

United States Office of Personnel Management

# Annual Performance Report

Fiscal Year 2014

*a New Day for Federal Service*



United States Office of Personnel Management  
February 2015



United States  
of America



THE UNITED STATES OFFICE  
of PERSONNEL MANAGEMENT

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FISCAL YEAR 2014  
ANNUAL PERFORMANCE REPORT



## TABLE OF CONTENTS

Message from the Director .....	1
Overview .....	5
About this Report .....	6
OPM's Mission, Vision, Values, and Strategic Goals .....	7
FY 2014 Organizational Structure .....	9
FY 2014 Major Management Priorities, Challenges and Risks .....	13
Cross-Agency Priority Goals .....	15
Agency Priority Goals .....	16
FY 2014 Performance Results .....	30
<i>Overall Performance Summary</i> .....	30
<i>Summary Performance Tables by Strategic Goal</i> .....	31
<i>Detailed Performance Results</i> .....	37
Evidence Building .....	71
Appendix .....	74
<i>Data Validation and Verification</i> .....	74
<i>Changed Performance Measures</i> .....	100
<i>Discontinued Performance Measures</i> .....	101
<i>Acronyms</i> .....	102





## MESSAGE *from the* DIRECTOR

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I take great pleasure in submitting the FY 2014 Annual Performance Report (APR) of the United States Office of Personnel Management (OPM). Our APR describes our performance, offering a detailed assessment of our progress in achieving the goals and strategies described in our Strategic Plan and annual performance budget, including progress on Agency Priority Goals. The APR is one in a series of reports used to provide performance and financial information to Congress, the President, and the public. Our Annual Financial Report focuses on our financial results, while our Summary of Performance and Financial Information highlights both financial results and performance.

In March 2014, OPM released a new Strategic Plan for FY 2014-2018. The plan is a results-oriented roadmap to achieve the agency's most important outcomes and reflects OPM's priorities. The APR includes 38 performance measures associated with our nine strategic goals. Our goals consist of two types: management (internally-focused) and program outcome (externally-focused), and are as follows:

1. Attract and engage a diverse and effective OPM workforce.
2. Provide timely, accurate, and responsive service that addresses the diverse needs of our customers.
3. Serve as the thought leader in research and data-driven human resource management and policy decision-making.
4. Manage information technology systems efficiently and effectively in support of OPM's mission.
5. Establish and maintain responsive, transparent budgeting and costing processes.
6. Provide leadership in helping agencies create inclusive work environments where a diverse Federal workforce is fully engaged and energized to put forth its best effort, achieve their agency's mission, and remain committed to public service.
7. Ensure that Federal retirees receive timely, appropriate, transparent, seamless, and accurate pension retirement benefits.
8. Enhance the integrity of the Federal workforce.
9. Provide high quality health benefits and improve the health status of Federal employees, Federal retirees, their families, and populations newly eligible for OPM-sponsored health insurance products.

### *Selected Highlights*

This report shows that we've made numerous strides towards achieving our performance goals.

## Message from the Director

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### *Continued*

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#### *Retirement Services*

With responsibility for administering the Federal Retirement Program, OPM covers more than 2.7 million active employees and nearly 2.6 million annuitants and survivors.

We are dedicated to the accurate and timely processing of Federal retirement claims and continue to take steps to reduce the claims inventory. At the end of FY 2014, the claims inventory was 12,767 cases – a 79 percent reduction since the peak of 61,108 cases in January 2012. During FY 2014 OPM processed 78.8 percent of the pending retirement cases within 60 days or less.

Improved processes and expanded capacity resulting from a Lean Six Sigma review, backfilling vacant positions, and the use of overtime are some of the strategies we have employed to reduce the inventory. While part of the retirement process remains paper-based, we remained focused on transitioning to a fully-digitized process. OPM's Strategic Plan for FY 2014-2018 and our Strategic IT Plan call for fully-automated processes. The development of high-level functional requirements for a case management system and online retirement application are some of the steps we are taking in the near term to achieve this end state.

#### *Healthier Americans*

The Patient Protection and Affordable Care Act of 2010 (ACA) expanded the scope of OPM's mission to include contracting with health insurance issuers to offer health insurance plans to uninsured individuals and their families, and employees of small businesses. OPM's Multi-State Plan program, required by the ACA, has made a difference in the lives of nearly 400,000 people who chose this option in the Marketplace. In 2014, consumers in 30 states and the District of Columbia have a Multi-State Plan option as part of their health coverage choices and, in 2015, there will be two Multi-State Plan issuers under contract with OPM offering coverage in 37 states. OPM worked to ensure that program options offer comprehensive benefits with strong consumer protections. With the program in place, uninsured Americans now have even more choices for affordable coverage.

#### *Diversity and Inclusion*

Agencies continue to make progress toward improving workforce diversity and workplace inclusion pursuant to Executive Order 13583, Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce, signed in August 2011. In 2014, minorities constituted 35.3 percent of the Federal workforce, compared to 34.1 percent in FY 2011; and people with disabilities, including 30 percent or more disabled veterans, represented 12.8 percent of the Federal workforce, reflecting the highest percentage of people with disabilities in Federal service in the past 33 years. Diversity within the Senior Executive Service (SES) also improved, with, for example, women comprising 33.7 percent of the SES, compared to 32.2 percent in FY 2011. With respect to inclusion, data shows that departments and agencies made progress with respect to one facet of OPM's New Inclusion Quotient (New IQ), a data-driven strategy that



## Message from the Director

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### *Continued*

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teaches first-line supervisors techniques and behaviors that foster inclusion. Specifically, the 2014 Federal Employee Viewpoint Survey (FEVS) data reflects that employees' positive perceptions of supervisors have increased with 80.2 percent reporting that their supervisors treat them with respect, 75 percent feeling that their supervisors listen to what they have to say, and 60.5 percent agreeing that their supervisors provide constructive suggestions to improve their performance. OPM will continue to focus internal and Government-wide Diversity and Inclusion efforts on employing data-driven strategies through tools like applicant flow data and the New IQ techniques and through collaboration among agencies on implementation of agency-specific diversity and inclusion strategic plans.

#### *Background Investigation Processing*

We continue to conduct approximately 95 percent of all Federal background investigations for more than 100 Federal agencies. In FY 2014, Federal agencies requested that OPM conduct more than 2.3 million investigative actions. While also meeting our quality goal, we completed and delivered to Federal agencies the fastest 90 percent of the initial security clearance investigations in an average of 35 days, exceeding the timeliness standard set in the Intelligence Reform and Terrorism Prevention Act (IRTPA) of 2004.

#### *Transparent and Responsive Budgeting*

In our new Strategic Plan, we have challenged ourselves to improve internal operations by establishing new, ambitious management goals. In FY 2014, we made significant progress towards institutionalizing a corporate prioritization process for budgeting. Using our Innovation Lab, we reviewed the process, applied Lean Six Sigma improvement techniques, and developed a collaborative, disciplined, and consistent method that facilitates data-driven decision-making. With this process, we will use our resources more efficiently to achieve our goals. As a result of the new process, OPM successfully developed its FY 2016 budget submission, which was much improved over previous years in that it facilitated a corporate approach to its budget formulation process and set the foundation for improving the agency's ability to track and monitor budget execution and make adjustments as funding priorities change.

Overall, significant resources were secured above the base to fund critical investments that supported Government-wide priorities such as OPM's implementation responsibilities under the Affordable Care Act and OPM's Presidential Management Agenda People and Culture initiatives, and gain resources for much needed internal information technology infrastructure upgrades. Most importantly, in using this process OPM was more effective in demonstrating bona-fide needs, substantiating its requirements and prioritizing agency funding requests. The measure of OPM's success will be in how closely FY 2016 budget execution aligns with initial budget projections. OPM is in the process of developing metrics that will assist in monitoring variances between formulation and execution.

## Message from the Director

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### *Continued*

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#### *Completeness and Reliability of Performance Information*

The performance information used by OPM in this APR for FY 2014 is complete and reliable, as defined by the Government Performance and Results Modernization Act. If there are instances where full and complete data for a measure are not available, these instances are noted; and final data will be provided in the following year's APR.

#### *Conclusion*

OPM employees have demonstrated the talent and creativity to produce positive and tangible results for the American people. We will continue to focus on our performance results so that we may continuously improve the performance of our programs while holding ourselves accountable, and building citizen trust in OPM. Only then can we further our ability to meet the unique human resource challenges of the Federal Government and recruit, retain, and honor a world-class workforce to serve the American people.



Katherine Archuleta

Director

February 2, 2015

## Overview

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

## History

OPM's history began on January 16, 1883. On this date, President Chester A. Arthur signed the Civil Service Act of 1883. Among other things, the Act established OPM's predecessor agency, the United States Civil Service Commission, on which an energetic Theodore Roosevelt served as one of the Commissioners. Prior to 1883, Federal employment was based on political affiliation, personal connections, rather than one's knowledge, skills and abilities. The newly established merit system ushered in a new era and created a competitive civil service, which emphasized an applicant's relative qualifications (i.e., ability, knowledge, and skills) for the position being sought, after fair and open competition. Future President Theodore Roosevelt served as Civil Service Commissioner from 1889-95. His energetic and reform-minded outlook made him a strong proponent of the merit system as both Commissioner and later as U.S. President.

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

## Profile

Ranked as one of the best places to work in the Federal Government, OPM operates from its headquarters in the Theodore Roosevelt Federal Office Building at 1900 E Street, NW, Washington, D.C., 20415, field offices in 16 locations across the country, and operating centers in Pittsburgh and Boyers, Pennsylvania; Ft. Meade, Maryland; and Macon, Georgia. At the end of FY 2014, the agency had 5,016 full-time equivalent employees. OPM's total new budget authority, excluding the Office of the Inspector General, for FY 2014 totaled \$214 million.

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

## About This Report

The FY 2014 APR provides an overview of OPM's program performance to help Congress, the President, and the public assess OPM's stewardship over the financial resources entrusted to the agency. Under separate cover, OPM publishes an Annual Financial Report, focusing on financial results, and a Summary of Performance and Financial Information (SPFI), an executive summary highlighting both financial and performance results. The SPFI is in a brief, user-friendly format that is easily understood by the public. All reports are available on the OPM website at <http://www.opm.gov/gpra/opmgpra/>.

The FY 2014 APR meets a variety of reporting requirements stemming from numerous laws focusing on improved performance and accountability among Federal agencies and guidance described in OMB Circulars A-11 and A-136. This FY 2014 APR provides an accurate and thorough accounting of OPM's program performance accomplishments during the fiscal year in fulfilling its mission.

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

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

## OPM's Mission, Vision, Values, and Strategic Goals

OPM aspires to make the Federal Government America's model employer for the 21st century. By pursuing the nine strategic goals outlined in the agency's new Strategic Plan (FY 2014 – 2018), OPM will realize its mission: Recruit, Retain and Honor a World-Class Workforce to Serve the American People.

To track progress towards achieving its nine strategic goals, OPM monitors the results of 38 performance measures, many of which were newly developed in FY 2014. The agency divides its strategic goals into two categories: management and program outcome goals. The management goals are internally-focused on OPM systems and processes; the program outcome goals are externally-focused on OPM's responsibilities. Each goal is supported by implementation strategies. OPM's new Strategic Plan was released in March 2014, and is available at <http://www.opm.gov/about-us/budget-performance/strategic-plans/2014-2018-strategic-plan.pdf>. Performance and accountability at OPM begins with this plan.

### Vision

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

### Mission

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

### Values

- *Service* We pledge through our oath to encourage and support those who serve the wider public or community through their work as Federal employees.
- *Respect* We extend consideration and appreciation to employees, customers and stakeholders fostering a fair, open and honest workplace environment. We listen to the ideas and opinions expressed by others. We treat others as we would wish to be treated.
- *Integrity* We uphold a standard of transparency, accountability, and reliability. We conscientiously perform our operations to promote a Federal workforce that is worthy of the public trust.
- *Diversity* We honor our employees and customers through inclusiveness and respect for the various perspectives and backgrounds that each brings to the workforce.
- *Enthusiasm* We embrace our work and the challenges of the future with excitement, energy, and optimism. We are open to the myriad possibilities of change and eagerly unite in the spirit of "yes we can."
- *Excellence* We fulfill our mission by providing relevant and timely products and superior customer service that reflect our commitment to collaboration and the highest standards of quality.
- *Innovation* We constantly seek new ways to accomplish our work and to generate extraordinary results. We are dedicated to delivering creative and forward-looking solutions and advancing the modernization of human resources management.

## Strategic Goals

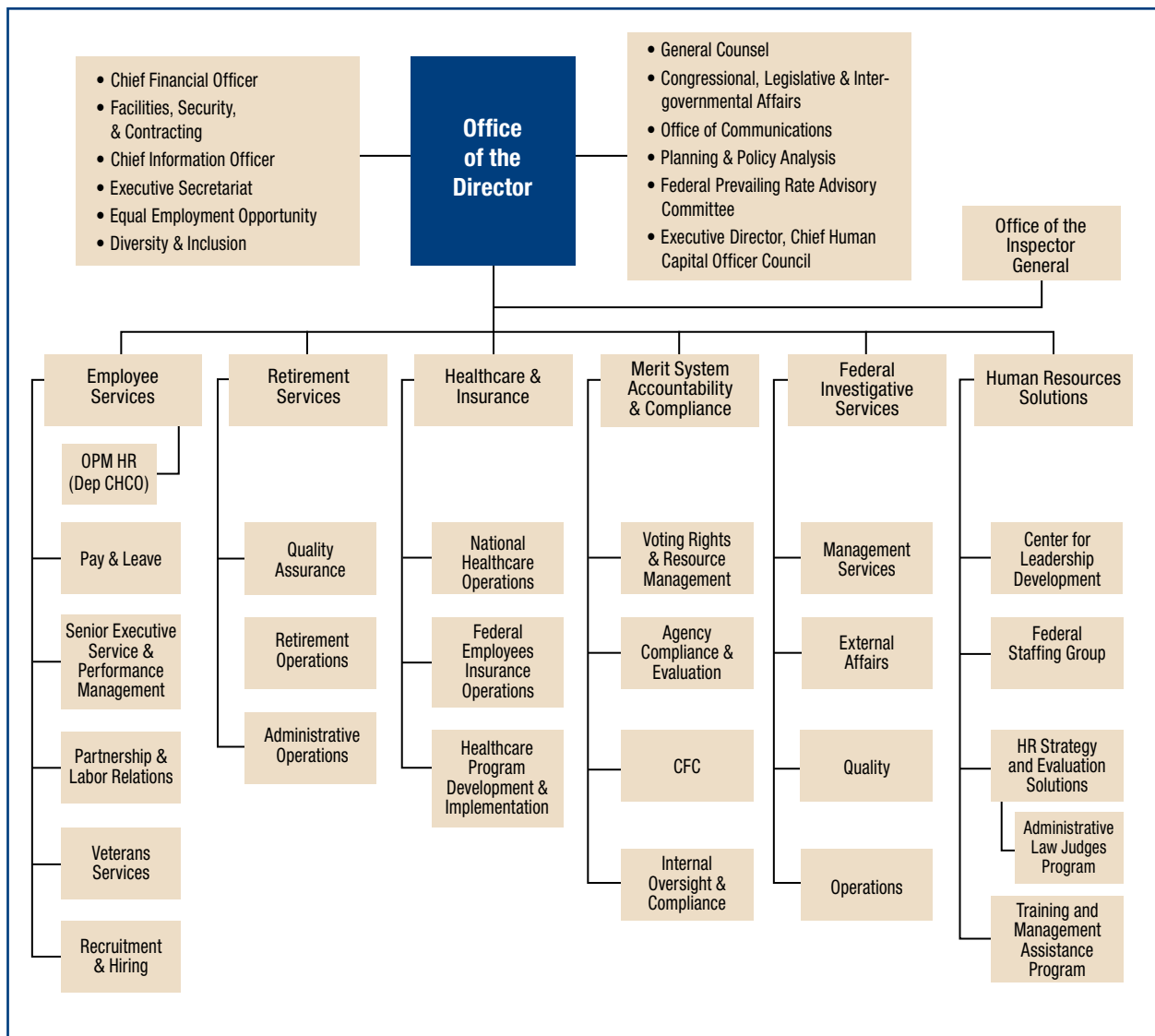
Table 1.10

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

## FY 2014 Organizational Structure

OPM's divisions and offices and their approximately 5,000 employees implement the programs and deliver the services that enable the agency to meet its strategic goals. The agency's organizational framework consists of program divisions and offices that both directly and indirectly support the agency's mission. This section contains descriptions of each organization and the key roles and responsibilities each organization plays in contributing to the achievement of OPM's overall mission.

As shown in the organization chart below, OPM is comprised of the following components:



## Executive Offices

- *The Office of the Director (OD)* provides guidance, leadership, and direction necessary to make the Federal Government the model employer in the United States, and OPM its model agency. OD looks to provide internal oversight as well as oversight concerning Civil Service Hiring Reform, Retirement Stabilization, Work/Life and Wellness, and moving to an “active purchaser” model for the Federal Employees Health Benefits Program.
- *The Office of Communications (OC)* is responsible for coordinating a comprehensive effort to inform the public of the President’s and the Director’s goals, plans and activities through various media outlets. OC is also responsible for planning and coordinating the publication and production of all printed materials that are generated from OPM offices; and develops briefing materials for Congress, the Director, and other OPM officials for various briefings and events.
- *Congressional, Legislative and Intergovernmental Affairs (CLIA)* advocates for the legislative and policy priorities of the Director and the Administration. CLIA is the focal point for all Congressional and legislative activities for OPM. CLIA educates, responds to, interacts with, and advises Congress on Federal human resources management policy. CLIA also counsels and advises the Director and other OPM officials on policy, and Congressional and legislative matters.
- *Office of the Executive Secretariat (OES)* is responsible for the administrative management and support for the Office of the Director, and other executive offices including coordination and review of agency correspondence, policy and program proposals, regulations and legislation. OES also manages the agency’s international affairs program coordinating meetings and the transfer of information between OPM officials and foreign delegations.
- *Equal Employment Opportunity (EEO)* provides a fair, legally-correct and expeditious EEO complaints process (e.g., EEO counseling, Alternative Dispute Resolution, and EEO Complaints Intake, Investigation, Adjudication, and Record-Keeping).
- *Diversity & Inclusion (DI)* examines policy options, Government-wide data trends, and employee survey findings that affect OPM’s management of HR policy, as it relates to Diversity & Inclusion throughout the Federal Government. DI develops comprehensive strategies to drive Diversity & Inclusion practices throughout the Federal Government and build a diverse and inclusive workforce, respecting individual and organizational cultures, while complying with merit principles and applicable Federal laws. DI also designs and implements all required internal OPM Diversity and Inclusion efforts, to promote diversity management.
- *Office of the General Counsel (OGC)* provides legal advice and representation to the Director and OPM managers and leaders so they can ensure the Federal Government has an effective civilian workforce. OGC does this by rendering opinions, reviewing proposed policies and other work products, and commenting on their legal efficacy, serving as agency representatives in administration litigation, and supporting the Department of Justice in its representation of the Government on matters concerning the civilian workforce. OGC also carries out several programmatic, substantive functions that benefit other OPM offices or the Executive Branch as a whole, including, for example, administering the internal agency ethics program and playing 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.



## Program Divisions

- *Employee Services (ES)* provides policy direction and leadership in designing, developing and promulgating Government-wide human resources systems and programs for SES and other senior leadership, recruitment, pay, leave, performance management and recognition, leadership and employee development, work/life/wellness programs and labor and employee relations. ES provides technical support to agencies regarding the full range of human resources management policies and practices, to include veterans' employment as well as the evaluation of their human resource programs. ES manages the operation of OPM's internal human resources program.
- *Retirement Services (RS)* is responsible for administering, developing, and providing Federal employees, retirees and their families with benefits programs and services that offer choice, value and quality to help maintain the Government's position as a competitive employer. RS is responsible for administering the Civil Service Retirement System (CSRS) and the Federal Employees Retirement System (FERS), serving nearly 2.6 million Federal retirees and survivors who receive monthly annuity payments. Even after a case is adjudicated and added to the annuity roll, OPM continues to serve annuitants by making address or tax status changes to their accounts, sending out 1099-Rs, surveying certain annuitants to ensure their continued eligibility to receive benefits, and other post adjudication activities.
- *Healthcare & Insurance (HI)* consolidates OPM's healthcare and insurance responsibilities into a single organization. This includes functions such as the Affordable Care Act's Multi-State Plan Option, OPM's responsibilities to perform External Review of consumer complaints plus existing responsibilities for the Federal Employees Health Benefits Program (FEHBP), Federal Employee Group Life Insurance (FEGLI), Federal Long Term Care Insurance Program (FLTCIP), the Federal Employee Dental Vision Insurance Plan (FEDVIP), and Flexible Spending Accounts for Federal Employees (FSAFEDS). HI comprises National Healthcare Operations, Federal Employee Insurance Operations, and Healthcare Program Development & Implementation.
- *Merit System Accountability & Compliance (MSAC)* ensures through rigorous oversight that Federal agency human resources programs are effective and meet merit system principles and related civil service requirements. MSAC carries out this responsibility with a staff of employees in five field offices across the nation and Washington, D.C. The three key components of the oversight and compliance programs are (1) Delegated Examining Unit Evaluations, (2) Large Agency Human Resources (HR) Evaluations, and (3) Small Agency HR Evaluations. MSAC also manages the classification appeals program, which provides Federal employees with an independent third-party review of the classification of their decisions and provides evidence as to whether agencies are technically accurate in the use of delegated classification and job grading authority. MSAC has Government-wide oversight of the Combined Federal Campaign (CFC) and the Voting Rights (VR) 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 the opportunity to improve the quality of life for all. The Voting Rights Program provides observers to cover political subdivisions (counties, cities, etc. as determined by the Attorney General) to monitor and report on those elections designated by the Attorney General. Finally, MSAC manages OPM's Office of Internal Oversight and Compliance (IOC). IOC drives the resolution of audit recommendations, conducts program evaluations, and oversees the review of capital investments to strengthen OPM's risk management and operational performance.

- *Federal Investigative Services' (FIS)* mission is to ensure the Federal Government has a suitable workforce that protects national security and is worthy of the public trust reposed in it. FIS oversees the Executive Branch's employee suitability program, is responsible for the adjudicative criteria used to determine eligibility for logical or physical access to Federal systems and facilities, and provides investigative products and services for over 100 Federal agencies to use as the basis for their adjudicative decisions, including eligibility for access to classified information, as required by Executive Orders and other rules and regulations. Over 95 percent of the Government's background investigations are provided by OPM.
- *Human Resource Solutions (HRS)* is a reimbursable organization offering a complete range of tailored and standardized human resources products and services designed to meet the unique and dynamic needs of the Federal Government. As such, HRS provides customer agencies with innovative, high quality Government-to-Government solutions to help them develop leaders, attract and build a high quality public sector workforce, and achieve long-lasting results. This includes recruiting and examining Administrative Law Judges for employment with Federal agencies nationwide, managing the Leadership for a Democratic Society program, automating the full range of Federal rules and procedures for external hires, developing specialized assessments and performance management strategies, and offering Federal customers an expedited procurement process to acquire mission-critical training.

## Mission Support Services

- *Chief Financial Officer (CFO)* manages and oversees OPM accounting, billing, vendor payments, budgeting, strategic planning, performance, program evaluation, financial systems, internal control and financial policy functions which enable the agency to achieve its mission. CFO also ensures the completion of timely and accurate financial reports that improve decision-making, comply with Federal requirements and demonstrate effective management of taxpayer dollars.
- *Chief Information Officer (CIO)* develops the Information Resource Management Plan and defines the information technology vision and strategy to include information technology policy and security for OPM. CIO shapes the application of technology in support of the agency's strategic plan including the information technology that outlines the long term strategic architecture and systems plans for agency information technology capital planning. CIO supports and manages pre- and post-implementation reviews of major information technology programs and projects, as well as, project tracking at critical review points. CIO provides oversight of major information technology acquisitions to ensure they are consistent with the agency's architecture and the information technology budget, and is responsible for the development of the agency's information technology security policies. CIO directs the realization of the agency's information technology architecture to guarantee architecture integration, design consistency, compliance with Federal standards, works with other agencies on Government-wide projects such as E-Government, and develops long range planning for human resource information technology strategies.
- *Facilities Security & Contracting (FSC)* manages the agency's personal and real property, building operations, space design and layout, realty, safety and occupational health programs. FSC provides personnel security and suitability and national security clearance determinations for OPM personnel; and directs the operations and oversight of OPM's preparedness and emergency response programs. FSC's contracting group provides centralized contract management that supports the operations and Government-wide mission of OPM. FSC also manages OPM's small business program in conjunction with public law, Federal regulations, and OPM contracting policies.

