance Measure: Average trust score (desktop)

Reference Item	Description
Definition	The average survey recipient score, on a 5-point scale, for the following statement: This interaction increased my trust in USAJOBS.
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 effectiveness score (desktop)

Reference Item	Description
Definition	The average survey recipient response, on a 5-point scale (strongly disagree to strongly agree, for the following statement: My need was addressed.
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 the effectiveness of services received. However, the sample may not be fully representative of the population of service users as some may not have elected to complete the survey.

Performance Measure: Average overall satisfaction score with USAJOBS (mobile)

Reference Item	Description
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)

Reference Item	Description
Definition	The average survey recipient response, on a 5-point scale (strongly disagree to strongly agree), for the following statement: This interaction increased my trust in USAJOBS.
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.

Performance Measure: Average effectiveness score (mobile)

Reference Item	Description
Definition	The average survey recipient response, on a five-point scale (strongly disagree to strongly agree), for the following statement: My need was addressed.
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 the effectiveness of services received. However, the sample may not be fully representative of the population of service users as some may not have elected to complete the survey.

Performance Measure: Average ease score (mobile)

Reference Item	Description
Definition	The average survey recipient response, on a 5-point scale (strongly disagree to strongly agree), for the following statement: It was easy to complete what I needed to do.
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 the ease of services received. However, the sample may not be fully representative of the population of service users as some may not have elected to complete the survey.

Performance Measure: Average efficiency score (mobile)

Reference Item	Description
Definition	The average survey recipient response, on a 5-point scale (strongly disagree to strongly agree), for the following statement: It took a reasonable amount of time to do what I needed to do.
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 the efficiency of services received. However, the sample may not be fully representative of the population of service users as some may not have elected to complete the survey.

Performance Measure: Average transparency score (mobile)

Reference Item	Description
Definition	The average survey recipient response, on a 5-point scale (strongly disagree to strongly agree), for the following statement: I understand what is being asked of me throughout the Federal application process.
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 the transparency of services received. However, the sample may not be fully representative of the population of service users as some may not have elected to complete the survey.

Performance Measure: Average website helpfulness score (mobile)

Reference Item	Description
Definition	The average survey recipient response, on a 5-point scale (strongly disagree to strongly agree), for the following statement: The website helped me do what I needed to do.
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 the helpfulness of services received. However, the sample may not be fully representative of the population of service users as some may not have elected to complete the survey.

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

Performance Measure: Average score for helpfulness of OPM human capital services in achieving human capital objectives

Reference Item	Description
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 (ES, 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

Reference Item	Description
Definition	The average survey recipient response, on a five-point scale (strongly disagree to strongly agree), for the following statement: My need was addressed by the **OPM.gov** website.
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

Reference Item	Description
Definition	The average survey recipient response, on a five-point scale (strongly disagree to strongly agree) for the following statement: It was easy to complete what I needed to do on the website.
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

Reference Item	Description
Definition	The average of the scores for the following OPM FEVS items: • 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 customer service. • Management encourages innovation.
Data Source	OPM FEVS: Federal Employee Viewpoint Survey
Frequency	Annual
Verification and Validation	Between 2010 and 2019, response rates to the OPM FEVS ranged between 41 and 52 percent. Thus, the cleaned OPM FEVS data are weighted so that survey estimates accurately represent the survey population (unweighted data could produce biased estimates of population statistics). The final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus one percentage point. Demographic results are not weighted. Additional details of OPM FEVS validation methods are found in the appendix of the Government-wide Management Report for the relevant year at **https://www.opm.gov/fevs**. OPM's Survey Analysis Group within Employee Services leads the survey administration and conducts extensive data analysis to verify the results and identify any systemic data issues. OPM FEVS is a web-based survey and the instrument has built-in programs to inspect data for various response errors or out of range values; thus, data cleaning is a continuous operation throughout the data collection period.
Data Limitations	The OPM FEVS is administered annually and reflects employee opinions at a single point in time. Events around the time of the data collection (historicity effect) could possibly influence results. Not all executive agencies participate in the OPM FEVS. For example, US Department of Veterans Affairs no longer participates. The OPM FEVS response rate varies but is generally around 45 percent. However, it is important to note that the large sample size (OPM sent the 2020 survey to more than 1.4 million employees, with 624,800 employees completing a survey), combined with the weighting procedures described above, support the accuracy of the survey data.