## Other Offices

- *Planning and Policy Analysis (PPA)* provides planning and analytical support to the Director and the agency. PPA assesses issues that affect OPM across the full array of human resources programs and benefits. A particular area of responsibility is the analysis of policy options, legislative changes and trends that affect OPM's management of health and retirement benefits for Federal employees. To assure benefits provide maximum value and are secure, the office conducts actuarial analyses, as well as statistical analyses using large databases such as the Enterprise Human Resources Integration – Statistical Data Mart (EHRI-SDM) (containing Federal employee data) and the Health Claims Data Warehouse (HCDW). PPA develops and standardizes data analysis policies related to evidence-based decisions and practices. The Director of PPA also serves as OPM's Performance Improvement Officer.
- *Federal Prevailing Rate Advisory Committee (FPRAC)* studies the prevailing rate system and other matters pertinent to the establishment of prevailing rates under subchapter IV of chapter 53 of Title V, United States Code, and advises the Director of OPM on the Government-wide administration of the pay system for blue-collar Federal employees.

## Office of the Inspector General

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

## FY 2014 Major Management Priorities, Challenges and Risks

OPM faced a number of management issues and risks critical to the agency's mission delivery, and made progress on key priorities and challenges in FY 2014. The opportunities and risks presented by these issues informed agency decision-making, and will continue to require continuous monitoring and focus. In FY 2014, the agency identified several priorities and challenges that required senior leadership's ongoing attention, notably:

- Information Technology
- Retirement Customer Service
- Affordable Care Act Administration
- Background Investigations

## Information Technology

OPM's information technology (IT) systems are a central driver behind its HR business functions, such as retirement, background investigations, and hiring. It is crucial to OPM's mission that the agency's IT systems are managed more efficiently and effectively, and reflect a sustainable IT program. The agency is committed to addressing challenges identified by the Office of Inspector General (OIG) related to information system development and security. Further, IT modernization is one of the agency's top priorities.

In FY 2014, OPM rolled out its Strategic IT Plan, which provides a framework for a set of standards that supports the entirety of the HR life cycle using the Human Resources Line of Business. This framework will enable the sharing of data and performance outcomes across the HR life-cycle while allowing flexibility for Shared Service Centers (SSCs) and agencies to adopt IT tools and technologies that best meet the mission of the Federal Government. The framework will enable a culture of openness and trust through common practices and transparent IT spending while providing accountability for IT decisions. OPM has worked

with the Chief Human Capital Officers (CHCO) Council to define the framework and business requirements for the delivery of Federal HR IT.

OPM continues to incrementally modernize IT systems and applications that can be supported by case management, including the end-to-end retirement process – from pending retirement case processing through benefits adjudication to post-retirement maintenance and customer support of Federal retirees, annuitants, and their beneficiaries. The agency's priorities include full implementation of the Enterprise Case Management System (ECMS), and its integration with appropriate OPM, Payroll Provider, and customer agency systems. OPM's strategy is a phased approach consisting of technology adoption, configuration, development and integration that will result in a complete, robust case management IT capability for Retirement Services, Federal Investigative Services and other program offices.

## **Retirement Customer Service**

Retirement Services has made considerable strides in advancing customer service in FY 2014. Annually, OPM processes more than 100,000 retirement applications for Federal employees. In FY 2014, OPM received approximately 1.7 million retirement program customer service calls, in addition to more than 1,000 e-mail inquiries each day. The agency experienced a 450 percent increase in e-mail inquiries between 2003 and 2012, and anticipates even greater e-mail activity in the future. In FY 2014, OPM's Retirement Services and the Innovation Lab held usability testing with the National Active and Retired Federal Employees Association to test OPM's Retirement Services webpage and Services Online. This meeting provided valuable insights and concepts that OPM is in the process of implementing. The agency also continues to implement its Retirement Strategic Plan, which focuses on four key areas: people, productivity and process improvements, partnering with agencies, and partial, progressive IT improvements. In FY 2014, despite limited resources, OPM improved claims processing procedures and expanded capacity.

## **Affordable Care Act Administration**

During FY 2014, OPM's role in improving the health status of populations covered under OPM sponsored health insurance programs was expanded. As OPM assumed its new responsibilities under the Patient Protection and Affordable Care Act of 2010 (ACA), populations served by OPM-sponsored health insurance programs have grown to include employees of tribal organizations (now covered by the Federal Employees Health Benefits Program) and formerly uninsured Americans served by Multi-State Plans (MSPs), in addition to already covered populations, Federal employees, Federal retirees, and dependents of Federal employees and retirees. The MSP program serves almost 400,000 people, and the covered population is expected to grow in coming years as the Marketplace expands. The OIG noted that one of OPM's greatest challenges will be securing continued funding to support these new activities. While OPM has made more than 150 plan options available in 31 marketplaces and worked to ensure that program options offer comprehensive benefits with strong consumer protections, the continued implementation and ongoing management of this new program represents a significant challenge for the agency.

## **Background Investigations**

In addition to responsibility for all aspects of the Executive Branch suitability program, and adjudicative criteria for determining logical and physical access to Federal systems and facilities, OPM conducts approximately 95 percent of all personnel background investigations for the Federal Government and processes approximately 2 million background investigations per year. Agencies use the background reports of investigations conducted by OPM to determine individuals' suitability or fitness for Federal civilian employment, military enlistment, and employment for Federal contractors, as well as their eligibility for access to national security classified information.

## Cross-Agency Priority Goals

Cross-Agency Priority (CAP) Goals address the longstanding challenge of tackling horizontal problems across vertical organizational silos. These goals are set or revised every four years and include outcome-oriented goals that cover a limited number of crosscutting policy areas and management goals. To establish these goals, the Office of Management and Budget solicited nominations from Federal agencies and several congressional committees.

These CAP Goals are a tool used by leadership to accelerate progress on a limited number of Presidential priority areas where implementation requires active collaboration between multiple agencies. OPM is a co-leader of two CAP Goals:

1. *Insider Threat and Security Clearance.* Because it conducts approximately 95 percent of all personnel background investigations for the Federal Government and processes approximately 2 million background investigations per year, OPM is a leader in Government-wide efforts to mitigate the inherent risks posed by personnel with access to cleared facilities, systems, and other personnel.
2. *People and Culture.* As the Federal Government's chief human resources agency and personnel policy manager of the Federal workforce, OPM also leads activities to improve employee engagement Government-wide, reinvigorate the Senior Executive Service, and untie knots in the hiring process.

OPM also currently contributes to the following CAP Goals: Customer Service, Smarter IT Delivery, Open Data, Benchmarking and Improve Mission-Support Operations, and Strategic Sourcing.

Per the GPRA Modernization Act requirement to address CAP Goals in the agency strategic plan, the annual performance plan, and the annual performance report, please refer to [www.Performance.gov](http://www.Performance.gov) for the agency's contributions to those goals and progress, where applicable.

## Agency Priority Goals

Agency Priority Goals (APGs) advance progress toward longer-term outcomes. APGs are near-term results or achievements that leadership wants to accomplish within approximately 24 months. These goals rely predominantly on agency implementation as opposed to budget or legislative accomplishments.

The agency's five APGs covering FY 2014-2015 are:

1. Retirement claims processing improvements
2. Improving the Oversight and Quality of Background Investigation Processing
3. Federal Employee Health Benefits (FEHB) Accountability
4. Closing the Skills Gap for the HR Workforce
5. Promoting Diversity and Inclusion

These goals are areas where OPM wants to achieve near-term performance acceleration through focused senior leadership attention. This section includes overviews of the goals, including the problems or opportunities being addressed; performance indicators, with targets and actual results; and progress updates, with explanations of achievements in FY 2014, as well as any significant challenges that have impeded progress. For more information on APGs across the Federal Government, including strategies and next steps, please refer to [www.Performance.gov/](http://www.Performance.gov/).

## Agency Priority Goal: PGI Retirement claims processing improvements

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

### Overview

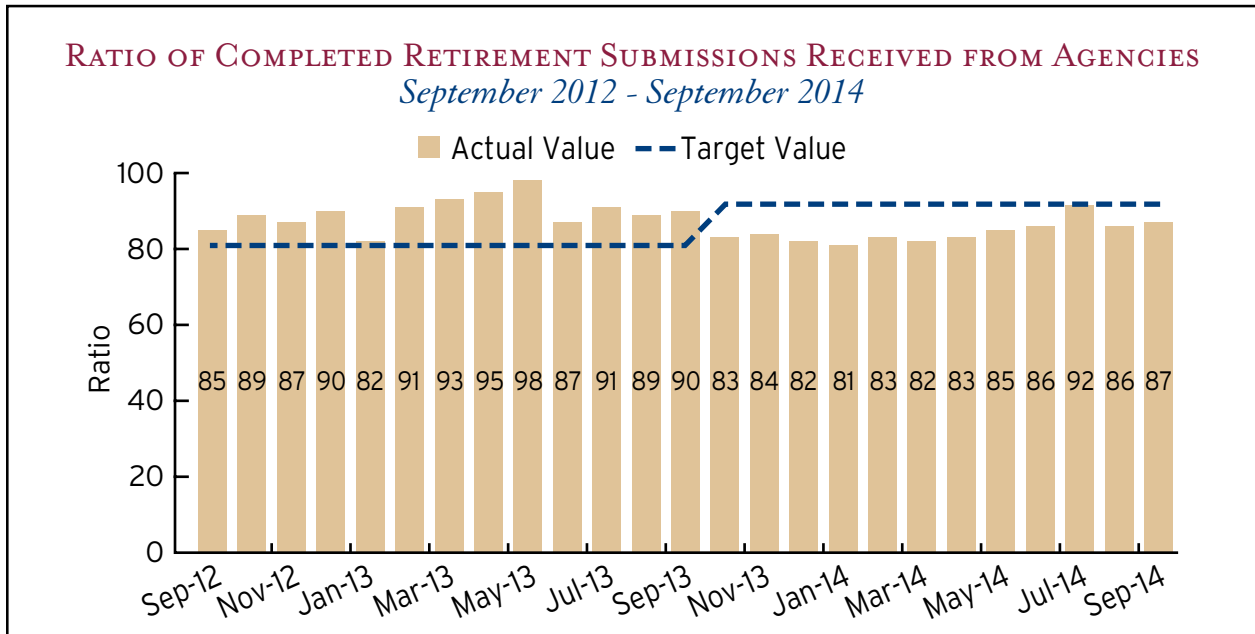
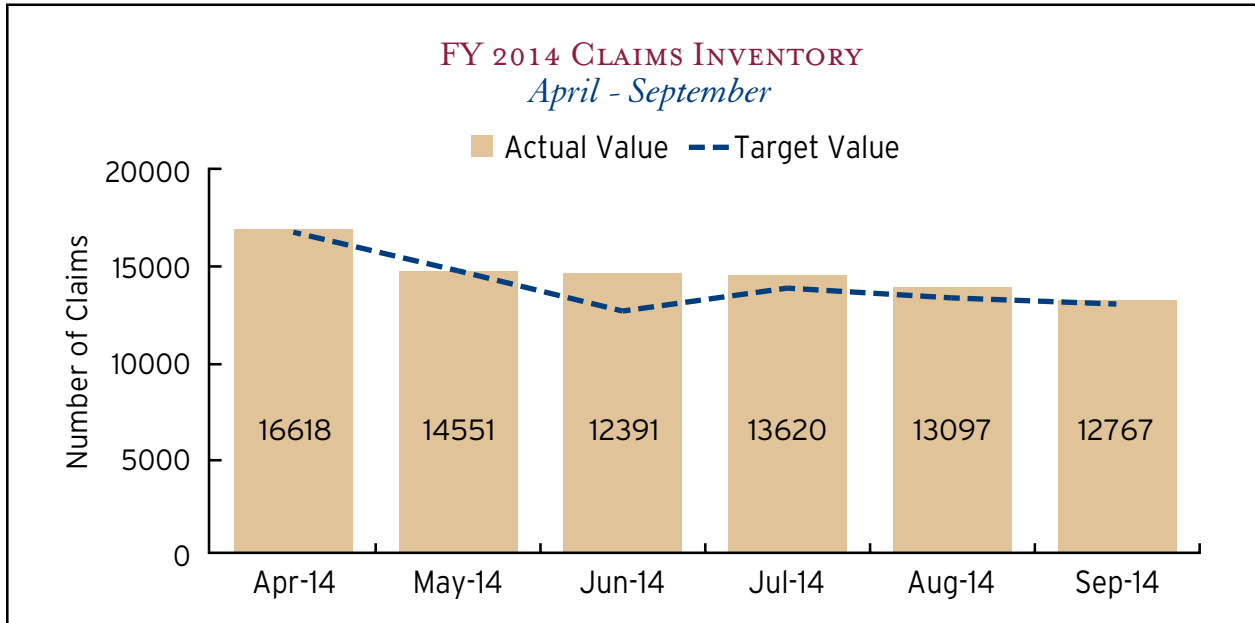
OPM is responsible for the administration of the Federal Retirement Program covering over 2.7 million active employees and nearly 2.6 million annuitants. This responsibility is shared with agency employers who counsel their employees and administer the initial retirement application process, and submit the employee's application, with all supporting documentation, to OPM's Retirement Services. OPM remains committed to improving all areas of retirement case related production by refining and implementing Lean Six Sigma activities, providing needed training and development, and diverting resources to areas needing concentrated efforts. In order to make comprehensive improvements to retirement claims processing, OPM will continue to focus on the following four pillars: People; Productivity and Process Improvement; Partnerships with Agencies; and Partial, Progressive IT Improvements.

### Progress Update

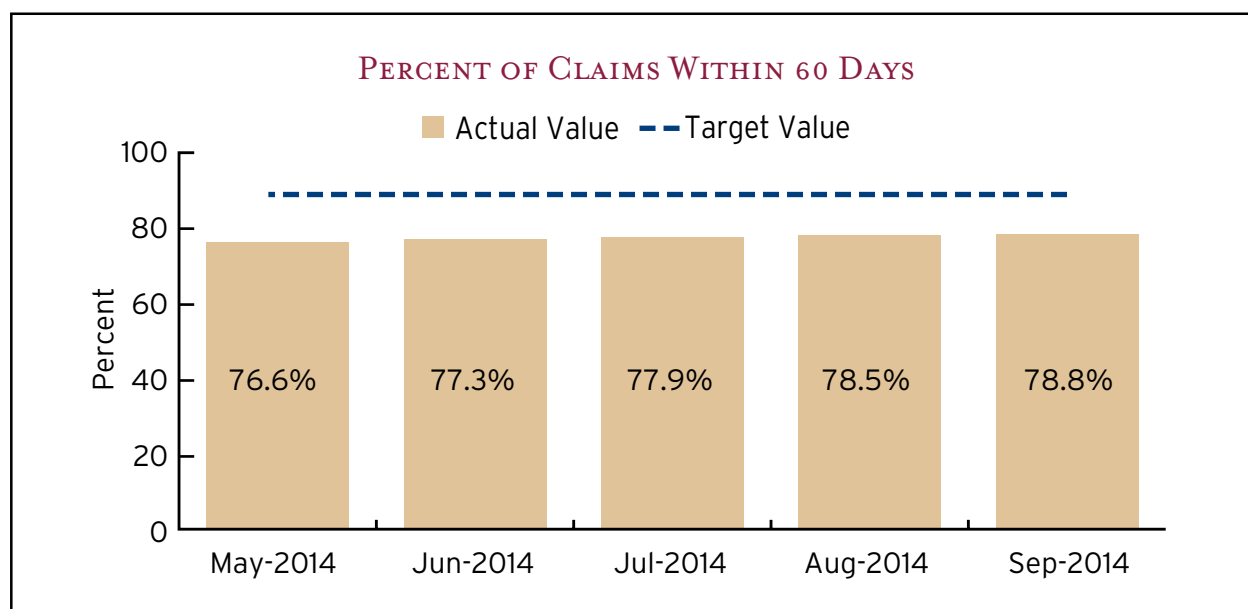
- OPM processed 78.8 percent of pending claims within 60 days in FY 2014, short of the target of 90 percent.
- Of the nearly 2.6 million retirees and survivors, more than 500,000 users have active Services Online (SOL) accounts and completed approximately 4.3 million SOL transactions in FY 2014.
- In FY 2014, an average of 83.8 percent of retirement applications submissions that OPM received were considered complete (FY 2014 target of 92 percent). On October 1, 2013, retirement package submission error definitions were expanded to include 19 additional error conditions. Rather than change the FY 2014 target of 92 percent, OPM used FY 2014 to establish a new baseline. Data is posted on the OPM website: <http://www.opm.gov/about-us/budget-performance/strategic-plans/agency-audit-monthly-update.pdf>

### Indicators

OPM used the following measures to manage its progress towards this Priority Goal. OPM's Retirement Services monitors the pending claim inventory as a proxy in order to examine claims processing efficiency.



\*On October 1, 2013, retirement package submission error definitions were expanded to include 19 additional error conditions. Rather than change the FY 2014 target of 92 percent, OPM used FY 2014 to establish a new baseline. Future targets have been adjusted because of the new error definitions.



## Agency Priority Goal: PG2 Improve the Oversight and Quality of Background Investigation Processing

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

### Overview

Beginning in FY 2013, the Director of National Intelligence (DNI) further challenged the background investigations process by revising the Intelligence Reform and Terrorism Prevention Act timeliness metrics to establish a separate standard for Top Secret investigations. As a result, the DNI shifted greater management focus on the manpower intensive workload, necessitating the creation of revised workload management tools and rules to measure and manage workload by case type.

While OPM has made significant progress on timeliness since 2004, the agency has maintained its primary focus on delivering top quality products to agencies. OPM will work with its executive branch reform partners to develop and implement Executive Branch quality standards, with a measurement tool designed for universal application during both the investigative and adjudicative processes. OPM will focus on implementing these additional initiatives while maintaining timeliness objectives. OPM will satisfy all national security standards, deliver quality products, and achieve Congressional and DNI mandated timeliness goals.

OPM is sensitive to the fiscal environment and the need for customer agencies (i.e., the employing or sponsoring agencies) to have more insight into the costs of background investigations. To this end, OPM will continue conducting business efficiency studies and maturing its cost allocation model to provide more detailed cost data and to optimize the value of OPM’s investigative products to agency adjudicators, which in turn translates into better value to taxpayers.

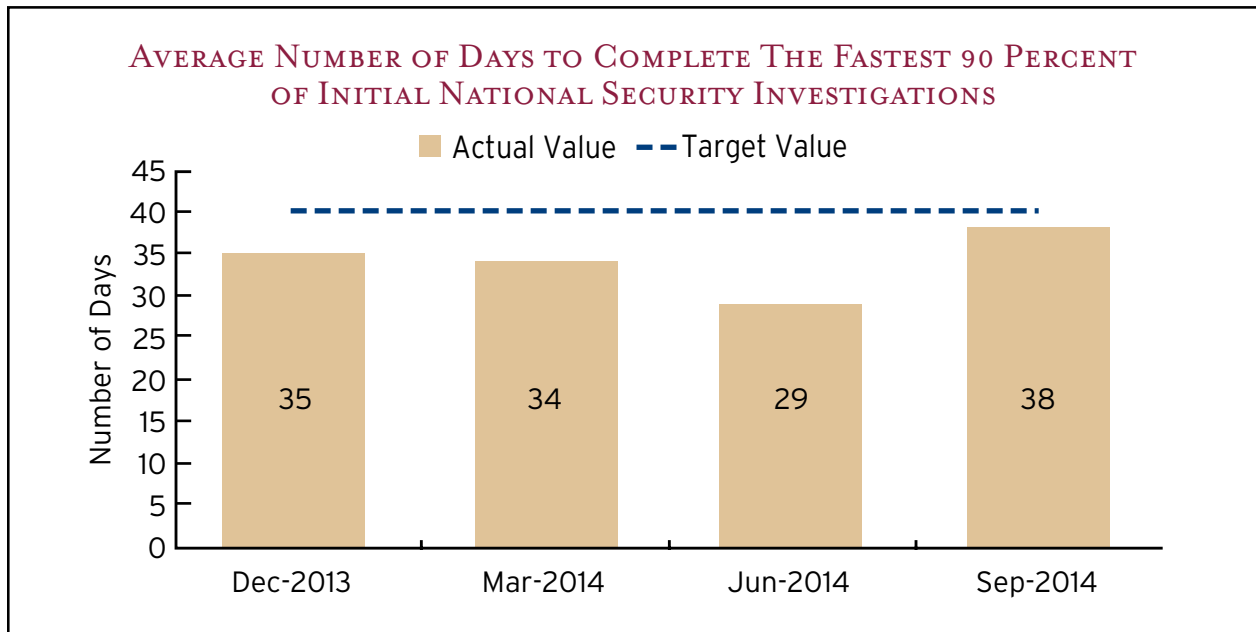


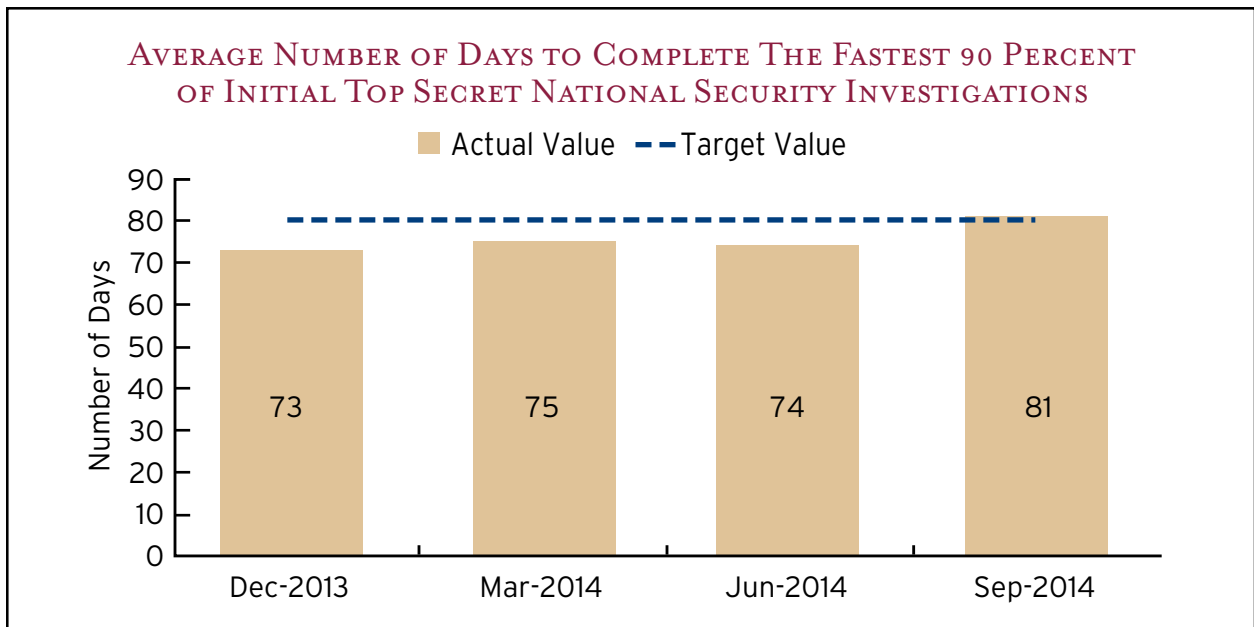
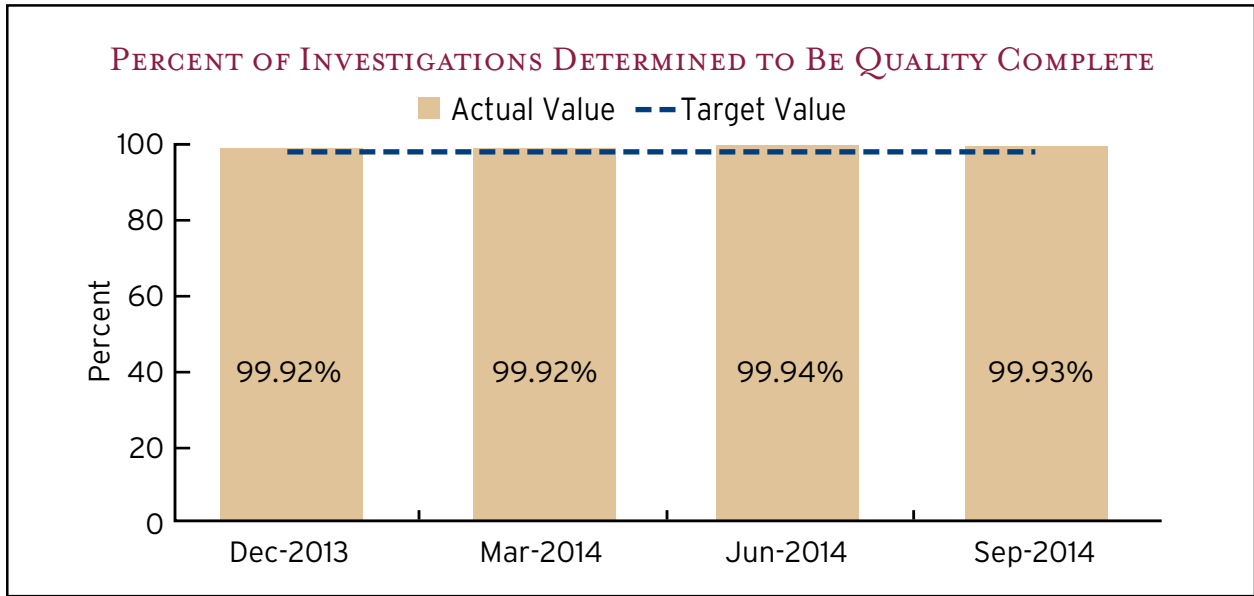
*Progress Update*

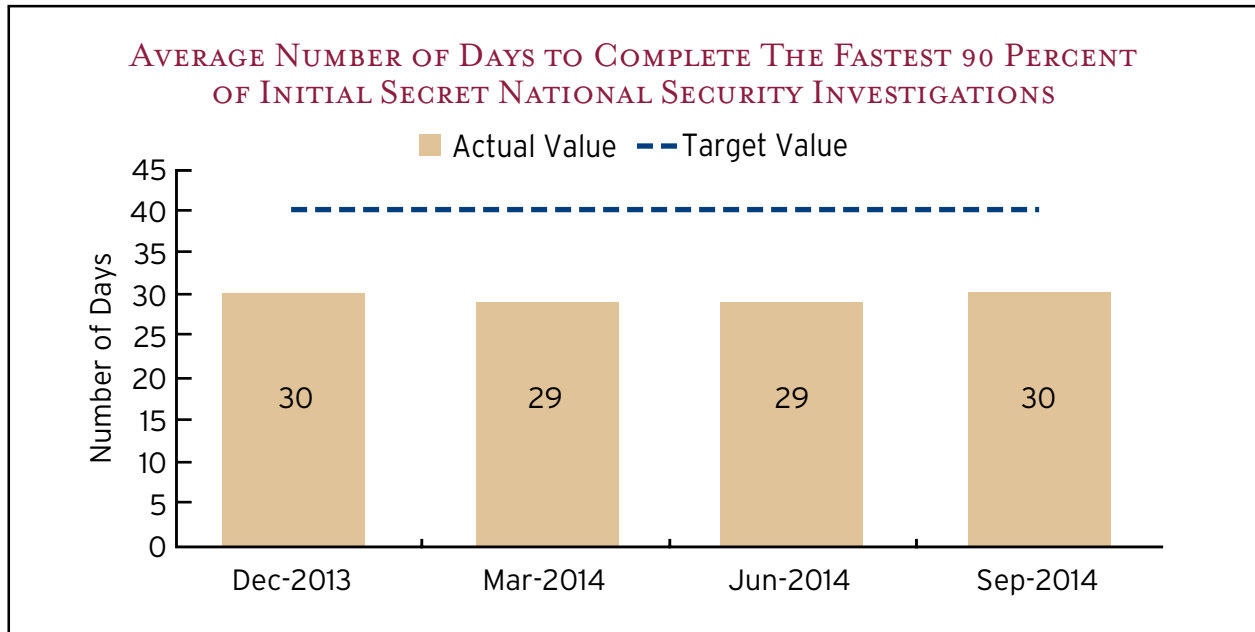
- In February 2014, OPM shifted to a quality review process conducted entirely by Federal employees.
- In September 2014, OPM decided not to exercise options to continue an existing support contract and one of its fieldwork services contracts. OPM continued normal operations by assigning cases in process to Federal staff and entered into an arrangement with another contractor to take on the support services effective October 1, 2014.
- OPM worked with the Office of Management and Budget (OMB), the Department of Defense, and the Office of the Director of National Intelligence and other agencies to conduct a 120-day review of suitability, credentialing, and security clearance procedures for Federal employees and contractors. The President approved the recommendations on March 6, 2014.
- OPM and other agency partners met with OMB to address how to respond to seven legislative proposals related to suitability and security clearance reform in order to enhance the accomplishment of the 120-day review's goals.

*Indicators*

OPM used the following measures to manage its progress towards this Priority Goal.







### Agency Priority Goal: PG3 FEHB Accountability

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

#### Overview

This APG is aimed at slowing the growth in FEHB health care premiums while improving the quality of care delivered to enrollees. There are three key strategies that OPM is employing to achieve this goal – improved pharmacy benefit management, feedback and incentives to FEHB plans regarding quality of care, consumer perceptions, and cost control; and enhanced oversight of enrollment processes. OPM is continuing to focus on ways to optimize pharmacy practices to ensure the safe and clinically effective use of prescription medications while managing drug costs, which comprise more than one quarter of total FEHB expenditures. We have established goals for carriers in several areas of pharmacy benefits management, including overall pharmacy and specialty drug trends as well as generic dispensing rates. We will collect updated data on these measures of pharmacy performance. Most health plans offer programs such as step therapy, medication therapy management programs, and expanded use of prior authorization for selected drugs. Implementing programs of this type and using tiered drug formularies (e.g., different cost sharing for generic drugs versus brand name drugs) are positively correlated with better performance on overall and specialty drug trends and generic dispensing rates. We will negotiate with Federal Employee Health Benefits (FEHB) carriers to add and expand on these types of drug management programs that control costs and improve quality and patient outcomes.

OPM is implementing an FEHB Health Plan Performance Assessment project to measure and reward FEHB plan performance (experience-rated and community-rated) through the use of common, objective, and quantifiable performance measures by the 2016 plan year. This will be a new approach to our assessment of the annual performance of health plans contracted under the program. The performance assessment framework will include a discrete set of qualitative and quantifiable performance measures that will be used to assess key aspects of performance. That overall assessment will then be linked to health plan profit factors.

There are three primary categories of health plan performance to be assessed: improving health outcomes through quality care, providing effective customer service, and controlling cost growth.

Industry experts estimate that as much as 10 percent of health claim benefits paid from private employer plans are incurred by family members who are not eligible for coverage. The FEHB Program provides approximately 23 billion dollars in benefits annually for those covered under Self and Family enrollments. If industry estimates are accurate, this could translate to approximately 230 million dollars for each percent paid in error. Under current FEHB procedures, agencies and the FEHB carriers both have responsibility for family member eligibility determinations. However, there is no evidence that family member eligibility is systematically verified at the time of the initial enrollment, when enrollment is changed during Open Season or upon experiencing a Qualifying Life Event (QLE) (although some agencies do require documentation for QLE changes) or at any other time during the employee's period of coverage. With the advent of electronic enrollment systems, enrollees can make certain FEHB enrollment changes without submitting any proof to their agency benefit officers.

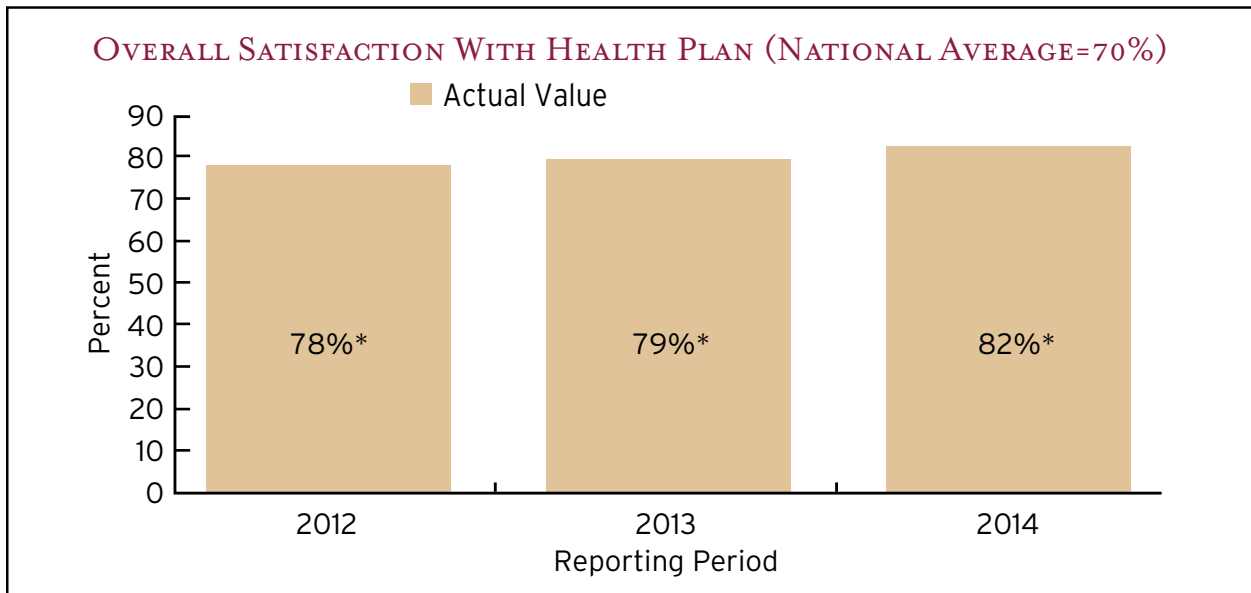
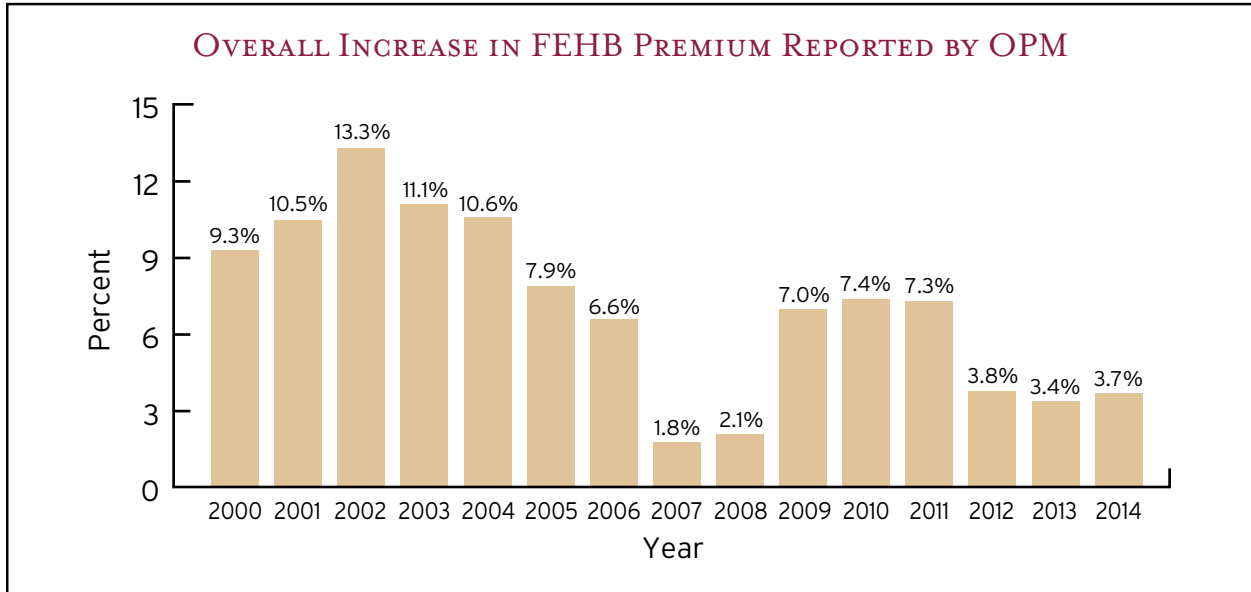
The extent of ineligible family members covered under FEHB Self and Family enrollments is currently unknown. In addition, there is no centralized FEHB enrollment database of eligible enrollees and family members, in part, because current enrollment systems do not require the input of family member dependent information. Thus, there is no mechanism to determine who is receiving benefits under any one Self and Family enrollment.

### *Progress Update*

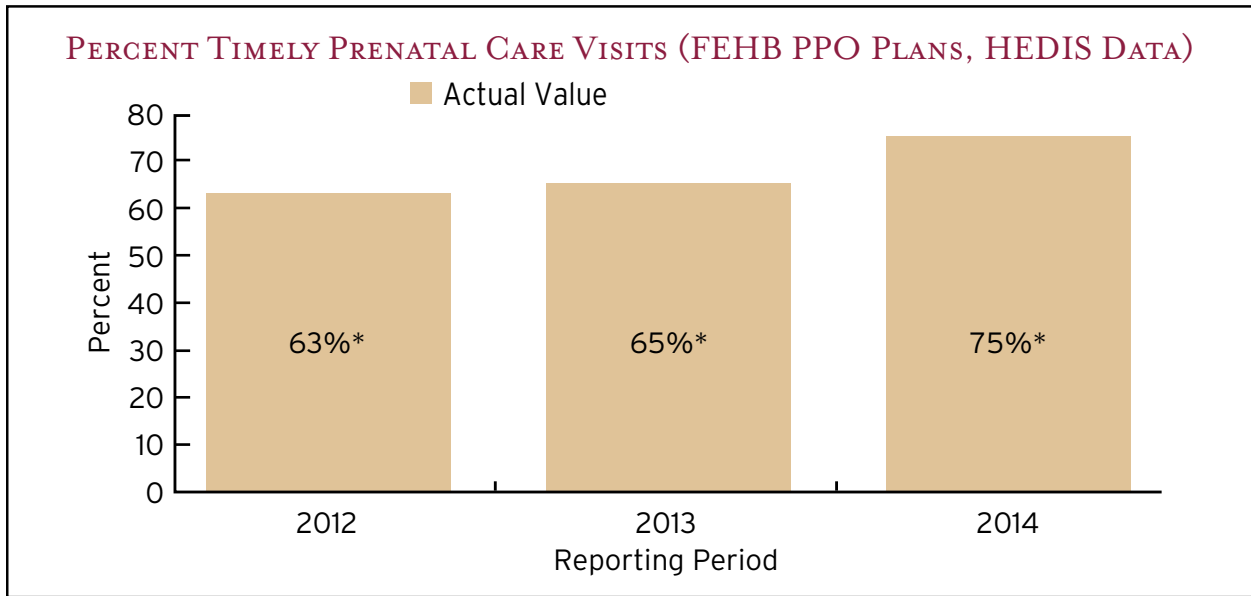
- OPM worked with FEHB plans to assess their pharmacy product offering for the upcoming calendar year to learn more about their trends, product designs, and cost control measures.
- The agency encouraged each FEHB carrier to consider a variety of cost containment strategies in the design of its pharmacy benefit to help assure a safe, efficacious and cost-effective benefit.
- OPM instructed each carrier to align its pharmacy product offering by 2016 allowing for more consumer transparency and ease of use and understanding of its pharmacy benefit.
- OPM encouraged FEHB carriers and enrollees to maximize their use of the tools available to them to assist in tracking medications and communications with their physicians.
- The agency encouraged FEHB plans to coordinate with Pharmacy Benefit Managers to offer a formulary allowing for better pricing available to consumers.
- OPM completed negotiations with FEHB carriers on changes to their benefits packages for the 2015 Plan Year and released information on pharmacy changes prior to the 2014 Federal Benefits Open Season. Benefit and rate information for 2016 will be released to the public in Q1 of FY 2015.
- OPM issued a carrier letter describing quantitative measures for the FEHB Health Plan Assessment tool.
- OPM held three webinars with health plan representatives to discuss the proposed measures.
- OPM drafted regulations governing the new FEHB Health Plan Assessment program.
- OPM is developing an external procurement plan and is also working internally to perform a sample audit on ineligible family members in early 2015.
- OPM is also developing rulemaking authority to support more stringent oversight procedures on ineligible family members.

*Indicators*

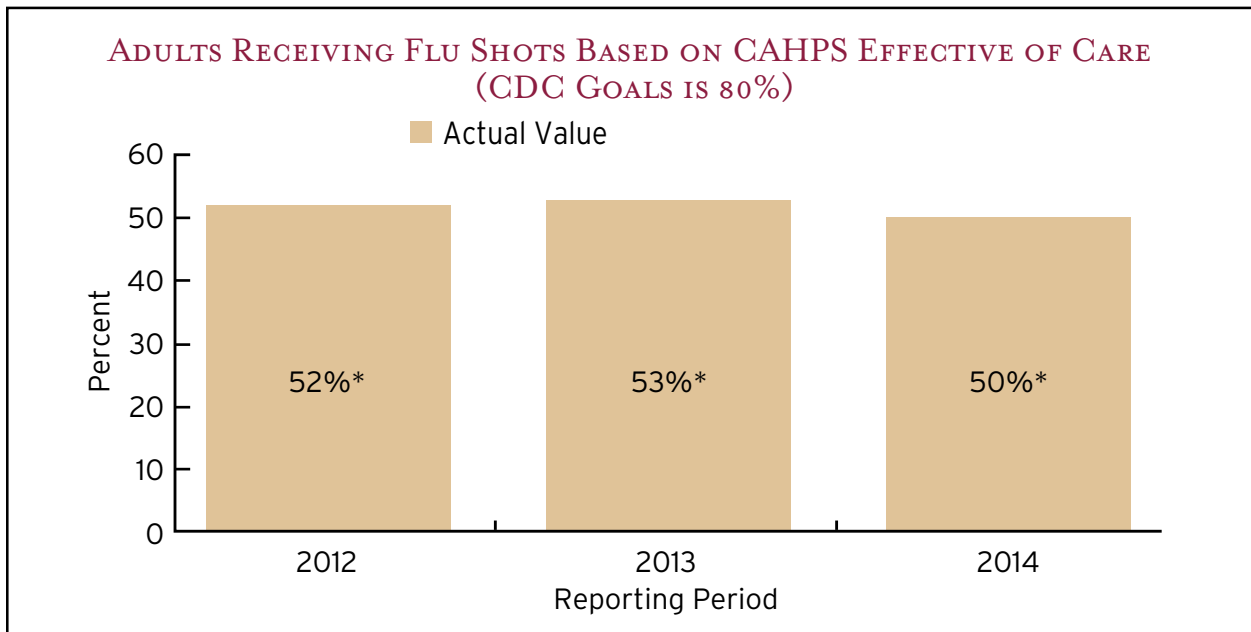
OPM OPM used the following measures to manage its progress towards this Priority Goal. Measuring a “reduced rate of growth” for the FEHB is a very complex question. Some of the annual rate increases are due to general medical inflation, some due to management of the plan, some due to benefit design and all are variable by individual plan experience. Facing this challenge, OPM is focusing on a limited set of indicators that are reflective of improvements in the overall delivery of care by the plans. Success in these areas should yield long term cost benefits and they are transparent measures.



\*Contextual measures provide situational information for the purpose of understanding information related to a goal, and do not include targets.



\*Contextual measures provide situational information for the purpose of understanding information related to a goal, and do not include targets.



\*Contextual measures provide situational information for the purpose of understanding information related to a goal, and do not include targets.

## Agency Priority Goal: PG4 Closing the Skills Gap for the HR Workforce

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

### Overview

In response to the critical need for ensuring that the Federal Government possesses the Human Capital required to meet 21st Century mission-related challenges, the Administration designated closing skills gaps as a 2012-2013 Cross-Agency Priority Goal. The initiative is being implemented in two phases as described below. OPM has designated closing Human Resources Skills Gaps, one of several focus areas under this initiative, as a 2014-2015 OPM Priority Goal.

Phase I created a Government-wide strategic workforce planning method through which agencies and the Chief Human Capital Officers Council (CHCOC) could identify occupations and competencies where staffing gaps could jeopardize the ability of the Government or specific agencies to accomplish their missions. Agencies and the CHCOC used this common method to identify occupations and competencies for skills gaps closure. Based on this analysis, the CHCOC identified six mission critical occupational groups and seven competencies, requiring Government-wide focus. The six occupational groups are Cybersecurity, Acquisition, Economist, Human Resources, Auditor and STEM (Science, Technology, Engineering and Mathematics). The seven competencies are strategic thinking, problem solving, data analysis, influencing/negotiating, grants management, grants management compliance, and grants financial management. Successful skills gaps closure is critically dependent on a strong HR workforce who can provide strategies, programs and tools that help occupational leaders design and implement skills gaps closure efforts. For this reason, OPM designated HR Skills Gaps as an Agency Priority Goal.

In Phase II, OPM has designated a sub-goal leader for each of the six occupational groups to assist OPM in identifying potential pilot projects through which effective skill gaps strategies could be explored in order to design a comprehensive skills gap closure strategy. OPM's Associate Director for Employee Services has served as the sub-goal leader for HR Skills Gaps Closure. He chairs the CHCOC HR Skills Gaps Working Group, which meets monthly to set the direction for skills gap closure, provides research and design support, and makes recommendations to the CHCOC.

### Progress Update

In support of the goal to professionalize the Federal HR workforce, OPM has enhanced the Human Resources University (HRU) Ambassador role. Ambassadors will be responsible for identifying evolving HR skill and knowledge needs, providing best practices and recommendations for the community to adopt, and implementing the framework within their agency. Through the community framework, HRU will become more deeply integrated into agencies' existing HR skills gaps efforts, and all agencies will increase their access to enterprise resources that can be shared. In addition, OPM will continue to hold monthly training and information sharing meetings with Community Managers/HRU Ambassadors to increase participation in HRU, while forming and managing the community framework.

Further, the CHCO Council's Executive Steering Committee (ESC) will build out HRU to ensure the range of course content and developmental resources are available to all Federal HR professionals. The ESC will start

with the staffing/classification specialty area, and identify specific learning and knowledge requirements for each role within that specialty area -- from entry level generalist through to HR Director/Executive. Based on these requirements, the ESC will solicit from CHCOs the best-in-class training courses and developmental resources, which will be reviewed by an interagency team of subject matter and instructional systems design experts. Products meeting defined quality standards will be made available on HRU for all Federal HR professionals to access. In FY 2015, OPM will complete the Staffing and Classification curriculum. In FY 2016, OPM will identify two additional specialty areas to build out.

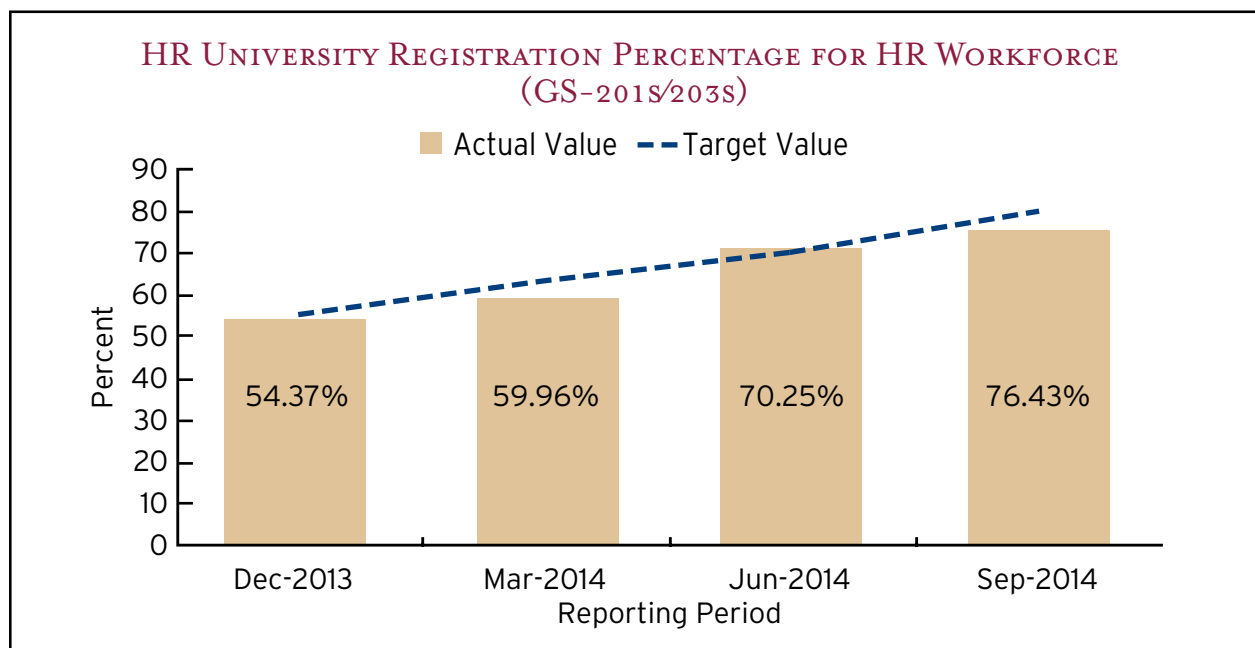
The ESC for the HR Skills Gaps initiative has evaluated results to date and identified a new strategy for meeting the goal to close skills gaps in HR. The ESC with OPM staff support will take a two-pronged approach to enhance agency participation in HRU while assuring the curriculum provides valuable learning resources and developmental opportunities. The ESC will create a “community framework” for HR skills needs and developmental strategies. The framework will create enterprise agreement on the specific skills and knowledge HR professionals need in various roles and specialty areas, and design a range of developmental strategies for meeting those needs, drawing from existing programs individual agencies have executed. The framework will be managed by OPM with continuous input and support from Community Managers identified by the agencies.

The HRU Operations Team completed the following activities in FY 2014 to increase the registration on [HRU.gov](http://HRU.gov):

- Briefed the CHCO Council on the goals, encouraged them to promote HRU and to urge their HR Professionals to register, and shared best practices from agencies with high registration rates.
- Posted new training opportunities on HRU, which was intended to drive HR Professionals to register on HRU in order to access the HRU online courses.
- Launched the new website design in June 2014, which was heavily promoted via email, social media, and virtual demos.
- Provided marketing materials to the HRU Ambassadors, who are designated by each CHCO agency to promote and assist HR professionals to register and use HRU, and to advise OPM on HR professional needs that can be met through further development of HRU.

*Indicators*

OPM used the following measure to manage its progress towards this Priority Goal.





**FY 2015 Milestone**

Design the curriculum requirements for staffing and classification, and make an additional 2 courses available on HRU to meet the requirements.