Performance Measure: Percent of OPM leaders trained in innovation techniques (Cumulative)

Reference Item	Description
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

Reference Item	Description
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

Performance Measure	Description
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. Another key limitation is 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

Performance Measure	Description
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, Employee Services, and Suitability Executive Agent program 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

Reference Item	Description
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. Another key limitation is 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 data sets/files

Reference Item	Description
Definition	The average quarterly number of non-unique file downloads on **opm.gov/data**, calls on the future Application Program Interface (API) platform, and visitors to the Fedscope site.
Data Source	Fedscope analytics portal
Frequency	Quarterly
Verification and Validation	OPM subject matter experts review the data and research any anomalies.
Data Limitations	The presence or level of integration of tracking software into the URLs can impact availability of the data.

Performance Measure: Average quarterly number of users of OPM's human capital dashboards

Reference Item	Description
Definition	The average quarterly number of non-unique Federal users who submit requests for access to OPM's human capital dashboards or Analytics as a Service through some authenticated means (for example, Personal Identify Verification credentials) as a precursor to a user 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

Reference Item	Description
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

Reference Item	Description
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

Reference Item	Description
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. Another key limitation is 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

Reference Item	Description
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. Another key limitation is 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
API	Application Program Interfaces
APR	Annual Performance Report
BIL	Bipartisan Infrastructure Law
CFC	Combined Federal Campaign
CHCO	Chief Human Capital Officer
CIO	Chief Information Officer
CLIA	Congressional, Legislative, and Intergovernmental Affairs
DEIA	Diversity, Equity, Inclusion, and Accessibility
DHS	Department of Homeland Security
DOD	Department of Defense
DOJ	Department of Justice
EEO	Equal Employment Opportunity
EHRI	Enterprise Human Resources Integration
EO	Executive Order
eOPF	Electronic Official Personnel Folder
ES	Employee Services
ExecSec	Executive Secretariat
FAQs	Frequently Asked Questions
FEDVIP	Federal Employee Dental Vision Insurance Plan
FEGLI	Federal Employees' Group Life Insurance
FEHB	Federal Employees Health Benefits
FEIO	Federal Employees Insurance Operations
FERS	Federal Employees Retirement System
FEVS	Federal Employee Viewpoint Survey
FLTCIP	Federal Long-Term Care Insurance Program
FOIA	Freedom of Information Act
FPRAC	Federal Prevailing Rate Advisory Committee
FSAFEDS	Federal Flexible Spending Account
FSEM	Facilities, Security & Emergency Management
FY	Fiscal Year
GS	General Schedule
GSA	General Services Administration

Acronym	Definition
HCDMM	Human Capital Data Management and Modernization
HCBRM	Human Capital Business Reference Model
HI	Healthcare and Insurance
HR	Human Resources
HR QSMO	Human Resource Quality Service Management Office
HRS	Human Resources Solutions
IIJA	Infrastructure Investment and Jobs Act
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
OD	Office of the Director
ODEIA	Office of Diversity, Equity, Inclusion, and Accessibility
OESPIM	Office of the Executive Secretariat, Privacy, and Information Management
OGC	Office of the General Counsel
OGE	Office of Government Ethics
OIG	Office of Inspector General
OMB	Office of Management and Budget
OPM	Office of Personnel Management
OPM FEVS	OPM Federal Employee Viewpoint Survey
OPO	Office of Procurement Operations
OSDBU	Office of Small and Disadvantaged Business Utilization
PAC	Performance Accountability Council
PDS	Program Development and Support
PMA	President's Management Agenda
PMO	Program Management Office
RS	Retirement Services
SES	Senior Executive Service
SSCLoB	Security, Suitability, and Credentialing Line of Business
SuitEA	Suitability Executive Agent
USDA	United States Department of Agriculture

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