**Agency Priority Goal: PG5 Promote Diversity and Inclusion**

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

*Overview*

OPM is responsible for the Government-wide Diversity and Inclusion effort focused on developing, driving, and monitoring strategies and initiatives designed to create a more diverse and inclusive Federal workforce. Executive Order 13583, “Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce,” challenged the Federal Government with leading by example and attaining a diverse, qualified workforce that enables employees to contribute to their full potential. Similarly, Executive Order 13548, “Increasing Federal Employment of Individuals with Disabilities,” requires agencies to improve their efforts to employ Federal workers with disabilities and targeted disabilities through increased recruitment, hiring, and retention of these individuals.

In FY 2012, OPM issued the Government-wide Diversity and Inclusion Strategic Plan to provide direction to fifty-seven participating departments and agencies under the two subject Executive Orders. The three primary goals in the Plan included:

1. *Workforce Diversity.* Recruit from a diverse, qualified group of potential applicants to secure a high-performing workforce drawn from all segments of American society;
2. *Workplace Inclusion.* Cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and further retention; and
3. *Sustainability.* Develop structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches on the basis of such data, and institutionalize a culture of inclusion.

In support of the Diversity goal, OPM seeks to improve applicant flow reporting to enable human resources staff and hiring managers to determine whether recruitment efforts have been successful in drawing from all segments of society and to aid in developing future recruitment strategy. Applicant flow data has historically been collected on the basis of race, national origin, and sex, and beginning in 2014, it will be collected on the basis of disability. Historically, the data has been analyzed in an aggregate format; however, through the use of business intelligence tools, applicant flow data for individual hiring actions will be available for review at the hiring manager level after a vacancy has closed, creating incentive for increased hiring manager involvement in the recruitment process and greater opportunity for planning future recruitment efforts.

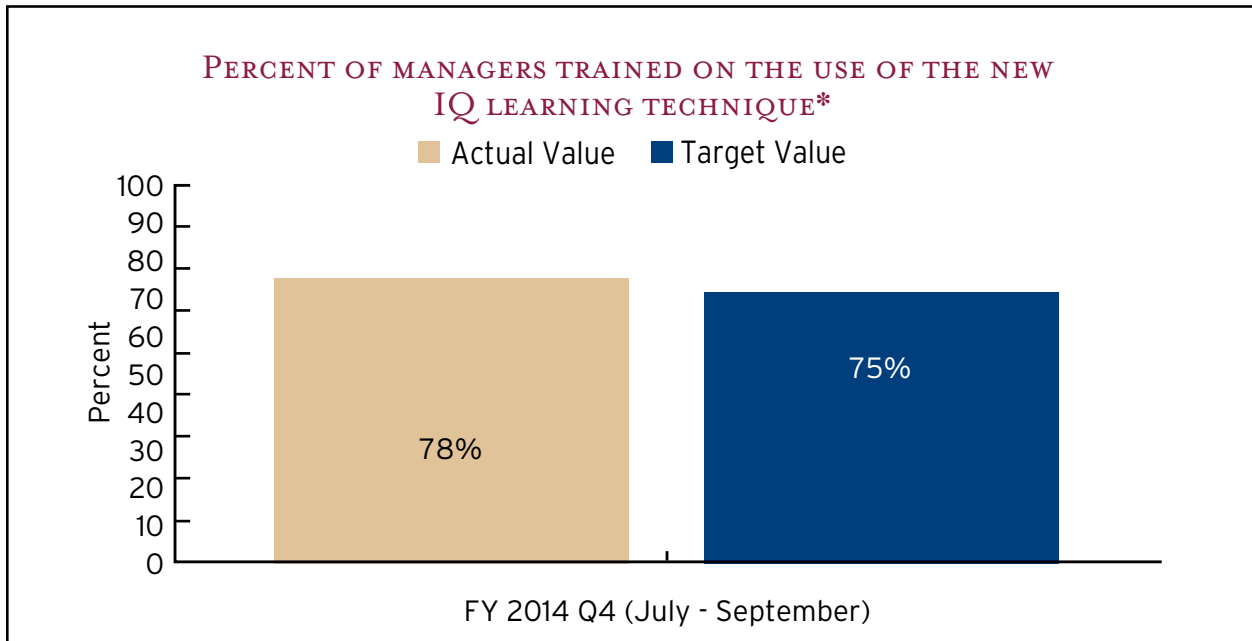
To further understand how to create an inclusive work environment where employees are fully engaged and productive, OPM and the Department of Veterans Affairs conducted factor analysis on the Federal Employee Viewpoint Survey and found that twenty questions cluster into five areas or behaviors (i.e., fair, open, cooperative, supportive, and empowering) that create inclusive work environments. Based on these five areas, OPM developed the “New IQ” (Inclusion Quotient) techniques and training to assist managers and supervisors in practicing behaviors that foster inclusion, an antecedent to employee engagement. OPM will also continue to focus on the life cycle of the Federal employee to ensure that the Federal workforce is able to hire and develop the best talent from all segments of society, with a focus on internal Diversity and Inclusion efforts to ensure that we serve as a model agency. Internal efforts will focus on the implementation of a data-driven, habit formation strategy that leverages first-line managers and supervisors to foster inclusion and engagement in the OPM workplace.

### *Progress Update*

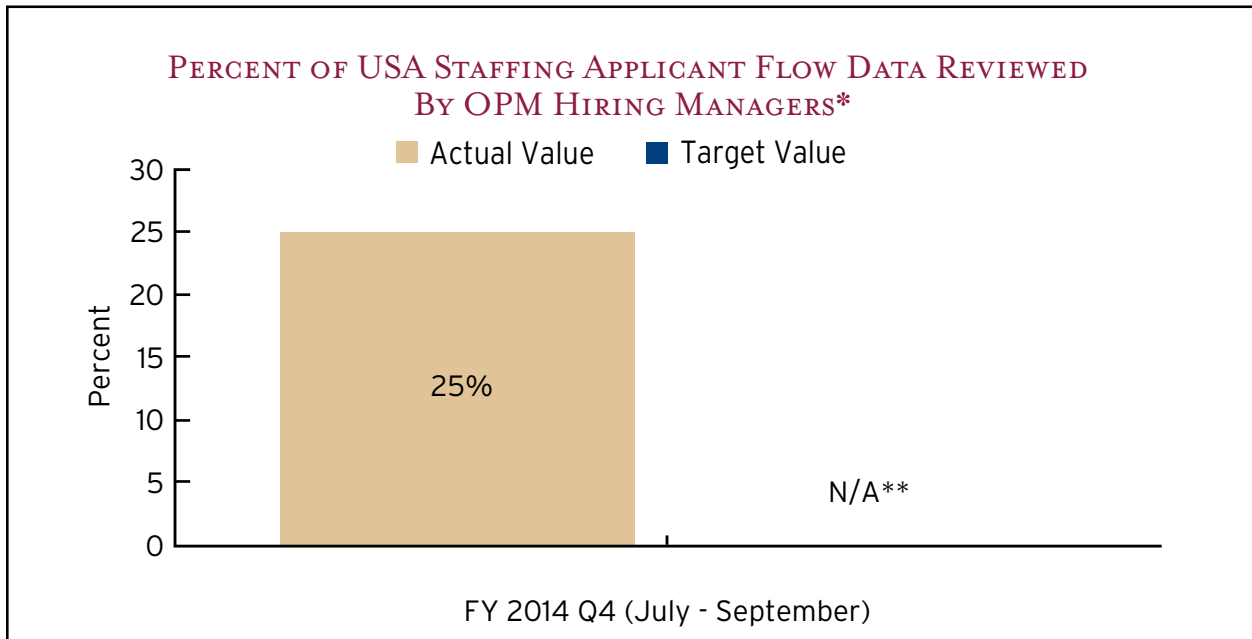
- Established universal use of applicant demographic data by USA Staffing customers to support efforts to recruit from all segments of society and completed deployment of applicant flow data to our business intelligence tool.
- Held quarterly meeting with the Applicant Flow Data Work Group to share successful practices and drive agencies’ use of applicant flow data.
- Conducted analysis of Government-wide applicant flow data (to include race, national origin, and sex) to determine if, and where, barriers exist in the hiring process and to identify trends.
- Reviewed 25 percent of OPM applicant flow data from completed hiring actions and shared this data with agency senior leaders in FY 2014 to focus recruitment efforts in the future.
- Conducted the New IQ train-the-trainer with 39 departments and agencies and established New IQ baseline from the 2014 FEVS.
- Conducted New IQ training for 75 percent of OPM managers and monitored progress of 2 offices in the 2014 FEVS. Launched new online course entitled, “A Roadmap to Success: Hiring, Retaining and Including People with Disabilities,” used by 1,000 human resource staff and hiring managers in its first quarter.
- Launched a recruitment and outreach training for SES, managers, and supervisors.
- Launched a pilot social media recruiting effort via LinkedIn with OPM HR staff.

### *Indicators*

OPM used the following measures to manage its progress towards this Priority Goal.



\* No historical data available for the first three quarters of FY 2014



\* No historical data available for the first three quarters of FY 2014

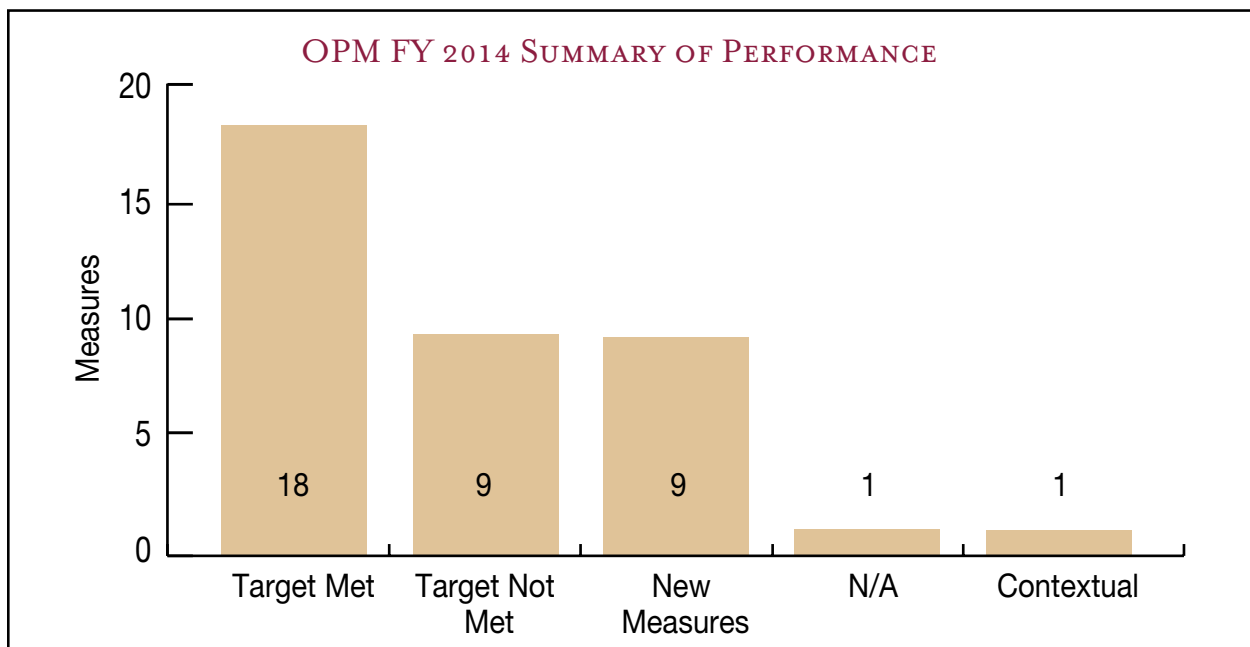
\*\*On September 30, 2014, USA Staffing made applicant flow data available by vacancy in a reportable format. OPM is currently establishing a baseline prior to setting a target.

## FY 2014 Performance Results

In FY 2014, OPM met more than half of its targets (see Chart 3.1 below), reflecting an aggressive effort to fulfill its vision of the Federal Government as America’s model employer for the 21<sup>st</sup> century. In this section, OPM has identified successful or promising practices relative to performance goals. For targets that OPM did not meet, the agency explains factors that affected achievement, and addresses any plans for future improvement.

Because FY 2014 was OPM’s first year implementing its new Strategic Plan, in some cases, performance measures and targets were still being developed. As part of its performance budgeting process, OPM will develop additional measures and targets to track progress towards achieving its strategies.

Chart 3.1



## OPM FY 2014 Performance Targets

Table 3.2 below summarizes the results of the 38 measures used in FY 2014 to track progress in achieving the agency’s nine strategic goals.

Table 3.2

## Summary Performance Tables by Strategic Goal

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

Table#	Performance Measure	FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/Not Met	Year-Over-Year Trend
1.01A	Percent of USA staffing applicant flow data reviewed by OPM hiring managers	N/A*	N/A*	N/A*	N/A*	25%	New Measure	New Measure	New Measure
1.02A	OPM's Federal Employee Viewpoint Survey Employee Engagement Index score	69%	72%	71%	72%	72%	New Measure	New Measure	Stable
1.02B	Percent of managers trained on the use of the New IQ learning techniques	N/A*	N/A*	N/A*	N/A*	78%	75%	Met	N/A
1.02C	Overall New IQ scores	60%	63%	63%	64%	64%	New Measure	New Measure	Stable
1.03A	Percent of employees satisfied with the opportunity to improve their skills as reported in the Employee Viewpoint Survey	62%	66%	63%	65%	62%	New Measure	New Measure	Declining
1.03B	Percent of OPM employees participating in corporate training opportunities	N/A*	N/A*	N/A*	N/A*	28%	New Measure	New Measure	New Measure

\*N/A - No historical values are available.

### Strategic Goal #2: Timely, accurate and responsive customer service

Milestone	Milestone Descriptor
2.01	Completed a draft customer service strategic plan

### Strategic Goal #3: Evidence-based policy and practices

Table#	Performance Measure	FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/Not Met	Year-Over-Year Trend
3.03A	Number of user accounts on Federal Employee Viewpoint Survey Online Reporting and Analysis Tool	N/A*	N/A*	567	1,233	1,458	New Measure	New Measure	Improving
3.04A	Number of users on the Federal Talent Dashboard	N/A*	N/A*	N/A*	N/A*	540	New Measure	New Measure	New Measure

\*N/A - No historical values are available.

### Strategic Goal #4: Efficient and effective information systems

Table#	Performance Measure	FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/Not Met	Year-Over-Year Trend
4.03A	Percent of time computer network (Network Core Infrastructure) is available during agreed-upon service hours	99.3%	100%	100%	100%	99.8%	99.8%	Met	Stable
4.03B	Percent of answered Help Desk calls	N/A*	N/A*	89.0%	89.6%	93.0%	100%	Not Met	Improving
4.04A	Number of Scorecard agencies on eOPF	21	26	26	26	26	26	Met	Stable

\*N/A - No historical values are available.

### Strategic Goal #5: Transparent and responsive budgets

Milestone	Milestone Descriptor
5.01	Implemented off-cycle cost rebaselining
5.02	Developed, communicated, and used a corporate budget prioritization process

**Strategic Goal #6: Engaged Federal workforce**

Table#	Performance Measure	FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/Not Met	Year-Over-Year Trend
6.01A	Number of components of CHCO organizations that increased employee engagement and inclusion scores	N/A*	N/A*	N/A*	N/A*	7	New Measure	New Measure	New Measure
6.01B	For CHCO agencies, percent of applicants that respond to the Chief human capital (CHCO) survey with a positive rating indicating satisfaction with the job application process	70%	69%	70%	67%	67%	76%	Not Met	Stable
6.01C	Percent of agencies that meet or exceed their baseline goal for hiring veterans	N/A*	91%	83%	100%	100%**	77%	Met	Stable
6.01D	Percent of employees in the Federal Government with targeted disabilities	0.95%	0.96%	0.99%	1.02%	N/A†	1.50%	N/A†	N/A†

\*N/A - No historical values are available.

\*\*Data is preliminary. Complete FY 2014 data will not be available until the second quarter of FY 2015.

†N/A - Data will not be available until the second quarter of FY 2015.

**Strategic Goal #7: Improved retirement benefit service**

Table#	Performance Measure	FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/Not Met	Year-Over-Year Trend
7.01A	Relative ratio of complete retirement submissions versus incomplete cases	77%	82%	85%	92%	84%	92%	Not Met	Declining
7.02A	Average unit cost (direct labor only) for processing retirement claims	\$105.94	\$107.62	\$101.89	\$91.37	\$129.83	\$97.22	Not Met	Declining
7.02B	Percent of retirement and survivor claims processed accurately	98%	94%	92%	93%	94%	95%	Not Met	Improving
7.02C	Ninety percent of claims within 60 days	N/A*	N/A*	N/A*	N/A*	79%	90%	Not Met	New Measure
7.02D	Percent of customers satisfied with overall retirement services	81%	76%	73%	76%	78%	73%	Met	Improving
7.02E	Rate of improper payments in the retirement program	0.35%	0.34%	0.36%	0.36%	0.38%	0.35%	Not Met	Declining
7.02F	Percent of retirement program customer calls handled	83%	83%	81%	82%	76%	73%	Met	Improving
7.02G	Claims Inventory	N/A*	N/A*	17,719	37,086	12,767	13,142	Met	Improving

\*N/A - No historical values are available.



**Strategic Goal #8: Enhanced federal workforce integrity**

Table#	Performance Measure	FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/Not Met	Year-Over-Year Trend
8.01A	Average number of days to complete the fastest 90 percent of all initial national security investigations	39	40	36	35	35	40	Met	Stable
8.01B	Average number of days to complete the fastest 90 percent of initial Top Secret national security investigations	N/A*	N/A*	N/A*	80	75	80	Met	Improving
8.01C	Average number of days to complete the fastest 90 percent of initial Secret national security investigations	N/A*	N/A*	N/A*	28	30	40	Met	Declining
8.01D	Percent of investigations determined to be quality complete	N/A*	N/A*	N/A*	99.8%	99.9%	99%	Met	Stable
8.02A	Percent of delegated examining units found to have severe problems demonstrate satisfactory level of competence or cease to operate independently within one year following completion of an audit	N/A*	100%	91%	85%	93%	85%	Met	Improving
8.02B	Percent of agency human capital or human resources (HR) offices evaluated by OPM that demonstrate progress in improving their human capital programs	N/A*	N/A*	N/A*	N/A*	89%	70%	Met	N/A*
8.02C	Percent of required actions cited in reports that are addressed within prescribed timeframes	N/A*	N/A*	N/A*	91%	88%	80%	Met	Declining

**Strategic Goal #8: Enhanced federal workforce integrity (Cont'd)**

Table#	Performance Measure	FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/Not Met	Year-Over-Year Trend
8.03A	Percent of participants who assess the quality of training provided by MSAC staff at no less than 4 out of 5 points	N/A*	94%	93%	98%	97%	80%	Met	Declining
8.03B	HR University Registration Percentage for HR Workforce (GS-201s/203s)	N/A*	N/A*	N/A*	51%	80%	80%	Met	Improving
8.03C	Index score of customer satisfaction with HR Solutions products and services (ACSI-Equivalent Index)	80	75	76	80	79	80	Not Met	Declining
8.04A	Percent of agencies that obtain full certification of Senior Executive Service and Senior Level / Scientific or Professional performance management systems	N/A*	N/A*	N/A*	N/A*	72%	New Measure	New Measure	New Measure

\*N/A - No historical values are available.

## Strategic Goal #9: Healthier Americans

Table#	Performance Measure	FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/Not Met	Year-Over-Year Trend
9.01A	Percent increase in FEHB premiums less than or equal to private sector premium increases for comparable benefits	7.3%	3.8%	3.4%	3.7%	3.2%	FEHB <= Industry Trend	Met	Declining
9.01B	Percent of FEHB enrollees satisfied v. health industry standard	FEHB 77%	FEHB 76% Industry 64%	FEHB 78% Industry 66%	FEHB 79.2% Industry 65.3%	[FEHB 82% Industry 70%	FEHB >= Industry Standard	Met	Improving
9.02A	FEHB prescription drug cost growth as a percentage of the private sector industry average	N/A*	N/A*	2.2%	FEHB-4.4% weighted average	8%	FEHB <= Industry Standard	Not Met	Declining
9.03A	Adults Receiving Flu Shots based on CAHPS Effective Care	N/A*	N/A*	52%	53%	50%	Contextual	Contextual	Declining

\*N/A - No historical values are available.

## Performance Details

### Strategic Goal I: Attract and engage a diverse and effective OPM workforce.

**Strategy: I.01 - Deploy agile recruitment and outreach tactics to attract a diverse and talented workforce.**

#### *Progress Update*

During FY 2014, OPM began implementing the strategies that will lay the foundation for future years. The agency began sharing all OPM job vacancies on a weekly basis with its internal employee resource groups to support a diverse recruiting base. OPM leveraged social media in its recruiting strategies; and shared job opportunities through the official OPM LinkedIn and Twitter accounts, broadening the agency's reach. Additionally, OPM took action to emphasize the importance of the hiring manager's role in recruiting, providing training for supervisors on developing recruitment strategies and establishing a requirement that all hiring requests include specific actions that the hiring manager will take to attract a diverse and talented workforce.

## FY 2014 Results

Table 1.01A

PERFORMANCE MEASURE: Percent of USA Staffing applicant flow data reviewed by OPM hiring managers						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
N/A*	N/A*	N/A*	N/A*	25%	New Measure	New Measure

\*N/A - Not Available - no historical data available for this period. FY 2014 is a baseline year.

### FY 2014 Analysis of Results:

Applicant flow data provide information about the race, national origin, gender, and veteran status of applicants as they “flow” through the hiring process. The data enable agency leaders to review the diversity of applicant pools and identify potential barriers at several points in the hiring process. OPM is developing a tool for Government-wide use in sharing applicant flow data with hiring managers. As an initial step, while the tool is being developed, the agency reviewed agency-wide applicant flow data for CY 2013 with agency senior leaders, which included the first quarter of FY 2014. OPM conducted a similar review at the end of CY 2014, which covered the remaining 75 percent of FY 2014 data.

### Strategy: I.02 - Create a work environment where OPM employees are fully engaged and energized to put forth their best efforts and achieve OPM’s mission.

#### Progress Update

During FY 2014, OPM continued its investment in the development of model supervisors by hiring, developing and assessing supervisors on five qualities identified in the agency’s supervisor and manager development framework: critical thinking, developing others, inclusion intelligence, accountability, and interpersonal skills. OPM adopted performance standards for diversity, inclusion and engagement for all supervisors and executives that articulate expected positive behaviors. Building on the supervisor community development of FY 2013 (an internal program known as the Five Conversations), during FY 2014, OPM completed the first round of its Supervisor and Management Development program, the roll out of Lean Six Sigma process improvement training for all senior leaders, and the continued emphasis on Human Centered Design techniques to help create a leadership community that values inclusive problem solving. OPM also trained most supervisors in Covey’s “Speed of Trust” and OPM’s “New IQ” to help them build supportive and trusting work environments. This continuing investment has shown promising results as evidenced by increasing Federal Employee Viewpoint Survey (FEVS) scores for the supervisor sub-component of the Employee Engagement Index and a slight improvement in the overall New IQ (Inclusive Intelligence) score. Through the establishment and development of Employee Resource Groups and an internal Diversity and Inclusion Council, employees have a platform for becoming involved in priority projects. The Director provided a briefing of OPM’s overall employee engagement strategy to senior leaders and labor union representatives at the September meeting of the Labor Management Transformation Forum, setting the stage for further progress and cooperation in FY 2015. Director Archuleta has shown personal commitment to employee engagement through visits to OPM field locations, monthly Town Hall meetings, telephone calls to individual employees, and monthly lunches with Employee Resource Groups. OPM is continually improving

workforce communications via the agency intranet's expanded functionality and weekly messages to all OPM employees highlighting key activities. Late in FY 2014, OPM established an Employee Engagement Coordination group that brings together representatives from all major components of OPM for message coordination, custom FEVS data analysis, and consistent action planning training.

Goal owners are concerned that supervisors may not set aside time for employee engagement activities or release their employees for training and collaboration activities due to concerns over workloads. As a mitigating strategy, OPM HR is planning a Supervisor Support Program to help everyone understand the value of learning for increased productivity and engagement. In addition, the OPM Learning team identified a limited number of required courses to ensure that the most important concepts in support of diversity, inclusion and engagement were delivered well without a large commitment of time.

## FY 2014 Results

Table 1.02A

<b>PERFORMANCE MEASURE:</b> OPM's Federal Employee Viewpoint Survey Employee Engagement Index score						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
69%	72%	71%	72%	72%	New Measure	New Measure

### FY 2014 Analysis of Results:

OPM's overall Employee Engagement Index score remained strong from 2010 to 2014, a period in which Government-wide employee engagement scores fell from a high of 67 percent in 2011 to 63 percent in 2014. This is due mostly to OPM's commitment to improving the skills of supervisors. Notably, OPM's score on the Supervisor subcomponent of the Employee Engagement Index has risen from 75 percent in 2010 to 81 percent in 2014. OPM's overall Employee Engagement Index score would have improved during this period if not for a small decline in the Leaders Lead subcomponent, which was at 63 percent in 2013 and 61 percent in 2014. To address this, OPM is committed to improving senior level communication and coordination. As part of the President's Management Agenda, OPM identified Human Resources Solutions and the Office of Communication as two subcomponents with opportunity for improvement through greater engagement emphasis. OPM is considering the establishment of an overall Employee Engagement Index target for 2015-16 using the 2014 result as the baseline.

## FY 2014 Results

Table 1.02B

<b>PERFORMANCE MEASURE:</b> Percent of managers trained on the use of the New IQ learning techniques						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
N/A*	N/A*	N/A*	N/A*	78%	75%	Met

\*N/A - Not Available - no historical data available for this period

## FY 2014 Analysis of Results:

Based on the belief that inclusion is an important precursor to engagement, OPM set an internal goal in FY 2014 to train all supervisors on the use of New IQ (inclusive intelligence) techniques. Because of scheduling challenges, OPM was unable to train all supervisors in FY 2014. However, OPM did exceed its target and expects to complete this training during CY 2015. OPM put a process in place to train new supervisors as they are hired after 2014. OPM also plans to expose all agency employees to the principles of the New IQ.

## FY 2014 Results

Table 1.02C

PERFORMANCE MEASURE: Overall New IQ scores						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/Not Met
60%	63%	63%	64%	64%	New Measure	New Measure

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

## FY 2014 Analysis of Results:

OPM's overall New IQ (inclusive intelligence) scores have consistently remained above the Government average and have improved from FY 2010-FY 2013. The New IQ is derived from 20 questions within the FEVS and includes five subcomponents that measure habits of inclusion: fair, open, cooperative, supportive, and empowering. OPM's scores on the supportive subcomponent of the Inclusion Index have risen from 79 percent in 2010 to 85 percent in 2014. OPM's overall New IQ score would have improved during this period if not for a small decline in the empowered subcomponent, which was at 62 percent in 2013 and 60 percent in 2014. As described in the progress report for strategy 1.02, OPM is providing training to supervisors and managers to help them build trust and establish empowered teams, where inclusive problem solving becomes standard operating procedure. OPM is considering establishing a New IQ score target for 2015-16 using the 2014 result as the baseline.

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

### Progress Update

In FY 2014, OPM launched its corporate learning strategy, aligning course delivery to OPM's Strategic Plan and enhancing participation through communications with agency leadership and employees. OPM designed its learning and development strategy to build key competencies identified by agency leaders and managers as key to employee performance. The strategy also focuses on building capabilities in new problem solving using methods such as Lean Six Sigma and Human Centered Design. Resource constraints could pose challenges to OPM's ability to full implement the strategy. OPM also launched design of its OPM Connect, a GovConnect workforce agility pilot that is part of the President's Management Agenda. Following an intensive design phase, OPMConnect will be piloted in FY 2015 with full agency rollout targeted for FY 2016.

## FY 2014 Results

Table 1.03A

<b>PERFORMANCE MEASURE:</b> Percent of employees satisfied with the opportunity to improve their skills as reported in the Employee Viewpoint Survey						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
62%	66%	63%	65%	62%	New Measure	New Measure

### FY 2014 Analysis of Results:

Employee satisfaction with access to training dropped slightly in FY 2014. To address uneven access to training opportunities, OPM launched a new corporate learning strategy that integrates skills training, career development and employee engagement activities. This comprehensive strategy will enable all employees to access a range of developmental opportunities that address their current performance requirements as well as future career goals. Learning is available to all employees regardless of location via an enhanced online learning library, as well as instructor-led and experiential learning delivered via virtual as well as classroom-based formats. With full implementation of the strategy starting in FY 2015, OPM expects to see an increased satisfaction in employees' access to learning opportunities targeted to their skill and career development goals.

## FY 2014 Results

Table 1.03B

<b>PERFORMANCE MEASURE:</b> Percent of OPM employees participating in corporate training opportunities						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
N/A*	N/A*	N/A*	N/A*	28%	New Measure	New Measure

\*N/A - Not Available - no historical data available for this period

### FY 2014 Analysis of Results:

The launch of OPM's first-ever corporate learning strategy in FY 2014 established a baseline participation rate of 28 percent. With OPM implementing its full strategy in FY 2015, the agency is setting an ambitious target to nearly double participation in corporate learning to 50% of the employee population. OPM will accomplish this goal by creating customized curricula for each major component of the agency, and building leadership and management support for employee participation in training by assuring courses target the skill requirements of each OPM component. In addition, OPM's corporate learning strategy includes a communications and marketing component that helps employees recognize the career enhancing opportunities provided through these corporate learning resources. In the first quarter of FY 2015 OPM Learning will communicate the importance of individual development planning for skill and career development, and help agency leaders prepopulate core skill courses into employees' development plans.

## **Strategic Goal 2 - Provide timely, accurate, and responsive service that addresses the diverse needs of our customers.**

### **Strategy 2.01 – Develop and implement a strategic plan for customer service that addresses each of our major program goals.**

#### *Progress Update*

Since launching the FY2014-2018 Strategic Plan, OPM collected and solicited input on how it can achieve the goal of providing accurate, responsive, and timely service that addresses the diverse needs of its customers. In FY 2014, OPM's Retirement Services and the Innovation Lab created a journey map to better understand the employment and retirement lifecycle of annuitants. OPM developed the journey map with customers and stakeholders, and used it to create customer service strategies. The agency also assigned a cross OPM-lead for customer service and the development of a Customer Experience Strategic Plan.

OPM drafted the Customer Experience Strategic Plan, the "ART" of delivering great customer service. This plan was developed from focus group discussions with OPM program offices and customer service best practices discussions with government agencies and private sector organizations (Department of Labor, Import-Export Bank, Social Security Administration, Department of Education, and an online store). OPM collected and inventoried existing surveys and feedback tracking mechanisms to analyze surveys regarding Accuracy, Responsiveness, and Timeliness (ART) measures, as well as overall quality.

To complement the Customer Experience Strategic Plan, OPM also developed a customer service training that is intended to be conducted annually for every OPM employee. Both the plan and training module are being finalized.

OPM developed a communication strategy for the distribution of the Customer Experience Strategic Plan and training module. The campaign kicked off during National Customer Service Week with customer service stories from various offices in OPM. These stories highlighted the importance of accuracy, responsiveness, and timeliness in delivering great customer service.

Due to the distinct missions of the program offices at OPM, the greatest challenge faced during FY 2014 was establishing baselines, collecting current survey data, and identifying customer service metrics to report. OPM is still in the process of establishing the foundation for reporting on this initiative in a cohesive and inclusive manner that will incorporate and reflect the diversity of the customers served by the different program offices.

### **Strategy 2.02 – Promote shared accountability for the customer service strategy.**

#### *Progress Update*

The Customer Experience Strategic Plan establishes a platform for Strategy 2.02 accomplishments in FY 2015, FY 2016, and beyond. The successful implementation of this strategy is contingent on OPM's development and finalization of the plan. Once it is finalized, a detailed project plan with milestones will be created. While the agency is establishing the building blocks to support its implementation and has developed a framework that incorporates shared accountability, it has encountered challenges. One of the main challenges is the establishment of a Customer Experience Office to implement the recommendations and actions as outlined in the strategic plan. As a result of funding constraints, OPM has developed alternative solutions that will allow the agency to implement this strategy, with some significant limitations. These alternative solutions are in the final approval stages. Another challenge emerged from the analysis of the agency's current customer service measures. OPM has determined that a diverse customer service approach



is needed to address its customers' needs. OPM program offices have a large pool of customer service data; however this data is not reported in a unified manner throughout the agency. OPM is working on incorporating these metrics into a common language that will help build shared accountability in addressing customers' needs.

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

### **Strategy 2.03 – Improve IT capabilities to interface with customers.**

#### *Progress Update*

The Customer Experience Strategic Plan establishes a platform for Strategy 2.03 accomplishments in FY 2015, FY 2016, and beyond. In FY 2014, OPM's Retirement Services and the Innovation Lab held usability testing with the National Active and Retired Federal Employees Association to test OPM's Retirement Services webpage and Services Online. This meeting provided valuable insights and concepts that OPM is in the process of implementing.

The successful implementation of this strategy is contingent on OPM's development and finalization of the plan. Once it is finalized, a detailed project plan with milestones will be created. OPM is on track with this strategy, as the agency is currently establishing the building blocks to support its implementation, and has developed a framework for implementation. OPM addresses the improvement of IT capabilities in the plan.

### **Strategy 2.04 – Improve customers understanding of the policies and procedures that apply throughout the employee's lifecycle.**

#### *Progress Update*

The Customer Experience Strategic Plan establishes a platform for Strategy 2.04 accomplishments in FY 2015, FY 2016, and beyond. The successful implementation of this strategy is contingent upon OPM's development and finalization of the plan. Once it is finalized, a detailed project plan with milestones will be created. OPM is on track with this strategy, as the agency is currently establishing the building blocks to support its implementation, and has developed a framework for implementation. In the plan, OPM addresses the improvement of customers' understanding of the policies and procedures throughout the employee's lifecycle.

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

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

#### *Progress Update*

In FY 2014, OPM identified the Office of Planning and Policy Analysis (PPA) to provide focus, oversight, strategic guidance and vision to OPM's process for acquiring and analyzing data. PPA will provide oversight to make data analytics a fundamental part of OPM culture.

In order to ensure a coordinated and unified standard operating procedure, OPM has drafted a charter for the newly created Research and Analytics Governance Board that the agency will create in FY 2015. This is the first step to create a cohesive structure to manage and integrate research and data analytics across the agency and with external partners. This will enable OPM to not only more efficiently process and analyze data, but identify issues that may have been missed otherwise.

### Strategy 3.02: Build strong data analysis, infrastructure and implementation tools and talent.

#### Progress Update

In FY 2014, OPM initiated an effort to inventory current data analysis tools across the agency in order to reduce duplication and set the stage for future standard setting of data analysis and research across OPM. Along with the inventory, OPM sought to identify current employee satisfaction with the tools in order to identify gaps and improvements needed in OPM's analytic capabilities. The agency encountered numerous challenges associated with the lack of a central management owner. OPM identified business case exception applications as a possible starting point for gathering the information, and this effort is ongoing in FY 2015.

### Strategy 3.03: Develop partnerships to access and analyze data

#### Progress Update

In FY 2014, OPM developed a standard memorandum of understanding (MOU) in support of university and industry research data exchanges and began identifying universities, industry, and agency segments with whom OPM can develop collaboration agreements to leverage data sets, analytic capabilities, and research findings. In FY 2014, OPM partnered with the Corporate Executive Board for the exchange of private sector engagement and satisfaction data. In July, OPM signed a research agreement with Harvard University to study the relationships between employee engagement as measured by the Employee Viewpoint Survey and productivity. As a thought leader on big data and data-driven human capital management, OPM also participated in professional development forums, presenting on an American Council for Technology/ Industry Advisory Council panel regarding integrating big data into agency human capital processes and delivering a TMGov hosted webinar to more than 100 employees and managers across government on how leaders can become more informed about and effectively use data to make evidence-based decisions for their organizations. OPM also led a Chief Human Capital Officers – Performance Improvement Council session on using data-driven reviews to improve human capital outcomes, highlighting best practices for conducting data-driven reviews on engagement.

## FY 2014 Results

Table 3.03A

PERFORMANCE MEASURE: Number of user accounts on Federal Employee Viewpoint Survey Online Reporting and Analysis Tool						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
N/A*	N/A*	567	1,233	1,458	New Measure	New Measure

\*N/A - Not Available - no historical data available for this period\_

### FY 2014 Analysis of Results:

Agencies are able to access reports and review data by accessing the Federal Employee Viewpoint Survey (FEVS) Online Reporting and Analysis Tool (<https://www.dataexplorer.com/fevs>). OPM piloted the Tool in three agencies in FY 2011, and launched it in FY 2012. When OPM released the Tool in FY 2012, the majority of users were agency survey points of contact. Also, the initial release only included the President’s Management Council and 37 large/independent agencies and did not include the 42 small agencies that participated in the survey. In FY 2013, OPM included a feature on the Tool that allowed agencies to designate agency or component-level access. OPM continues to encourage dissemination of FEVS reports to managers and supervisors in an effort to improve employee engagement and performance. OPM is highlighting access to FEVS and analysis of drivers of employee engagement as part of the President’s Management Agenda plank on People and Culture. OPM has developed a cross-agency team to work with the 24 CFO Act agencies on the identification of strategies to improve employee engagement.

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

#### Progress Update

Through OPM’s corporate learning program, the agency developed a comprehensive curriculum on data analysis to build progressive proficiency levels in this competency. OPM pilot-tested and rolled out three basic level courses to all OPM. In FY 2015, OPM will design and deliver courses for two additional proficiency levels. All data analysis courses will be available to all OPM employees free of charge through OPM Learning, OPM’s corporate skills development resource.

### FY 2014 Results

Table 3.04A

PERFORMANCE MEASURE: Number of users on the Federal Talent Dashboard						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
N/A*	N/A*	N/A*	N/A*	540	New Measure	New Measure

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

### FY 2014 Analysis of Results:

In FY 2014, OPM designed, developed, and launched the Unlocking Federal Talent Dashboard ([UnlockTalent.gov](http://UnlockTalent.gov)). The dashboard was released in July 2014. OPM is working with the Office of Management and Budget and others to expand use of this dashboard, which provides visualization of Federal Employee Viewpoint Survey (FEVS) and other human resource data. In addition to expanding access to more users, OPM plans to enable users the ability to download data supporting the visualization through an interface with the FEVS online tool. The Dashboard’s Community of Practice feature is also expanding through contributions from agencies and other experts.

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

### **Strategy 4.01: Commit to an enterprise-wide IT systems strategy based on the principle that business drives strategy.**

#### *Progress Update*

OPM developed its Strategic IT Plan (<http://www.opm.gov/about-us/budget-performance/strategic-plans/strategic-it-plan.pdf>) which includes initiatives to help business drive strategy. OPM began reorganizing the office of the CIO to identify, for each OPM business unit, a primary accountable IT program manager who will drive innovation and service delivery excellence to meet the mission need. Additionally, OPM aligned its entire budget, including the IT budget, to the OPM Strategic Plan. In doing so, OPM has greater visibility into IT funding and is better able to plan and track its IT expenditures. The CIO engaged agency leadership in the iterative development and implementation of the Strategic IT Plan for this and the subsequent strategies to ensure leadership buy-in and commitment to the strategies as well as to avoid possible challenges to the achievement of the targets.

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

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

#### *Progress Update*

FY 2014 was a pivotal year for the OPM technology environment and the Office of the CIO. Through the strategic leadership of the Director, the agency deployed and immediately began work on the new Strategic IT Plan initiatives that will strengthen IT leadership and IT governance. The CIO engaged agency leadership in the iterative development and implementation of the Strategic IT Plan for this strategy and other goal 4 strategies to ensure leadership buy-in and commitment as well as to avoid possible challenges to the achievement of the measures. OPM is currently implementing a functionally aligned CIO organization to support the IT strategies. The reorganization establishes IT Program Managers for Division Program Offices and aligns to the Director's and CIO's vision for IT at OPM. The CIO is carrying out its collective bargaining obligation in order to expeditiously implement the CIO reorganization to achieve the vision and strategies in the agency Strategic IT Plan. The agency initiated an assessment of IT functions throughout OPM including all related business processes. The agency also developed and is executing on an infrastructure security improvement plan. Along with other initiatives, these will strengthen IT leadership and IT governance at OPM while also increasing our ability to provide updated IT services to the workforce and customers. The measures for this strategy will be baselined and tracked throughout FY 2015. Organizationally, there is a renewed emphasis on strategy execution, so the agency designation as a focus area of improvement will help highlight the importance of this strategy.

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

## Strategy 4.03: Implement enterprise initiatives that leverage capabilities and tools throughout OPM.

### Progress Update

OPM met or exceeded most of its performance targets for FY 2014, but fell short on some. During a review of the measures, the agency noted that many varied little from year to year, and developed new measures to better reflect progress going forward. In FY 2014, OPM began the evaluation and implementation of enterprise tools. The agency re-established enterprise license agreements to reduce excessive licensing and reduce costs. OPM evaluated enterprise collaboration tools, and implemented some, to increase the efficiency of the agency's geographically diverse workforce. OPM also focused on documenting its data assets and increasing access to the data through enterprise analytics tools. Of note in FY 2014, OPM began an effort to move its large custom developed applications, including case management, into commercial off-the-shelf tool sets, and will leverage these tools to focus on the needs of the enterprise rather than just the needs of a specific business organization.

### FY 2014 Results

Table 4.03A

<b>PERFORMANCE MEASURE:</b> Percent of time computer network (Network Core Infrastructure) is available during agreed-upon service hours						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
99.3%	100%	100%	100%	99.8%	99.8%	Met

### FY 2014 Analysis of Results:

OPM met the target by performing activities requiring system outages during schedule windows outside of agreed-upon service hours.

### FY 2014 Results

Table 4.03B

<b>PERFORMANCE MEASURE:</b> Percent of answered Help Desk calls						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
N/A*	N/A*	89%	89.6%	93.0%	100%	Not Met

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

### FY 2014 Analysis of Results:

OPM continued to trend upward in its responsiveness to Help Desk calls, though the agency did not meet the FY 2014 target. OPM is scheduled to procure and deploy a new call management system scheduled in FY 2015. The new system will better route calls and improve customer responsiveness and overall service.

**Strategy 4.04: Implement business initiatives that provide capabilities spanning the HR lifecycle, allowing OPM and other Federal agencies to achieve their missions.**

*Progress Update*

OPM has identified four performance measures to help gauge the agency’s success in implementing this strategy, and will establish a baseline for these measures in FY 2015. In FY 2014, OPM continued to make improvements to its business systems that support all Federal agencies. The agency made enhancements to USAJOBS and USA Staffing to increase the usability by both job seekers and hiring officials. OPM began the acquisition process for an enterprise case management system to enhance the agency’s ability to process cases for background investigations and retirement claims. USAJOBS survey results have already shown an increase in user satisfaction with the changes OPM made. The agency will continue to enhance systems to increase satisfaction. These enhancements will include automation and other enhancements to reduce the system cost per employee hired. OPM will also continue to monitor and enhance the security of our systems.

**FY 2014 Results**

*Table 4.04A*

<b>PERFORMANCE MEASURE:</b> Number of Scorecard agencies on eOPF						
<b>FY 2010 Results</b>	<b>FY 2011 Results</b>	<b>FY 2012 Results</b>	<b>FY 2013 Results</b>	<b>FY 2014 Results</b>	<b>FY 2014 Target</b>	<b>Met/ Not Met</b>
21	26	26	26	26	26	Met

**FY 2014 Analysis of Results:**

All 26 Scorecard agencies have been in eOPF since FY 2011, and this measure will be discontinued in FY 2015.

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

**Strategy 5.01: Implement off-cycle cost re-baselining.**

*Progress Update*

OPM completed all planned action items under this strategy, though the agency will continue to enhance its processes to achieve greater efficiency and better results in future years. In FY 2014, OPM implemented its new 5-year Strategic Plan which set the foundation for OPM budgets through FY 2018. The new Strategic Plan was rolled out in March 2014, and shortly thereafter OPM completed the FY 2015 Congressional Budget Justification, which aligned resource needs to the new strategic goals and strategies. OPM then set forth to make long-term changes to the budget processes and embarked on an effort to incorporate prioritization of requirements as a part of the annual budget process. OPM established an agency council, representative of each program office, to develop the new process, which is used to identify funding requirements and validate resource justification. To promote transparency, the process also forces visibility into program costs, helps clarify and define the basis for OPM activities and why they are performed, and establishes a method to prioritize OPM activities using mission drivers. OPM created a spreadsheet tool to support the process and

gather required data and information. As a result, the process aided in redefining the FY 2014 operating budget and was also used in the development of the FY 2016 Office of Management and Budget submission. While OPM made strides overall, an area for further improvement to the process is determination of minimum and maximum resources levels (costs or level of effort) needed to perform an activity or requirement, which would allow for better and more efficient budgeting. Additionally, while the current prioritization tool is efficient in capturing the required data and key elements, this spreadsheet-based process can be enhanced by developing a product that provides additional functionality and reporting capabilities.

### **Strategy 5.02: Institutionalize corporate prioritization.**

#### *Progress Update*

A key to meeting the strategic goal was ensuring that OPM makes budgetary decisions corporately to achieve outcomes that are agency focused and mission driven. In the second quarter of FY 2014, OPM leadership completed training and began utilizing Lean Six Sigma and Human Center Design techniques to implement changes in how the agency operations and decisions are managed. Using the OPM Innovation Lab, the agency developed a corporate budget prioritization process. Representatives from all OPM program offices participated in the review, which resulted in a methodology and budget prioritization tool to manage and inform the budget and funding decisions. The budget prioritization methodology was developed as a collaborative, disciplined, and consistent process that allows the agency to make data-driven decisions. It is intended to provide a comprehensive, end-to-end methodology that fully integrates all relevant functions and data sources (such as, requirement descriptions, strategic goal linkage, funding need, alternative approaches, etc.) into the process with checks and balances. With this process, OPM aims to maximize the efficient use of resources and effectiveness in meeting the agency's mission. The agency documented key aspects of the methodology in a summary paper, which discusses mechanics of the process, identifies roles for stakeholders, clarifies the decision process, and explains how performance will be monitored. In future budget exercises, OPM will incorporate additional time to perform more thorough and comprehensive "peer reviews" to identify and address areas of replication and duplication, ensuring greater coordination and consolidation of requirements where appropriate.

In FY 2014, OPM revamped its Accounting Code Structure (ACS) to align with the new OPM Strategic Plan. Beginning in FY 2015, OPM is able to track agency budget and expenditures against the Strategic Plan at the goal and strategy level. Through status of funds reports, monthly performance updates, and quarterly performance review meetings, agency leaders will have visibility into how resources are being utilized throughout the year and have opportunities to reallocate unused funding to other priority funding requests.

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

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

#### *Progress Update*

OPM made significant progress in implementing this strategy during FY 2014. The new budget process implemented in FY 2014 was developed corporately, ensuring greater acceptance and consistent application. Through new councils and forums, such as the OPM Innovation Lab, senior management daily/weekly "huddles" and monthly resources management council meetings, OPM completed training on the new budget process for program managers and Resource Management Officers, provided information and held discussions on major budgetary and financial deliverables, seeking input and decisions, and constituted workgroups to review, analyze and make recommendations for improvements. During the year, OPM also

focused attention on reviewing the agency's current mission support services, which are funded through an internal fund comprised of contributions from all of OPM's funding sources to finance the administrative and leadership functions within the agency. OPM re-evaluated its mission support services methodology to better align costs to service delivery and provide transparency in the mission support services budget. OPM formed a workgroup to develop and execute a systematic approach to the review of its current methodology. As part of the review, OPM defined issues and objectives, researched public and private sector methodologies, examined the current state, compared current agency allocation processes to best practices, analyzed and evaluated "what if" scenarios, and reached conclusions and developed recommendations for short and long-term modifications.

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

**Strategy 6.01 - Design and deliver leadership training to increase employee engagement.**

*Progress Update*

The "Maximizing Employee Engagement" web-based course is currently live on the HR University site, with full roll-out of the instructor-led course and web-based application planned for early FY 2015. In June 2014, OPM held the class "Engaging and Encouraging Employees" in Washington, DC. The course received high marks from participants, with the average rating for overall satisfaction and learning, predictive job application, and targeted outcomes/results increasing from 4.09 on a 5-point scale in FY 2013 to 4.36 in FY 2014. In July 2014, OPM launched a course titled "A Roadmap to Success: Hiring, Retaining and Including People with Disabilities," which it made available to other agencies at no cost on HR University. Between July 22 and October 6, 2014, 1,383 employees completed the online training.

More than 4,000 individuals from 15 Federal agencies, the CHCO Academy and the South Florida Federal Executive Board have received the New IQ (Inclusion Quotient) training. The New IQ consists of 20 questions identified through a rigorous factor analysis of OPM's Employee Viewpoint Survey (EVS). Questions with the highest correlation to inclusive environments were grouped into 5 habits of inclusion: Fair, Open, Cooperative, Supportive, Empowering. Through targeted skill building exercises during IQ training, participants learn behaviors that enhance inclusiveness and teamwork within their environments. Related to the New IQ training is a program called "Gamechangers," an advanced training designed to teach Federal employees how to implement New IQ principles in their agencies to improve teamwork, retention, innovation, and productivity.



## 2014 Results

Table 6.01A

<b>PERFORMANCE MEASURE:</b> Number of components of CHCO organizations that increased employee engagement and inclusion scores						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
N/A*	N/A*	N/A*	N/A*	7	New Measure	New Measure

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

### FY 2014 Analysis of Results:

Organizations increased the overall average score from 58.7 percent in FY 2013 to 59.0 percent in FY 2014. While seven CHCO organizations showed an increase in their engagement and inclusion (E&I) scores, six showed a slight decrease. The most dramatic increase in the E&I score was the Office of Management and Budget (OMB), which improved its score from 61 percent in FY 2013 to 66 percent in FY 2014. The top five Federal agencies in FY 2014 were the National Aeronautic and Space Administration, Nuclear Regulatory Commission, OMB, U.S. Department of Commerce and OPM. OPM is assessing higher performing agencies.

## FY 2014 Results

Table 6.01B

<b>PERFORMANCE MEASURE:</b> For CHCO agencies, percent of applicants that respond to the Chief Human Capital Officer (CHCO) survey with a positive rating indicating satisfaction with the job application process						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
70%	69%	70%	67%	67%	76%	Not Met

### FY 2014 Analysis of Results:

Applicant satisfaction with the application process is about more than just the speed of hiring. It also measures applicants' views about whether the process is cumbersome, whether the application questions appear relevant, and how well agencies kept them aware of their status during the process. The Applicant Satisfaction Survey provides information on how the applicant views the Federal Hiring Process. There was no change in the applicant satisfaction from last year. Large annual improvements in Government-wide averages are rare in this type of measure, given the aggregate size of the Federal Government. OPM and agencies continue to monitor the average response score for applicant satisfaction as a measure of success in improving the hiring process to encourage top talent to apply for government positions.

## FY 2014 Results

Table 6.01C

<b>PERFORMANCE MEASURE:</b> Percent of agencies that meet or exceed their baseline goal for hiring veterans						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
N/A*	91%	83%	100%	100%**	77%	Met

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

\*\*Data is preliminary. Complete FY 2014 data will not be available until the second quarter of FY 2015.

### FY 2014 Analysis of Results:

Overall, agencies continue to move their veteran hiring efforts and associated results in a positive direction.

## FY 2014 Results

Table 6.01D

<b>PERFORMANCE MEASURE:</b> Percent of employees in the Federal Government with targeted disabilities						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
.95%	.96%	.99%	1.02%	N/A*	1.50%	N/A*

\*N/A – Not Available – Data will not be available until the second quarter of FY 2015.

### FY 2014 Analysis of Results:

OPM continues to support agencies as they find innovative ways to increase the hiring of people with disabilities and retain this talent. In FY 2014, preliminary data indicates that the percentage of onboard employees, who self-identify as having targeted or severe disabilities, slightly increased. Since the signing of Executive Order 13548, the percentage of people with disabilities, both targeted and as a whole, continues to increase. To support implementation of Executive Order 13548, in FY 2014, OPM developed online trainings based on research trends. OPM has made these materials available to other agencies, and those agencies (as well as disability providers) are utilizing these trainings and implementing successful practices to improve outreach, recruitment, and retention of this community. OPM also continues its work with more than 50 disability community stakeholder groups to create pipelines of potential talent and support the use of the Schedule A Hiring Authority for people with disabilities through the use of the OPM Shared List of People with Disabilities.

## Strategy 6.02 – Support agencies in hiring leaders strong in managing and leading high performing organizations.

### Progress Update

OPM Human Resources Solutions (HRS) developed a Supervisor Situational Judgment Test (SSJT) to provide agencies with a better assessment option for selecting first line leaders. The SSJT targets up to four competencies that are critical for first line supervisors. HRS works with agencies to determine valid scoring

protocols and provides an option to expand the targeted competencies if needed. The SSJT is administered through OPM's USA Hire platform. The first administration of the SSJT was in January 2014, and it was used by OPM in 35 vacancy announcements resulting in 18 hires. HRS has signed interagency agreements to tailor the SSJT for the Defense Logistics Agency and the U.S. Army Corp of Engineers. OPM will continue to assess these activities for opportunities to improve.

Also in FY 2014, OPM conducted an analysis of its leadership development program curricula to compare course/program content with engagement behaviors. This review enabled OPM to identify gaps and areas where courses could be reinforced to emphasize competencies related to employee engagement, or opportunities to address gaps with possible new courses and curricula.

### **Strategy 6.03 – Provide comprehensive suite of engagement services and models for agencies and employees.**

#### *Progress Update*

Current definitions of employee engagement vary widely, making it difficult to identify its unique impact on key organizational drivers and outcomes. OPM developed a common definition and model of employee engagement, as it specifically relates to the Federal workforce, that provides a practical approach to measuring and improving it. The definition and research findings will be used across OPM as a foundation for the practices, products, and services the agency will be working on in support of Strategic Goal 6.

OPM has reached out to agencies to start a dialogue regarding their work on improving engagement within their agencies, asking each President's Management Council (PMC) agency to submit two components/offices within their agencies that they have targeted to start the process of improving engagement. The goal of this initiative is to establish partnerships with agencies that will aid in fostering a culture of engagement throughout the Government through the collection of best practices that can be shared at future PMC meetings, through the Community of Practice page of the Unlocking Federal Talent dashboard, and other resources. OPM has conducted interviews and established a dialogue on why agencies chose specific components, what activities the agencies have planned to improve employee engagement, and where they might need more in-depth assistance.

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

### **Strategy 6.04 – Ensure agencies target, address, and measure key drivers of employee engagement.**

#### *Progress Update*

In July 2014, OPM released the first phase of the UnlockTalent.gov Dashboard, and in September 2014, OPM incorporated the 2014 Federal Employee Viewpoint Survey results. OPM currently provides information from those who have successfully improved employee engagement in the form of videos on topics such as quick wins, improving trust, and changing workplace culture. OPM will focus improvement efforts on enhancing the ability to more easily and quickly add new content to the Employee Engagement Community of Practice.

OPM also provides applicant flow data via USA Staffing to human resources and hiring managers to review the race, ethnicity, sex, and disability status of applicants to ensure recruitment efforts are reaching all segments of society. OPM has set a goal to increase the number of OPM hiring managers who review applicant flow data to better inform strategic recruitment efforts.

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

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

*Progress Update*

To keep Federal employees informed of changes or new initiatives, OPM utilizes a Retirement Services (RS) twitter feed and blog. The Twitter feed is updated on a regular basis for its approximately 4,000 followers.

OPM began preparing Federal employees for Phased Retirement in FY 2014, with the final ruling published on August 8, 2014. The effective date of the regulation is November 6, 2014. OPM released several guidance documents to agencies since August 8, 2014, and will release more guidance in FY 2015 to agencies. OPM will also participate in several webinars and conference calls about phased retirement in FY 2015.

OPM also conducted outreach by partnering with the Financial Literacy and Education Commission, affinity groups and agency benefits officers to expand financial education resources available to agencies. OPM also continued outreach to retirees by partnering with retiree groups such as the National Active and Retired Federal Employees Association and the American Postal Workers Union Retirees Department.

In FY 2014, budget constraints across the Federal Government resulted in OPM’s cancellation of its annual Agency Benefit Officers’ Training conference. To continue to meet benefits officer mandatory training needs, OPM dedicated time and resources to developing a Virtual Benefits Officers Training Seminar. The purpose of the Benefits Officers Virtual Training Seminar is to update the participants on benefits initiatives, share best practices, and address crosscutting issues in retirement, insurance, and Thrift Savings Plan administration. The event also featured information on OPM’s Retirement Audit initiative and how to provide a healthy retirement case to OPM. The Virtual Training Seminar was held on November 5, 2014.

OPM also provided a complement of webinar trainings through webcasts that it recorded and made available for the HR Community through OPM’s YouTube Channel and the OPM website. The webcasts included titles such as Tips for Healthy Retirement Applications, Court Order Benefits, and Survivor Benefits Processing. The webinars are available at: <http://www.opm.gov/retirement-services/benefits-officers-center>.

Participation in the webcasts has been high. Webinars delivered in FY 2014 received more than 13,000 views. As they are hosted online, they continue to provide training to benefits officers on key topics related to retirement.

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

**FY 2014 Results**

*Table 7.01A*

<b>PERFORMANCE MEASURE:</b>						
Relative ratio of complete retirement submissions v. incomplete cases						
<b>FY 2010 Results</b>	<b>FY 2011 Results</b>	<b>FY 2012 Results</b>	<b>FY 2013 Results</b>	<b>FY 2014 Results</b>	<b>FY 2014 Target</b>	<b>Met/ Not Met</b>
77%	82%	85%	92%	84%	92%	Not Met

## FY 2014 Analysis of Results

On October 1, 2013, the error definitions were expanded to include 19 additional error conditions that had not previously been charged as errors. Rather than change the FY 2014 target, OPM used FY 2014 to establish a new baseline. Although the expanded definition decreases the completion rate, it leads to a better measure of complete applications, and better measurement is a necessary step in the process of achieving a greater number of complete application submissions. Given this expanded definition and the result; OPM adjusted the FY 2015 target to 85 percent.

In FY 2014, OPM collaborated with agency Chief Human Capital Officers to improve the accuracy and completeness of incoming claims. Monthly feedback was distributed to agencies on claims deficiencies. OPM conducts audits on all agency retirement packages during the screening and development stage of processing. Results are entered into the Agency Audit Tracking System and reports are generated that calculate the Government-wide and individual agency accuracy rates. The percentage of new claims with errors is reported monthly on the OPM web site.

By providing continued education opportunities and providing feedback to agencies on errors, OPM expects to increase the rate of complete retirement claim submissions.

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

### Progress Update

OPM remains committed to providing accurate and timely processing of retirement claims by implementing the Retirement Services Strategic Plan. This plan focuses on four key areas: people; productivity and process improvements; partnering with agencies; and partial, progressive IT improvements.

In FY 2014, OPM maintained staffing levels to process more than 104,000 retirement claims, addressing concerns and reducing the pending claims inventory. The claims processing accuracy rate was 94 percent as of September 2014. To assist annuitants who are waiting for adjudication of their retirement claims, OPM provides interim pay. The FY 2014 Non-Disability Interim Payments were processed in an average of 6 days.

OPM also has made progress in implementing the Retirement Services IT Strategic Plan, enabling structural improvements to enhance the retirement processing system. In FY 2014, OPM actively encouraged individuals to take advantage of the resources available through Services On-Line (SOL), a web platform that provides retirement services on demand (<https://www.servicesonline.opm.gov/>). Of the nearly 2.6 million retirees and survivors, more than 500,000 users have active SOL accounts, and they completed approximately 4.3 million SOL transactions in FY 2014. In FY 2014, OPM made important SOL process improvements, such as password resets, that made it easier for users to navigate and use the system.

Other IT process improvements included working to expand access to the Retirement Data Repository (RDR), via Data Viewer, to additional agencies. OPM has also completed a Data Bridge and is working on the testing phase. As of the end of FY 2014, the RDR contains 2.2 million imaged records.

OPM is working to acquire a case management system and an online retirement application. The OPM Retirement Services' Case Management/IT Solutions Team completed 17 vendor prototype demonstrations and met with stakeholders to discuss questions with some of the non-functional requirements. High level functional requirements were developed. The Request for Proposals (RFP) will be posted in early 2015.

OPM interacts daily with customers, getting a better understanding of their needs and the challenges they face. In FY 2014, OPM received 3,536 visitors in the walk-in retirement center and more than 1.6 million customer calls. The customer call handling rate in FY 2014 was 76 percent.

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

## FY 2014 Results

Table 7.02A

<b>PERFORMANCE MEASURE:</b> Average unit cost (direct labor only) for processing retirement claims						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
\$105.94	\$107.62	\$101.89	\$91.37	\$129.83	\$97.22	Not Met

### FY 2014 Analysis of Results:

The unit cost calculation was modified in FY 2014 to include staff from within the Retirement Services File Services division, as their role is fundamental to claims adjudication. The indirect labor (leave) associated with claims processing was also modified to reflect a more accurate calculation. Changes to methodology were made as part of a Lean Six Sigma process improvement review and in-depth cost accounting methodology analysis.

While these efforts, and refinements to cost accounting, may have driven the unit cost above OPM's target, capturing costs accurately is an important step in the process of learning ways to use resources more effectively.

## FY 2014 Results

Table 7.02B

<b>PERFORMANCE MEASURE:</b> Percent of retirement and survivor claims processed accurately						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
98%	94%	92%	93%	94%	95%	Not Met

### FY 2014 Analysis of Results:

The Percent of retirement and survivor claims processed accurately is determined from ongoing reviews based on a statistically valid random sample. OPM has implemented strategies and techniques to support the continued improvement of claims accuracy. The strategies include standardized and improved training for Legal Administrative Specialists (LAS), roundtable discussions to create consistency among reviewers, online training modules, and refresher technical training. OPM has also integrated new accuracy based performance standards, to reinforce the importance of correct claims processing. Claims adjudicators are also using a new checklist to assist in the reduction of errors. This checklist was developed as part of a Lean Six Sigma process improvement effort.

In addition, OPM continued to use a 'Targeted Error Feedback' tool developed by Retirement Services' Quality Assurance and distributed throughout Retirement Operations. The tool provides feedback on common errors, and resulted in improved accuracy in FY 2014, compared to FY 2013.

## FY 2014 Results

Table 7.02C

<b>PERFORMANCE MEASURE:</b> Percent of retirement claims processed within 60 days						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
N/A*	N/A*	N/A*	N/A*	79%	90%	Not Met

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

### FY 2014 Analysis of Results:

In FY 2014, OPM developed new reports to track the percent of cases processed within 60 days. These reports break out workloads into buckets that focus on various types of processed cases. These types of cases are organized and grouped according to common characteristics and allow Retirement Services to strategically address case processing. The new reporting allows OPM to develop optimal solutions, focusing on a specific area or case type such as utilizing Lean Six Sigma process improvement.

OPM implemented important retirement process improvement through a Lean Six Sigma process improvement effort. In FY 2014, OPM identified 23 DC-based projects, with 70 percent of those projects completed and implemented. Further, Lean Six Sigma rapid improvements events were undertaken in Boyers, PA, to assist with Federal Employees Retirement System (FERS) adjudication procedures and Civil Service Retirement System (CSRS) and FERS death in service cases. Continued implementation of process improvements will better enable OPM to reach its goal. OPM understands that claims adjudication process is dependent upon agencies that submit the applications and supporting documentation. While OPM is working toward meeting the goal of processing 90 percent of claims within 60 days, the agency recognizes that environmental challenges present constraints to achieving this goal. As a result, the agency is exploring the best approach to minimize lags in the adjudication process while properly applying applicable rules.

## FY 2014 Results

Table 7.02D

<b>PERFORMANCE MEASURE:</b> Percent of customers satisfied with overall retirement services						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
81%	76%	73%	76%	78%	73%	Met

### FY 2014 Analysis of Results:

In FY 2014, OPM actively encouraged individuals to take advantage of the resources available through Services On-Line (SOL), a web platform that provides retirement services on demand (<https://www.servicessonline.opm.gov/>). Users completed approximately 4.3 million SOL transactions in FY 2014. If more annuitants use SOL for their basic services, it will significantly reduce the number of requests received on the toll-free line, which OPM expects to result in improved customer satisfaction.

## FY 2014 Results

Table 7.02E

<b>PERFORMANCE MEASURE:</b> Rate of improper payments in the retirement program						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
0.35%	0.34%	0.36%	0.36%	0.38%	0.35%	Not Met

### FY 2014 Analysis of Results:

In FY 2014, OPM's overpayment rate was 0.31 percent and the underpayment rate was 0.07 percent. OPM recently updated its Improper Payments Plan, highlighting ongoing and additional activities that have been put into place to reduce the improper payments made and improve collections. For example, OPM conducts a series of matches and surveys throughout the year to both identify and prevent improper payments, including weekly matches with the Social Security Administration's death file and surveys to determine if certain disability retirees have earned more than allowed in order to keep receiving benefits. OPM also conducts continuous audits on new adjudication of both retiree and survivor benefits under both retirement systems to identify errors, trends and any systemic issues. These audits are a cornerstone of internal control activities, and are a central point in forums with staff, especially reviewers.

OPM also initiated a process to adopt the Department of the Treasury's (Treasury) Administrative Wage Garnishment regulations that will allow Treasury to garnish private sector wages for those who owe money to OPM. OPM also instituted processes to comply with the Department of Treasury's Do Not Pay (DNP) initiative in 2014.

OPM conducts annual surveys to ensure information accuracy. Survey recipients include all annuitants under the age of 60 who are receiving a Disability Benefit, students between the ages of 18-22 or persons who are assigned as the Representative Payees for annuitants, and individuals receiving Annuity Supplement benefits prior to the age of 62. Failure to respond in a timely manner may lead to suspension of benefits.

By continuously monitoring payments and taking corrective actions when warranted, OPM believes it can reduce its rate of improper payments.

## FY 2014 Results

Table 7.02F

<b>PERFORMANCE MEASURE:</b> Percent of retirement program customer calls handled						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
83%	83%	81%	82%	76%	73%	Met



## FY 2014 Analysis of Results:

In FY 2014, OPM received approximately 1.7 million retirement program customer service calls. Interacting with customers through the Retirement Information Office is an important component of OPM's customer service efforts.

Retirement Services increased its Retirement Information Office staff by 18 Customer Service Specialists in FY 2014 and provided training and ongoing mentoring for this new staff. In addition, new performance standards were developed and implemented, which focus on the availability of the Customer Service Specialists, as well as the quality and the level of customer service they provide to callers.

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

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

## FY 2014 Results

Table 7.02G

PERFORMANCE MEASURE: Claims Inventory						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
N/A*	N/A*	17,719	37,086	12,767	13,142	Met

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

## FY 2014 Analysis of Results:

OPM has achieved a steady state related to the pending claims inventory. This was accomplished by relying on strategies outlined within the Retirement Services Strategic Plan.

## Strategy 7.03 – Improve OPM service to Federal agency benefit officers.

### Progress Update

OPM works with agency benefits officers to ensure accurate and complete retirement claim submissions. To provide better service, it is vital to get feedback from agency benefits officers on their needs. In FY 2014, OPM emailed the Annual Training Survey to over 800 HR specialists, 218 of whom completed the survey. As a result, OPM learned that 67 percent of respondents watched a webcast in the prior 12 months, 56.9 percent received their training from Benefits Officers Training and Development, 59.4 prefer webcast training, and 58.5 percent prefer in-person training. Further, 82 percent of respondents would like to receive training in Retirement Benefits and 68 percent would like training in Workers' Compensation. The survey results provide critical planning information for the upcoming fiscal year.

Though OPM's annual training conference was canceled in FY 2014 due to budget constraints across the Federal Government, training continues to be a mandatory component of OPM's service to agency benefits officers. OPM has adapted by creating webcast sessions and a virtual training event. In FY 2014, OPM

delivered approximately 10 new webcasts for the HR Community through the OPM YouTube Channel and the OPM website, resulting in more than 13,000 views. Webinar views continue to grow as additional Benefits Officers take the online trainings.

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

## **Strategic Goal 8: Enhance the integrity of the Federal workforce.**

### **Strategy 8.01: Enhance policy, procedures and processes used to ensure people are fit to serve.**

#### *Progress Update*

In FY 2014, OPM participated in two Executive Branch studies relating to the suitability, credentialing, and security clearance processes. OPM worked with the Office of Management and Budget (OMB), Director of National Intelligence (DNI), the Department of Defense (DoD), and other agencies on a 120-day study of the suitability, credentialing, and security clearance procedures directed by President Obama. The agencies completed the study in February 2014 and are working on implementing the study recommendations. As part of implementation, OPM is actively participating as a member of the Performance Accountability Council's Program Management Office.

In addition, OPM worked with DoD on the analysis, required by the National Defense Authorization Act of FY 2014, comparing OPM's and DoD's investigation programs for timeliness, quality, and cost. The agencies completed the analysis in September 2014, and OPM participated in briefings with DoD senior leadership and Congress. For the next phase, OPM will work with DoD and the PMO to develop an action plan to implement the recommendations identified by the analysis, which will improve efficiency and save time and money in the security clearance process.

To enhance investigation quality and strengthen the background investigation process, OPM fully Federalized the investigation quality review process in February 2014. The move to fully Federalize this process was a safeguard taken to ensure that only Federal employees will be conducting the final quality review before the investigative product is sent to the agency sponsoring the investigation for review and adjudication.

In September 2014, OPM's Contracting Office announced it would not exercise options to continue its contract with one of the contractors performing investigative work, and OPM implemented a plan to transition investigations in process from that contractor to Federal staff. Although OPM expects to see a rise in average time for initial security investigations, the agency's primary goal is to ensure that the quality of OPM's products remains high.

Also in FY 2014, OPM delivered initial capability for Tiers 1 and 2 of the 2012 Federal Investigative Standards (FINVS) and employed an enhanced cost allocation model to support the agency's FY 2015 pricing decision and other cost-related analyses. The 2012 FIS established requirements for conducting background investigations to determine eligibility for logical and physical access, suitability for Federal employment, fitness to perform work for, or on behalf of, the Government as an employee of a contractor, and eligibility for access to classified information or to hold a sensitive position. The standards consist of five tiers with an Expandable Focused Investigation (EFI) model at each tier. OPM will deliver capability for Tiers 3 through 5 in the next two years.

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

## FY 2014 Results

Table 8.01A

<b>PERFORMANCE MEASURE:</b> Average number of days to complete the fastest 90 percent of all initial national security investigations						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
39	40	36	35	35	40	Met

### FY 2014 Analysis of Results:

OPM continued to conduct approximately 95 percent of all Federal background investigations. In FY 2014, Federal agencies requested that OPM's Federal Investigative Services (FIS) conduct more than 2.3 million investigations. Of these, 22 percent were initial security clearance investigations. FIS completed and delivered to Federal agency customers the fastest 90 percent of the initial security clearance investigations in an average of 35 days, exceeding the timeliness standard set in the Intelligence Reform and Terrorism Prevention Act (IRTPA) of 2004, which required that 90 percent of security clearance investigations be completed within an average of 40 days. OPM accomplished this through a variety of practices, to include improved management and prioritization of workload and the contractor/Federal workforce executing this workload.

## FY 2014 Results

Table 8.01B

<b>PERFORMANCE MEASURE:</b> Average number of days to complete the fastest 90 percent of initial Top Secret national security investigations						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
N/A*	N/A*	N/A*	77	75	80	Met

\*N/A - Not Available - no historical data available for this period

Note: Measure statement was revised as a positive statement. The measure was previously "Investigation determined to be deficient due to errors in investigation processing."

### FY 2014 Analysis of Results:

On October 1, 2012, the Director of National Intelligence (DNI), in his role as the Security Executive Agent, set a longer timeliness metric for Single Scope Background Investigations (SSBIs) which are used to support Top Secret security clearance determinations. Effective October 1, 2012, SSBIs conducted to support national security adjudications were assigned a 100-day goal (80 days for the investigation and 20 days for adjudication). In FY 2014, OPM met the investigation timeliness goal the DNI set for SSBIs.

## FY 2014 Results

Table 8.01C

<b>PERFORMANCE MEASURE:</b> Average number of days to complete the fastest 90 percent of initial Secret national security investigations						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
N/A*	N/A*	N/A*	28	30	40	Met

\*N/A - Not Available - no historical data available for this period

Note: Measure statement was revised as a positive statement. The measure was previously "Investigation determined to be deficient due to errors in investigation processing."

### FY 2014 Analysis of Results:

Federal Investigative Services (FIS) completed and delivered to Federal agency customers the fastest 90 percent of the initial Secret national security clearance investigations in an average of 30 days, exceeding the timeliness standard set in the Intelligence Reform and Terrorism Prevention Act (IRTPA) of 2004, which required that 90 percent of security clearance investigations be completed within an average of 40 days. OPM accomplished this through a variety of practices, to include improved management and prioritization of workload and the contractor/Federal workforce executing this workload.

## FY 2014 Results

Table 8.01D

<b>PERFORMANCE MEASURE:</b> Percent of investigations determined to be quality complete						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
N/A*	N/A*	N/A*	99.83%	99.93%	99%	Met

\*N/A - Not Available - no historical data available for this period

Note: Measure statement was revised as a positive statement. The measure was previously "Investigation determined to be deficient due to errors in investigation processing."

### FY 2014 Analysis of Results:

OPM continued to streamline processes and invest in the future through procurement of the hardware and software needed to upgrade Federal Investigative Services' core information technology system infrastructure in support of continued improvements in timeliness, quality, and efficiency.

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

*Progress Update*

OPM exceeded FY 2014 targets for the three performance measures related to this strategy. OPM met challenges stemming from decreased funding by utilizing a matrix audit team structure; and conducting virtual audits whenever practicable. OPM evaluators led or participated in 139 evaluations during FY 2014. Of the 107 Delegated Examining Units (DEU) evaluated, 15 had systemic problems or employment practices that could either invalidate the examining process or destroy public confidence in the examining system. Despite a number of challenges related to agencies' lack of a robust accountability system, all but one of the problematic DEUs improved to a significant degree or ceased to operate independently within the one-year assessment period. OPM also monitors the percentage of human capital offices evaluated that demonstrate progress. In FY 2014, 89 percent of the offices OPM evaluated demonstrated progress in their human capital programs. OPM evaluators guided agency improvement efforts by monitoring the steps agencies took to address OPM report findings. In FY 2014, OPM issued 72 reports, 65 of which contained findings requiring corrective action on the part of the agencies. Of the 172 required actions cited in the 65 reports, 151 were addressed within prescribed timeframes.

**FY 2014 Results**

*Table 8.02A*

<b>PERFORMANCE MEASURE:</b>						
Percent of Delegated Examining Units with severe problems demonstrating satisfactory level of competence within one year or ceasing to independently operate						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
N/A*	100%	91%	85%	93%	85%	Met

\*N/A - Not Available - no historical data available for this period

**FY 2014 Analysis of Results:**

Of the 107 Delegated Examining Units (DEU) audited, 15 DEUs audited in FY 2013 were found to have severe problems such as illegal appointments or serious and widespread competency issues among DEU staff. By the end of the one year reassessment period, which occurred in FY 2014, 14 of the 15 DEUs (93 percent) either substantially improved or are no longer operating independently.

## FY 2014 Results

Table 8.02B

<b>PERFORMANCE MEASURE:</b> Percent of agency human capital (HC) or human resources (HR) offices evaluated by OPM that demonstrate progress in improving their human capital programs						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
N/A*	N/A*	N/A*	N/A*	89%	70%	Met

\*N/A - Not Available - no historical data available for this period

### FY 2014 Analysis of Results:

Regulatory violations and corresponding required actions to correct those violations were reported in 65 offices that OPM evaluated. Of the 47 offices expected to address the violations cited by end of FY 2014, 42 (89 percent) addressed 80 percent or more of the required actions within prescribed timeframes. Agency responses vary by fiscal year and type of required actions cited. OPM monitoring of agency timeliness may have resulted in improved performance by increasing agency awareness and actions to address required actions.

## FY 2014 Results

Table 8.02C

<b>PERFORMANCE MEASURE:</b> Percent of required actions cited in reports that are addressed within prescribed timeframes						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
N/A*	N/A*	N/A*	91%	88%	80%	Met

\*N/A - Not Available - no historical data available for this period

### FY 2014 Analysis of Results:

OPM issued 72 reports in FY 2014, with 172 required actions cited in 65 of those reports. Of the 172 required actions cited, agencies addressed 151 (88 percent) within prescribed timeframes.

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

### Progress Update

OPM maintains a cadre of over 20 instructors who provide Delegated Examining Certification Training and Evaluator Training to Federal employees responsible for competitive examining, agency accountability, and self-audit activities. In FY 2014, OPM conducted 52 formal training classes. Of the more than 800 employees who completed training evaluations, 97 percent rated the training at a 4 or 5 on a scale of 1 to 5. Also in FY 2014, OPM developed a new one-day course, Delegated Examining for Hiring Managers, in order

to provide selecting officials with an overview of the competitive examining process and help them meet their responsibilities under the President’s Hiring Reform Initiative. The course was piloted in three locations and will be formally rolled out to the agencies in FY 2015. Due to budget constraints, on-site training will only be available to those agencies able to cover the instructors’ travel costs, though OPM anticipates being able to provide virtual training in the future.

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

## FY 2014 Results

Table 8.03A

<b>PERFORMANCE MEASURE:</b> Percent of participants who assess the quality of MSAC/ACE delegated examining and evaluator training at no less than 4 out of 5 points						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
N/A*	94%	93%	98%	97%	80%	Met

\*N/A - Not Available - no historical data available for this period

### FY 2014 Analysis of Results:

OPM conducted 44 delegated examining certification classes and 8 evaluator training classes. Of the 821 training evaluations received, 799 (97 percent) rated the training provided at a 4 or above on a scale of 1 to 5.

All instructors are also evaluators who possess strong platform skills. Because each of them continuously engages with agency human resources staff through their regular evaluation work, they are uniquely qualified to provide an audit perspective for the training participants. Trainees appreciate discussions of real-world examples of effective and ineffective or non-compliant practices identified during audits. This helps make much of the dry, technical material come to life and facilitates greater understanding. This is one reason both training programs have consistently been rated outstanding.

## FY 2014 Results

Table 8.03B

<b>PERFORMANCE MEASURE:</b> HR University Registration Percentage for HR Workforce (GS-201s/203s)						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
N/A*	N/A*	N/A*	51%	80%	80%	Met

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

### FY 2014 Analysis of Results:

The HRU Operations Team performed the following activities in FY 2014 to increase the registration on HRU.gov:

- Briefed the CHCO Council on the goals, encouraged the Council to promote HRU and to urge their HR professionals to register, and shared best practices from agencies with high registration rates;
- Posted new training opportunities on HRU, which may have driven HR professionals to register on HRU in order to access the HRU online courses;
- Launched the new website design, which was heavily promoted via email, social media, and virtual demos; and provided marketing materials to the HRU Ambassadors to promote HRU at their agencies.

### FY 2014 Results

Table 8.03C

PERFORMANCE MEASURE: Index score of customer satisfaction with HR Solutions products and services (ACSI-Equivalent Index)						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
80	75	76	80	79	80	Not Met

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

### FY 2014 Analysis of Results:

While OPM missed the target by 1 percentage point, it exceeded the Federal Government Average ACSI equivalent score of 69 by 10 percentage points. In addition to continuing its biannual customer satisfaction survey, HR Solutions issued Customer Service Commitments to all staff this year to focus them on the behaviors proven to increase customer satisfaction. In addition, HR Solutions launched a Customer Relations Management Tool that assists in tracking and coordinating customer outreach and follow up activities to ensure we are providing customers with the knowledge and perspective needed to make well informed decisions about which of OPM HR Solutions products and services will best help them meet their human capital management challenges. HR Solutions has and will continue to communicate measure, appraise, and reward and recognize staff for outstanding customer satisfaction. These are all best practices for achieving outstanding customer service.

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

#### Progress Update

In FY 2014, the Qualifications Review Board reviewed and provided reports in 695 agency submissions of candidates for initial SES appointment, with an average processing time of 12.5 days. OPM also completed decision packages on biennial-cycle (ad hoc) allocations and non-career appointments within 15 business days, on average. Furthermore, OPM approved agency requests for approvals to operate SES Candidate Development Programs within 8.5 weeks of receipt of complete submissions, on average.



## FY 2014 Results

Table 8.04A

<b>PERFORMANCE MEASURE:</b> Percent of agencies that obtain full certification of Senior Executive Service and Senior Level / Scientific or Professional performance management systems						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
N/A*	N/A*	N/A*	N/A*	72%	New Measure	New Measure

\*N/A - Not Available - no historical data available for this period

### FY 2014 Analysis of Results:

Agency Senior Executive Service (SES) and Senior Level / Scientific or Professional (SL/ST) appraisal system certifications have varying expiration dates and are in constant flux. Therefore, the SES and SL/ST certification results provide a snapshot of the percent of agencies that currently have full certification.

Use of the basic SES appraisal system template, announced by OPM and OMB in January 2012, provides a more streamlined certification process. As of the end of FY 2014, 92 percent of agencies have OPM approved basic SES appraisal systems. The streamlined certification process afforded by the basic system is less burdensome and provides a more efficient certification review. Additionally, OPM expanded its proactive, agency outreach efforts.

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

### Strategy 9.01 – Sponsor high-quality, affordable insurance products.

#### Progress Update

Under the Federal Employees Health Benefits (FEHB) Program, OPM offers a comprehensive package of health benefits to more than 8.2 million employees, retirees and their dependents. To contain premiums and maintain essential benefits, OPM engages in tough negotiations with health carriers. One of OPM's challenges is to restrain premium increases. OPM has managed to maintain overall premium increases under four percent for four years in succession. Another OPM challenge is to ensure there are decision support tools to assist customers in making health care decisions. OPM has published health plan brochures, updates web-based decision tools and annually reviews health plan customer satisfaction survey results.

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

## FY 2014 Results

Table 9.01A

<b>PERFORMANCE MEASURE:</b> Percent increase in FEHB premiums less than or equal to private sector premium increases for comparable benefits						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
7.3%	3.8%	3.4%	3.7%	3.2%	FEHB ≤ Industry Trend	Met

### FY 2014 Analysis of Results:

The average rate increase was lower than the 2013 level, and was below 4 percent for the fourth year in a row. To contain premiums, OPM engaged in tough negotiations with health carriers. OPM also has made controlling the growth in FEHB premiums an Agency Priority Goal. As reported previously in this report, OPM has engaged in several strategies to achieve the APG including improved pharmacy benefit management, a new FEHB plan performance management system tied to plan profit factors, and enhanced oversight of enrollment processes.

## FY 2014 Results

Table 9.01B

<b>PERFORMANCE MEASURE:</b> Percent of FEHB enrollees satisfied v. health industry standard						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
FEHB 77% Industry 63%	FEHB 76% Industry 64%	FEHB 78% Industry 66%	FEHB 79.2% Industry 65.3%	FEHB 82% Industry 70%	FEHB ≥ Industry Standard	Met

### FY 2014 Analysis of Results:

OPM achieved an 82 percent satisfaction rate, which exceeded the industry standard of 70 percent. Federal Employees Health Benefits Program (FEHBP) carriers' overall average customer satisfaction scores are consistently higher than the industry average. FEHBP carriers currently report some Consumer Assessment of Healthcare Providers and Systems (CAHPS) and Healthcare Effectiveness Data and Information Sets (HEDIS) measures. CAHPS surveys ask consumers and patients to report on and evaluate their experiences with their health care. OPM's goal is to significantly expand on those metrics to improve health plan performance so consumers have more information available to them. OPM's goal is to continually improve overall satisfaction with health plans as reported by health plan enrollees in CAHPS. OPM plans to re-baseline the goal in the future using survey responses of only active employees and annuitants without Medicare coverage to compare OPM experience with national benchmarks on health plan satisfaction.

## Strategy 9.02 – Optimize insurance-related business processes.

### Progress Update

OPM aims to improve the efficiency of FEHB and affordability of coverage offered to employees and, by October 2015, reduce the rate of growth in per capita spending through a range of activities, including improved data analytics, enhanced accountability measures, and programmatic improvements.

To improve data analytics, OPM is focusing on a new FEHB plan performance initiative. For this initiative, OPM is developing a framework based on measure agreement, weighting, and scoring. OPM issued an FEHB carrier letter in August 2014 with initial guidance on the clinical quality, customer service, and resource use measure sets and held two teleconferences with FEHB carriers for questions and answers. OPM will develop a functional dashboard that will be used to determine FEHB performance assessment score and payment. OPM is in the process of obtaining an independent vendor to assist in the development of the dashboard. OPM will publish final regulations that implement a comprehensive performance assessment system for all FEHB plans, and develop mechanisms for community-rated and experience-rated plans that provide sufficient incentives for health plans to make the necessary improvements to achieve success.

To enhance accountability, OPM's goal is to decrease the potential number of ineligible dependents on enrollee's FEHB coverage. OPM will conduct a sample audit on approximately 2,000 family members covered under Self and Family enrollments in CY 2015. The sample audit will be used to determine if there are claims paid for ineligible family members. The sample will also enable OPM to determine if a full audit of the FEHB population is warranted.

OPM also focused on programmatic improvements to pharmacy benefits. OPM encouraged FEHB carriers to consider a variety of cost containment strategies in the design of their pharmacy benefits to help assure each could offer a safe, efficacious, and cost-effective benefit. OPM instructed carriers to align their pharmacy product offerings by 2016, allowing for more consumer transparency and ease of use and understanding of their pharmacy benefits. OPM encouraged FEHB carriers and enrollees to maximize their use of the tools available to them to assist in tracking medications and communications with their physicians. OPM also encouraged FEHB plans to coordinate with Pharmacy Benefits Management (PBM) to offer a managed formulary allowing for better pricing available to consumers.

## FY 2014 Results

Table 9.02A

<b>PERFORMANCE MEASURE:</b>						
FEHBP prescription drug cost growth as a percentage of the private sector industry average						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
N/A*	N/A*	2.2%	FEHB-4.4% weighted average	8%	FEHB ≤ Industry Standard of 6%	Not Met

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

### FY 2014 Analysis of Results:

Overall, the pharmacy cost trend in 2014 is below what has been experienced in past years. Prescription drug costs increased 6 percent over the previous year, which is better than predicted. OPM set an ambitious target of keeping the FEHB's increase below the industry average; however, the average increase exceeded the industry trend by 2 percentage points. OPM is continuing to explore ways in which to influence drug costs under the FEHB including consumer tools to evaluate the cost of drugs and the use of managed formularies.

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

#### Progress Update

OPM is currently working to improve preventive services delivery to the FEHB and Multi-State Plan Program population. To implement this strategy, OPM's tobacco cessation program, flu shot program and Employee Assistance Program were featured in the National Prevention Council Annual Report to Congress.

### FY 2014 Results

Table 9.03A

PERFORMANCE MEASURE: Adults receiving Flu Shots in FEHB Preferred Provider Organizer (PPO) plans based on Healthcare Effectiveness Data and Information Set (HEDIS) measures v. National Committee for Quality Assurance (NCQA) PPO Average						
FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met
N/A*	N/A*	FEHB PPO 52%	FEHB PPO 53%	FEHB PPO 53%	Contextual**	Contextual**
		NCQA PPO 51%	NCQA PPO 54%	NCQA PPO 48%		

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

\*\*Contextual measures provide situational information for the purpose of understanding information related to a goal, and do not include targets.

### FY 2014 Analysis of Results:

The flu shot rate for FEHB PPO plans has consistently risen over the past three years. This can be attributed to outreach to FEHB employees and annuitants, emphasis on FEHB plan communication to enrollees and availability of flu shots in convenient locations. The age range for adults changed from 50-64 to 18-64 in FY 2014, accounting for the drop in the NCQA PPO average. However, FEHB PPO plans still maintained a 53 percent success rate.

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

### *Progress Update*

OPM is working to develop partnerships with private sector and government agencies in support of population health. OPM released a joint letter with the Substance Abuse and Mental Health Services Administration of the Department of Health and Human Services, regarding mental health in the Federal workplace. OPM is also working with the White House on additional guidance and training to facilitate mental health education and assistance. OPM is the first agency not under the Department of Health and Human Services to be featured on the Working for Quality website.

FEHB's tobacco cessation program was highlighted in webinar for Million Hearts Campaign. OPM is currently developing measures for this strategy.

## Strategy 9.05 – Enhance outreach and health literacy

### *Progress Update*

In FY 2014, enrollment in FSAFEDS was 332,000. OPM conducted benefits awareness outreach in which Subject Matter Experts gave presentations to raise awareness across all insurance benefit products. The presentations emphasized FSAFEDS and are designed to educate and increase enrollment. OPM announced that FSAFEDS will begin incorporating a carryover of \$500 and a lower minimum of \$100 to participate in the program beginning in 2015. OPM is currently developing measures for this strategy.

## Evidence Building

Strategic Goal 3 (Evidence-Based Policy and Practices) demonstrates OPM's commitment to embedding evidence and evaluation into the agency's culture, program and business processes. Better and more effective outcomes result when based on hard facts and sound analysis. As the agency charged with leading the Government with respect to human resource matters, and the President's advisor concerning the civil service, OPM executes civil service laws and designs and implements policies that affect all Federal agencies, their leaders, workers, applicants, retirees and their families. It becomes critical that evidence inform OPM policies, initiatives, products and services. We aspire to lead and assist all Federal agencies by becoming a world-class thought-leader in policies and research related to HR activities. Our capacity-building framework in enhancing evaluation and evidence is based on two pillars:

- Data Collection, Monitoring and Analysis – Collecting HR-related data using innovative research techniques, accessing publicly available sources, leveraging second-hand research tools where appropriate.
- HR Policy and Practice Development – Designing policies and practices based on rigorous evidence.

In April 2014, OPM published the results of a year-long study, and strategy recommendations, on gender pay gaps within the Federal workforce.

Some of this study's findings include:

- **Dramatic Reduction in the Gender Pay Gap** – Over the study years (1992-2002-2012), the gender pay gap dramatically shrank from about 30 percent to 13 percent (for All White Collar) and to 11 percent (for GS only).
- **Gender Distribution Across Occupations Explains Gap** – The differences in the distribution of males and females across occupational categories appear to explain much of the pay gap. This finding was reinforced by multivariate regression and decomposition analysis, which showed that 70 percent of the White Collar pay gap was explained by the factors used in our analysis and that the occupational factor accounted for

76 percent of the explained portion of the gap in 2012. A separate analysis of the GS population produced similar results—67 percent of the gap was explained in 2012, with 93 percent of that explained portion attributable to the occupational factor. While occupational distribution explains much of the pay gap, we are not ruling out the possibility that discriminatory influences played a role in occupational distribution.

- The regression and decomposition analysis shows that the unexplained portion of the pay gap in 2012 was 30 percent of the total pay gap for All White Collar and 33 percent of the total pay gap for the GS (less than 4 percentage points). (This unexplained portion could be attributable to factors that may or may not be discriminatory that were not accounted for in our analysis (e.g., non-Federal work experience, personal obligations).)
- The pay gap was smaller in younger age groups. Pay gaps at different ages may reflect the differences in occupational distribution at those ages.
- In 2012, pay gaps were found at all education levels, almost all in the 8-10 percent range.
- In 2012, for supervisors and managers, the average female salary was 95.6 percent of the average male salary; however, females made up only 36 percent of supervisors and managers. Among members of the Senior Executive Service (SES), the female salary percentage was 99.2 percent; however, females made up only 33 percent of SES members.

OPM recommended administrative actions or studies that should be undertaken to address the gender pay gap. First, it will work with agencies to clarify the range of GS pay-setting flexibility and share best practices on setting starting salaries in gender-neutral ways. Some of the best practices agencies shared with OPM include setting pay based on specific criteria for certain occupations and using compensation panels that do not include hiring managers to recommend the use of pay flexibilities.

Also in FY 2014, OPM initiated research into the relationship between employee engagement and performance in the Federal Government. Employee engagement is measured by the Federal Employee Viewpoint Survey's (FEVS) employee engagement index which is based on responses to 15 items in the FEVS. To measure performance of government units, OPM approached several units of government that have discrete, measurable products. The units that have agreed to participate in the research include: OPM's Retirement Services, Treasury's Bureau of Engraving and Printing and the U.S. Mint, and Commerce's Patent and Trademark Offices.

Progress in FY 2014 has included:

- the identification of units of government willing to participate in the research;
- review of the workflow and production processes in these units, including site visits;
- identification of employees and teams involved in the production processes;
- selection of relevant data from the FEVS and the Enterprise Human Resource Integration (EHRI) databases;
- development of several models describing correlation (and, in some instances, causation) effects;
- compilation and documentation of relevant literature; and
- completion of a research agreement with Harvard University for the participation of a PhD candidate as a collaborator in the research.

OPM expect the research to be completed in FY 2015. This type of research has not been conducted in the Federal Government previously and is reasonably complex to undertake. There are clearly sensitivities on the part of agencies and their personnel regarding the results and their interpretation; however, at the same time, there is interest in the lessons learned from the analysis.

OPM routinely issues descriptive reports regarding Federal Government personnel, survey results, and human resource policy. These can be found on OPM's website: <http://www.opm.gov/policy-data-oversight/data-analysis-documentation/>. While not technically meeting the definition of evaluations, these descriptive reports can be the building blocks for more in-depth analysis, evaluation and research. For example, OPM recently published reports on Millennials in government ([http://www.fedview.opm.gov/2014FILES/FEVS\\_MillennialsReport.pdf](http://www.fedview.opm.gov/2014FILES/FEVS_MillennialsReport.pdf)) and educational attainment of Federal employees while in service ([http://www.fedview.opm.gov/2014FILES/2014\\_FEVS\\_Education\\_Report.pdf](http://www.fedview.opm.gov/2014FILES/2014_FEVS_Education_Report.pdf)). These reports, which are based on the combination of data from FEVS and EHRI, provide new insights in the Federal workforce and Federal HR policy more generally.

## Appendix

### Data Validation and Verification

The performance information used by OPM in this APR for FY 2014 is reasonably complete and reliable, as defined by the *Government Performance and Results Modernization Act of 2010*. OPM has chosen an approach to data collection and analysis that provides sufficient accuracy and timeliness to be useful to program managers and policy makers within reasonable cost constraints.

#### *Completeness of Data*

Most data in this report is produced in an annual cycle tied to the fiscal year, often with quarterly updates, which makes it easier to track progress during the year. All performance data is representative of the entire fiscal year for which it is reported. If there are instances where full and complete data for a measure is not available until after OPM publishes its APR, these instances are noted and final data will be provided in the following year's APR.

#### *Reliability of Data*

OPM performance data is generally reliable and is used regularly by OPM program managers to make both strategic and operational decisions. However, in any given year, some of these data elements are influenced by multiple factors over which OPM has little control. For example, the findings of Merit System Accountability and Compliance evaluations of agency human capital practices may vary substantially from one year to the next, depending on which agencies are targeted for evaluation in each cycle. A single year's results accurately report what was uncovered in that year, but multi-year trends may be more reflective of the mix of agency practice examined each year than of overall changes in practices across the Federal Government.

Assessing and eliminating sources of errors in data collection systems continues to be an important task for program managers. As a part of this ongoing task, program managers use quality control techniques to identify where errors can be introduced into the collection system. They use automated edit checks to minimize data entry errors and follow-up with reasonableness checks before the data are entered in the APR. These include verification of data collection techniques and coding, response and non-response rates, and computation of margins of error. OPM has established a three-tiered approach to ensure the completeness and reliability of performance information. Data quality standards are established by the agency's CFO; data sources, collection and reporting procedures are the responsibility of program managers; and performance results are reviewed by the CFO prior to publication. Collectively, this approach attempts to ensure the data presented in this document is complete and reliable, and accurately reflects actual performance during FY 2014.



## Measure Definitions, Data Sources, Collection and Reporting Frequency, and Verification

**Strategic Goal #I: Attract and engage a diverse and effective OPM workforce.**

**Strategy I.OI – Deploy agile recruitment and outreach tactics to attract a diverse and talented workforce**

*Table 1.01A*

<b>PERFORMANCE MEASURE:</b>	
Percent of USA Staffing applicant flow data reviewed by OPM hiring managers	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	Employee Services and Office of Diversity and Inclusion
<b>Definition</b>	The review rate of historical applicant data by hiring managers. The data includes race, national origin, gender, veterans' preference, and other applicant information.
<b>Data Source</b>	The data source is USA Staffing, the system used by OPM to manage its hiring process. Available data are limited to those applicants who volunteer to share the information with OPM. The applicant flow data are analyzed and provided to hiring managers to inform their recruiting efforts to ensure a diverse applicant pool.
<b>Frequency</b>	Annually
<b>Data Verification</b>	OPM reviews the underlying data for any anomalies. The agency is aware of the limitations due to the voluntary nature of the data, but, based on OPM's analyses, the agency believes the data are sufficiently accurate for its purposes.

**Strategy I.02 - Create a work environment where OPM employees are fully engaged and energized to put forth their best efforts and achieve OPM's Mission.**

Table 1.02A

<b>PERFORMANCE MEASURE:</b>	
OPM's Federal Employee Viewpoint Survey Employee Engagement Index score	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	Planning and Policy Analysis
<b>Definition</b>	OPM defines employee engagement as the sense of purpose that is evident in an employee's display of dedication, persistence and effort or the overall attachment the employee has to their organization and its mission. The Employee Engagement Index measures whether or not the conditions that lead to employee engagement are present in an organization by looking at the impact of senior leaders, supervisors and the individual employee's intrinsic work experience. The Employee Engagement Index is measured as the percent of employees providing positive survey responses to the 15 items included in the index.
<b>Data Source</b>	Data are collected from the annual Government-wide Federal Employee Viewpoint Survey (FEVS), an employee opinion survey provided to a representative sample of employees, at a minimum, and in some agencies to the full population of employees. Specific survey questions have been linked to employee engagement and inclusion. Results from those survey questions are used as the basis for this measure.
<b>Frequency</b>	Annually
<b>Data Verification</b>	OPM's Planning and Policy Analysis leads the survey administration and conducts extensive data analysis to verify the validity of this index. Each OPM subcomponent that receives an individual score is responsible for data analysis and action planning. While the survey is voluntary, OPM's response rate of over 70% has resulted in a statistically significant sample of the OPM employee population.

Table 1.02B

<b>PERFORMANCE MEASURE:</b>	
Percent of managers trained on the use of the New IQ learning techniques	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	Office of Diversity and Inclusion
<b>Definition</b>	The percent of OPM supervisors, managers, and executives who have attended training on the use of the New IQ (inclusive intelligence).
<b>Data Source</b>	The data sources are attendance records from each training session, and the number of onboard supervisors, managers, and executives from OPM's Comprehensive Human Resources Information System (CHRIS).
<b>Frequency</b>	Monthly
<b>Data Verification</b>	Data in CHRIS are verified by administrative officers in each organization.

Table 1.02C

<b>PERFORMANCE MEASURE:</b> Overall New IQ Scores	
<b>Data Type</b>	<b>Description</b>
<b>Definition</b>	The New IQ (Inclusion Quotient) consists of 20 questions identified through a rigorous factor analysis of OPM's Federal Employee Viewpoint Survey (FEVS) questions. These 20 FEVS questions are highly correlated with inclusive environments. The 20 questions are grouped into 5 subscales: Inclusion, Fair, Open, Cooperative, Supportive, and Empowering. The Overall New IQ score is measured by the percent of employees providing positive survey responses to the 20 questions.
<b>Data Source</b>	Data are collected from the annual Government-wide Federal Employee Viewpoint Survey (FEVS), an employee opinion survey provided to a representative sample of employees, at a minimum, and in some agencies to the full population of employees. Results from 20 specific survey questions are used as the basis for this measure.
<b>Frequency</b>	Annually
<b>Data Verification</b>	OPM's Planning and Policy Analysis leads the survey administration and conducts extensive data analysis to verify the validity of this index. Each OPM subcomponent that receives an individual score is responsible for data analysis and action planning. While the survey is voluntary, OPM's response rate of over 70% has resulted in a statistically significant sample of the OPM employee population.

**STRATEGY 1.03 – PROVIDE TARGETED LEARNING AND DEVELOPMENTAL OPPORTUNITIES FOR OPM’S EMPLOYEES.**

Table 1.03A

<b>PERFORMANCE MEASURE:</b> Percent of employees satisfied with the opportunity to improve their skills as reported in the Employee Viewpoint Survey	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	OPM Corporate Learning Strategy
<b>Definition</b>	The percent of OPM employees' positive responses to the annual Federal Employee Viewpoint Survey (FEVS) item asking their perception of their opportunity to improve their skills in their organization.
<b>Data Source</b>	Data are collected from the annual Government-wide Federal Employee Viewpoint Survey (FEVS), an employee opinion survey provided to a representative sample of employees, at a minimum, and in some agencies to the full population of employees. Results from question 1, "I am given a real opportunity to improve my skills in my organization," are used as the basis for this measure.
<b>Frequency</b>	Annually
<b>Data Verification</b>	OPM's Planning and Policy Analysis leads the survey administration and conducts extensive data analysis to verify the validity. While the survey is voluntary, OPM's response rate of over 70% has resulted in a statistically significant sample of the OPM employee population.

Table 1.03B

<b>PERFORMANCE MEASURE:</b> Percent of OPM employees participating in corporate training opportunities	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	OPM Corporate Learning Strategy
<b>Definition</b>	The percent of OPM employees who registered for learning activities via OPM's Learning Management System.
<b>Data Source</b>	OPM employees access corporate learning opportunities through the automated Learning Management System (LMS) called OPM Learning Connection. Drawing from LMS records, OPM calculates the number of OPM employees who registered for corporate learning opportunities and divides by the total number of OPM employees as reported in Enterprise Human Resources Integration (EHRI).
<b>Frequency</b>	Monthly
<b>Data Verification</b>	OPM Learning runs an automated report counting all OPM employees who have registered for OPM Learning activities via the LMS, and cleans the database to remove duplicate or erroneous records. OPM-HR and Planning and Policy Analysis use standard data management methods to verify the accuracy of EHRI data.

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

#### Strategy 3.03: Develop partnerships to access and analyze data

Table 3.03A

<b>PERFORMANCE MEASURE:</b> Number of user accounts on Federal Employee Viewpoint Survey (FEVS) Online Reporting and Analysis Tool	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	Planning and Policy Analysis
<b>Definition</b>	The FEVS Online Reporting and Analysis Tool is a web-based capability developed to enable agencies to run online analyses and display various types of reports in real time from a standard web browser. This tool allows agencies to view item-by-item results, response rates, and other data at various component levels, and to produce customized datasets that may be useful for analysis and action planning. At present, the tool contains survey results from 2012, 2013, and 2014.
<b>Data Source</b>	The source is Federal Employee Viewpoint Survey (FEVS) data. FEVS is a tool that measures employees' perceptions of whether, and to what extent, conditions that characterize successful organizations are present in their agencies. The survey is administered to a sample of full-time and part-time, permanent, non-seasonal employees. A total of 82 agencies participated in the survey effort, consisting of 37 Departments/Large Agencies and 45 Small/Independent Agencies.
<b>Frequency</b>	Annually
<b>Data Verification</b>	Survey data is verified through 11 separate data processing steps; including electronic and manual data quality controls.

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

Table 3.04A

<b>PERFORMANCE MEASURE:</b> Number of Users on the Federal Talent Dashboard	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	Planning and Policy Analysis
<b>Definition</b>	The Unlocking Federal Talent Dashboard (UnlockTalent.gov) is in support of the President's Management Agenda People and Culture pillar. This comprehensive data visualization tool provides far-reaching views of agencies' Federal Employee Viewpoint Survey (FEVS) data to support agencies' identification of subcomponents needing immediate action to improve engagement, as well as resources agencies can apply to their action planning. In addition, UnlockTalent.gov integrates data from OPM's Enterprise Human Resources Integration (EHRI) database, which contains a variety of workforce demographic information, so that agencies can identify root causes of views and correlations with engagement in order to drive strategic approaches to talent management.
<b>Data Source</b>	The Federal Employee Viewpoint Survey, Employee Engagement Index and the FEVS Global Satisfaction Index.  Enterprise Human Resources Integration – Statistical Data mart (EHRI-SDM) provides agency workforce demographics data
<b>Frequency</b>	FEVS data is collected annually; EHRI-SDM data is updated monthly.
<b>Data Verification</b>	Survey data is verified through 11 separate data processing steps; including electronic and manual data quality controls. Once the FEVS data are uploaded to the dashboard, analyst conduct systematic data checks against 20% of the agencies (across large, medium, and small agencies).

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

**Strategy 4.03: Implement enterprise initiatives that leverage capabilities and tools throughout OPM.**

Table 4.03A

<b>PERFORMANCE MEASURE:</b> Percent of time computer network (Network Core Infrastructure) is available during agreed-upon service hours	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	CIO/Network Management (NM)
<b>Definition</b>	The percent of time OPM's network core infrastructure is available during agreed service hours, which are 24 hours per day 7 days per week, except for a window from 5-9AM on Sunday mornings when hardware upgrades and application changes take place.
<b>Data Source</b>	The data source is CIO system logs, which track outages.
<b>Frequency</b>	Quarterly
<b>Data Verification</b>	Management reviews statistics on the NM quarterly scorecard for errors.

Table 4.03B

<b>PERFORMANCE MEASURE:</b> Percent of answered Help Desk calls	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	CIO/Network Management (NM)
<b>Definition</b>	The percent of helpdesk calls that were answered rather than dropped.
<b>Data Source</b>	The data source is the Automated Call Distribution (ACD) system.
<b>Frequency</b>	Quarterly
<b>Data Verification</b>	Management reviews the results on a quarterly scorecard for errors.

Table 4.03C

<b>PERFORMANCE MEASURE:</b> Desktop Availability	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	CIO/Network Management (NM)
<b>Definition</b>	The percent of time desktops can connect to OPM's network infrastructure during agreed service hours, which are 24 hours per day, 7 days per week, except for a window from 5-9AM on Sunday mornings when hardware upgrades and application changes take place.
<b>Data Source</b>	The data source is CIO system logs, which track outages related to infrastructure servers, routers, firewalls, etc.
<b>Frequency</b>	Quarterly
<b>Data Verification</b>	Management reviews statistics on the NM quarterly scorecard for errors.

Table 4.03D

<b>PERFORMANCE MEASURE:</b> Email Availability	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	CIO/Network Management (NM)
<b>Definition</b>	The percent of time OPM's email system is available during agreed service hours, which are 24 hours per day, 7 days per week, except for a window from 5-9AM on Sunday mornings when hardware upgrades and application changes take place.
<b>Data Source</b>	Exchange Server system logs track outages
<b>Frequency</b>	Quarterly
<b>Data Verification</b>	Management reviews statistics on the NM quarterly scorecard

Table 4.03E

<b>PERFORMANCE MEASURE:</b> Blackberry Availability	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	CIO/Network Management (NM)
<b>Definition</b>	The percent of time OPM's Blackberry Enterprise Server is available during agreed service hours, which are 24 hours per day, 7 days per week, except for a window from 5-9AM on Sunday mornings when hardware upgrades and application changes take place.
<b>Data Source</b>	The data source is Blackberry Enterprise Server (BES) system logs, which track outages.
<b>Frequency</b>	Quarterly
<b>Data Verification</b>	Management reviews statistics on the NM quarterly scorecard for errors.

Table 4.03F

<b>PERFORMANCE MEASURE:</b> Internet Availability	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	CIO/Network Management (NM)
<b>Definition</b>	The percent of time access to OPM's Internet Service Providers (ISPs) is available during agreed service hours, which are 24 hours per day 7 days per week, except for a window from 5-9AM on Sunday mornings when hardware upgrades and application changes take place.
<b>Data Source</b>	The data sources are the Macon ISP system log and Theodore Roosevelt Building (TRB) ISP system logs, which report outages.
<b>Frequency</b>	Quarterly
<b>Data Verification</b>	Management reviews statistics for ISP availability in Macon and TRB on the NM quarterly scorecard for errors.

Table 4.03G

<b>PERFORMANCE MEASURE:</b> Desktop Availability	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	CIO/Network Management (NM)
<b>Definition</b>	The percent of time desktops can connect to OPM's network infrastructure during agreed service hours, which are 24 hours per day, 7 days per week, except for a window from 5-9AM on Sunday mornings when hardware upgrades and application changes take place.
<b>Data Source</b>	The data source is CIO system logs, which track outages related to infrastructure servers, routers, firewalls, etc.
<b>Frequency</b>	Quarterly
<b>Data Verification</b>	Management reviews statistics on the NM quarterly scorecard for errors.

Table 4.03H

<b>PERFORMANCE MEASURE:</b> Percent ISP Bandwidth Utilized (Macon)	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	CIO/Network Management (NM)
<b>Definition</b>	The average quarterly percent of Internet Service Provider (ISP) bandwidth utilized through the Macon datacenter.
<b>Data Source</b>	The data source is a bandwidth utilization report provided through the ISP.
<b>Frequency</b>	Quarterly
<b>Data Verification</b>	Management reviews the quarterly and annual averages on a scorecard for errors.

Table 4.03I

<b>PERFORMANCE MEASURE:</b> Percent of OPM employees with workstations 4 years old or newer	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	CIO/Network Management (NM)
<b>Definition</b>	The average quarterly percent of OPM employees with workstations that are 4 years old or less.
<b>Data Source</b>	The data source is the CIO computer inventory, which includes employee names, computer makes and models (which are used to determine age), and operating systems.
<b>Frequency</b>	Quarterly
<b>Data Verification</b>	Management reviews the results on a quarterly scorecard for errors.

Table 4.03J

<b>PERFORMANCE MEASURE:</b> Percent of answered Help Desk tickets closed the first time	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	CIO/Network Management (NM)
<b>Definition</b>	The number of helpdesk tickets closed at the time of first contact divided by the total number of tickets.
<b>Data Source</b>	The data source is Remedy IT Service Management.
<b>Frequency</b>	Quarterly
<b>Data Verification</b>	Management reviews results on a scorecard quarterly for errors.



**Strategy 4.04: Implement business initiatives that provide capabilities spanning the HR lifecycle, allowing OPM and other Federal agencies to achieve their missions.**

Table 4.04A

<b>PERFORMANCE MEASURE:</b> Number of Scorecard agencies on eOPF	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	CIO/ Electronic Official Personnel File (eOPF)
<b>Definition</b>	The number of Scorecard agencies on eOPF. Scorecard agencies are Title 5 agencies. Title 5 refers to the section of the United States Code that establishes the basic law for managing human resources in the Federal Government. Title 5 agencies are those agencies which adhere to merit system principles as codified in Title 5. The eOPF is an electronic version of the paper OPF and a system for accessing the electronic folder online. The eOPF system combines document management with workflow capabilities
<b>Data Source</b>	The data sources are CIO lists of scorecard agencies and those using eOPF
<b>Frequency</b>	Annually
<b>Data Verification</b>	The lists are manually review reviewed by CIO for errors.

Table 4.04B

<b>PERFORMANCE MEASURE:</b> Data Warehouse Availability (percent of time application available divided by total available time per service agreement)	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	CIO/Enterprise Human Resources (EHRI)
<b>Definition</b>	Data warehouse availability is calculated by dividing the percent of time the application available by the total available time per service agreement.
<b>Data Source</b>	The data sources are CIO/EHRI and Department of Interior Business Center generated reports.
<b>Frequency</b>	Monthly
<b>Data Verification</b>	EHRI management reviews availability data quarterly.

Table 4.04C

<b>PERFORMANCE MEASURE:</b> Percent of converted hard copy personnel folders government-wide	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	CIO/ Electronic Official Personnel File (eOPF)
<b>Definition</b>	The percent of hard copy official personnel folders Government-wide that have been converted to electronic versions (eOPF). The eOPF system combines document management with workflow capabilities.
<b>Data Source</b>	The data is provided by the CIO/Enterprise Human Resources Integration (EHRI) vendor.
<b>Frequency</b>	Monthly
<b>Data Verification</b>	EHRI management manually reviews the data for errors.

Table 4.04D

<b>PERFORMANCE MEASURE:</b> Number of folders on eOPF created	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	CIO / Electronic Official Personnel File (eOPF)
<b>Definition</b>	The number of eOPF folders created. The eOPF is an electronic version of the paper OPF and a system for accessing the electronic folder online. The eOPF system combines document management with workflow capabilities
<b>Data Source</b>	The data is provided by the CIO/Enterprise Human Resources Integration (EHRI) vendor.
<b>Frequency</b>	Monthly
<b>Data Verification</b>	The data is reviewed for errors by EHRI management.

Table 4.04E

<b>PERFORMANCE MEASURE:</b> eOPF Customer Satisfaction Percentage	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	CIO / Electronic Official Personnel File (eOPF)
<b>Definition</b>	The percent of survey respondents that are satisfied or extremely satisfied with eOPF. OPM administers a quarterly, web-based customer satisfaction survey to HR Specialists and employees using eOPF. The eOPF is an electronic version of the paper OPF and a system for accessing the electronic folder online. The eOPF system combines document management with workflow capabilities
<b>Data Source</b>	The data source is eOPF quarterly customer satisfaction surveys,
<b>Frequency</b>	Quarterly
<b>Data Verification</b>	The results for this measure are system generated based on survey responses.

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

**Strategy 6.01 - Design and deliver leadership training to increase employee engagement.**

Table 6.01A

<b>PERFORMANCE MEASURE:</b> Number of components of CHCO organizations that increased employee engagement and inclusion scores	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	Employee Services / HR Solutions / Office of Diversity and Inclusion
<b>Definition</b>	Number of components (subordinate organizations to each of the 24 parent CHCO agencies) that increased employee engagement and inclusion scores. The Chief Human Capital Officers Act of 2002 (Act), enacted as part of the Homeland Security Act of 2002 on November 25, 2002, required the heads of 24 Executive departments and agencies to appoint or designate Chief Human Capital Officers (CHCOs) and to establish a Chief Human Capital Officers Council (Council).
<b>Data Source</b>	Data are collected from the annual Government-wide Federal Employee Viewpoint Survey (FEVS), an employee opinion survey provided to a representative sample of employees, at a minimum, and in some agencies to the full population of employees. Specific survey questions have been linked to employee engagement and inclusion. Results from those survey questions are used as the basis for this measure.  OPM’s Planning and Policy Analysis leads the survey administration and conducts extensive data analysis associated with this Strategic Goal and this measure.
<b>Frequency</b>	Annually
<b>Data Verification</b>	OPM, in conjunction with the CHCOs, reviews the data on a regular basis for trends and anomalies.

Table 6.01B

<b>PERFORMANCE MEASURE:</b> For CHCO agencies, percent of applicants that respond to the Chief Human Capital Officer (CHCO) survey with a positive rating indicating satisfaction with the job application process	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	Employee Services (ES)
<b>Definition</b>	The CHCO Applicant Survey asks about the applicant experience with the job application process on a 1 (low) to 10 (high) point scale. The calculation is derived from the number of responses that have a positive rating of 8 or above divided by the total number of responses. The net result will provide the percent of applicants that respond to the survey with a positive rating. The applicant satisfaction survey will be randomly sent to 50 percent of the USAJOBS applicants who complete and submit their application.
<b>Data Source</b>	CHCOC Applicant Survey
<b>Frequency</b>	Ongoing, with quarterly reporting
<b>Data Verification</b>	Data is verified by analysis conducted by ForeSee company, a corporate analytics firm specializing in measuring customer satisfaction.

Table 6.01C

<b>PERFORMANCE MEASURE:</b> Percent of agencies that meet or exceed their baseline goal for hiring veterans											
<b>Data Type</b>	<b>Description</b>										
<b>Program</b>	Employee Services (ES)										
<b>Definition</b>	Each of the 24 Chief Human Capital Officer (CHCO) agencies calculates their hiring targets based on their individual agency baseline to ensure that veteran and disabled veteran new hires are being hired and retained in the Federal workforce. Each agencies hiring targets are established as follows:										
	<table border="1"> <thead> <tr> <th><b>Current Percentage of Total Veteran New Hires in an Agency</b></th> <th><b>Recommended Percentage Increase over the September 2010 baseline</b></th> </tr> </thead> <tbody> <tr> <td>Above 25%</td> <td>Maintain or improve current percentage</td> </tr> <tr> <td>20 – 24.99%</td> <td>1 – 2 percentage points</td> </tr> <tr> <td>10 – 19.99%</td> <td>3 – 4 percentage points</td> </tr> <tr> <td>Below 10%</td> <td>5 – 6 percentage points</td> </tr> </tbody> </table>	<b>Current Percentage of Total Veteran New Hires in an Agency</b>	<b>Recommended Percentage Increase over the September 2010 baseline</b>	Above 25%	Maintain or improve current percentage	20 – 24.99%	1 – 2 percentage points	10 – 19.99%	3 – 4 percentage points	Below 10%	5 – 6 percentage points
	<b>Current Percentage of Total Veteran New Hires in an Agency</b>	<b>Recommended Percentage Increase over the September 2010 baseline</b>									
	Above 25%	Maintain or improve current percentage									
	20 – 24.99%	1 – 2 percentage points									
10 – 19.99%	3 – 4 percentage points										
Below 10%	5 – 6 percentage points										
Each agency provides their veteran hiring data to OPM, and OPM calculates the percentage of agencies that meet their veteran hiring targets.											
<b>Data Source</b>	Enterprise Human Resources Integration (EHRI)										
<b>Frequency</b>	Quarterly										
<b>Data Verification</b>	Data is verified Quarterly by analysis conducted by OPM's Office of Planning and Policy Analysis.										

Table 6.01D

<b>PERFORMANCE MEASURE:</b> Percent of employees in the Federal Government with targeted disabilities	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	Office of Diversity and Inclusion (ODI)
<b>Definition</b>	The percent of Federal employees with targeted disabilities divided by the total number of Federal employees.
	The number of employees with targeted disabilities is determined by the number of employees who self-identify with disabilities on Standard Form (SF) 256, Part II.
	Targeted disabilities, as defined by the Equal Employment Opportunity Commission (EEOC), are disabilities “targeted” for emphasis in affirmative action planning. These are: deafness, blindness, missing extremities, partial paralysis, complete paralysis, convulsive disorders, mental retardation, mental illness, and genetic or physical condition affecting limbs and/or spine. Although the list of targeted disabilities is meant to include those who are most likely to suffer job discrimination, the EEOC recognizes that some disabilities that are not targeted are nevertheless just as severe as or more severe than some of the targeted disabilities.
<b>Data Source</b>	Data is from OPM's Enterprise Human Resources Integration Statistical Data Mart (EHRI-SDM).
<b>Frequency</b>	Quarterly
<b>Data Verification</b>	Data is verified by Federal agencies.

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

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

*Table 7.01A*

<b>PERFORMANCE MEASURE:</b>	
Relative ratio of complete retirement submissions v. incomplete cases	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	Retirement Services (RS)
<b>Definition</b>	The number of complete packages divided by the total number of packages as determined by an audit of agency submissions.
<b>Data Source</b>	All non-disability agency retirement packages received by OPM are audited for accuracy and completeness. Retirement Services audits all agency retirement packages during the screening and development stage of processing. The results are entered into the Agency Audit Tracking System and reports are generated that calculate the Government wide and individual agency accuracy rates.
<b>Frequency</b>	Monthly
<b>Data Verification</b>	Benefits officers verify results in the monthly posted reporting and provide corrections if the data is not accurate.

**Strategy 7.02 – Advance the 21<sup>st</sup> century customer-focused retirement processing system for claims adjudication in a timely and accurate manner.**

*Table 7.02A*

<b>PERFORMANCE MEASURE:</b>	
Average unit cost (direct labor only) for processing retirement claims	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	Retirement Services
<b>Definition</b>	The average unit cost is calculated by dividing the number of labor hours by the number of claims processed.
<b>Data Source</b>	Labor hours are derived from the Employee Time & Attendance Management System (ETAMS). The number of claims processed is derived from the Hypershow application via the Annuity Roll Processing System (ARPS).
<b>Frequency</b>	Bi-weekly
<b>Data Verification</b>	Data collection and reporting procedures are verified, and data is tested to assess its accuracy. These tests include comparing data for a given fiscal year to similar data collected for previous years and researching any anomalies that are observed; and comparing data with similar information collected from other sources. Quality and management-control devices are built into these data collection mechanisms to ensure accuracy and reliability.

Table 7.02B

<b>PERFORMANCE MEASURE:</b> Percent of retirement and survivor claims processed accurately	
<b>Data Type</b>	<b>Description</b>
Program	Retirement Services
Definition	<p>OPM conducts ongoing reviews of Civil Service Retirement System (CSRS) and Federal Employees Retirement System (FERS) annuity claims to ascertain the quality of service to customers, the accuracy and validity of work products, and to determine the extent of compliance with existing laws and regulations and the adequacy of internal controls. The percent of claims processed accurately is calculated by the number of claims processed with no errors divided by the total number of claims processed. A full year's worth of audited claims calculations are then used to determine the total dollar value of underpayments. These underpayments plus the value of the overpayments, provided by the CFO, equal the total improper payments.</p> <p>The accuracy rate is a measurement of the number of units (i.e., cases) processed that year; whereas, the improper payment rate is a measurement of the dollar value of all payments made through the Retirement Program regardless of when the case was completed.</p>
Data Source	The data source is the Annuity Roll Processing System (ARPS). The Benefits Systems group extracts a population of the ARPS data on a monthly basis for the sample to be used.
Frequency	Quarterly
Data Verification	OPM conducts data matches to ensure that populations being sampled are valid representations of the universe of cases adjudicated during the timeframe being reviewed. Claims processing accuracy is based on statistically valid samples of retirement claims calculations. Appropriate statistical analysis methods are used to identify the appropriate customer populations and select samples to ensure a 95 percent confidence interval and a +/- 5 percent margin of error. Samples are determined by an automated computer program that ensures absolute randomness in the selection criteria. OPM's Independent auditor, KPMG, also reviews data samples and cases.

Table 7.02C

<b>PERFORMANCE MEASURE:</b> Percent of retirement claims processed within 60 days	
<b>Data Type</b>	<b>Description</b>
Program	Retirement Services
Definition	<p>OPM conducts ongoing reviews of Civil Service Retirement System (CSRS) and Federal Employees Retirement System (FERS) annuity claims to ascertain the quality of service to customers, the accuracy and validity of work products, and to determine the extent of compliance with existing laws and regulations and the adequacy of internal controls. The percent of claims processed accurately is calculated by dividing the number of claims processed with no errors by the total number of claims processed. A full year's worth of audited claims calculations are then used to determine the total dollar value of underpayments. These underpayments plus the value of the overpayments, provided by the CFO, equal the total improper payments.</p> <p>The accuracy rate is a measurement of the number of units (i.e., cases) processed that year; whereas, the improper payment rate is a measurement of the dollar value of all payments made through the Retirement Program regardless of when the case was completed.</p>
Data Source	The data source is the Annuity Roll Processing System (ARPS). The Benefits Systems group extracts a population of the ARPS data on a monthly basis for the sample to be used.
Frequency	Quarterly
Data Verification	OPM conducts data matches to ensure that populations being sampled are valid representations of the universe of cases adjudicated during the timeframe being reviewed. Claims processing accuracy is based on statistically valid samples of retirement claims calculations. Appropriate statistical analysis methods are used to identify the appropriate customer populations and select samples to ensure a 95 percent confidence interval and a +/- 5 percent margin of error. Samples are determined by an automated computer program that ensures absolute randomness in the selection criteria. OPM's Independent auditor, KPMG, also reviews data samples and cases.

Table 7.02D

<b>PERFORMANCE MEASURE:</b> Percent of customers satisfied with overall retirement services	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	Retirement Services (RS)
<b>Definition</b>	The number of annuitants (retiree and survivor) who responded as “very satisfied” or “satisfied” with overall retirement program services (Survey Question 27) divided by the number of respondents who answered the question, including annuitants who had a general customer service transaction or had their retirement case completed during the fiscal year. Customers can rate their experience as very satisfied; satisfied; neither satisfied/dissatisfied; dissatisfied; or very dissatisfied.
<b>Data Source</b>	The data source is the RS Customer Satisfaction Survey. The survey results are based on a random sample of approximately 900 annuitants who had either a customer service transaction with RS or had their retirement case completed during the fiscal year. This survey is sent by postal mail and email. Annuitants in the random survey sample who have an email address registered with OPM received an on-line email survey link. The sample does not include those with pending claims that may be in interim pay.
<b>Frequency</b>	Annually
<b>Data Verification</b>	RS uses Vovici Enterprise software for survey data tracking, tabulation, and analysis. To assure completeness and accuracy, RS/Quality Assurance conducts a random audit of the survey responses.

Table 7.02E

<b>PERFORMANCE MEASURE:</b> Rate of improper payments in the retirement program	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	Retirement Services (RS)
<b>Definition</b>	The rate of improper payments is calculated by taking the amount of improper retirement payments divided by the total amount of retirement payments made. An improper payment is any payment that should not have been made or that was in an incorrect amount under statutory, contract, administrative, or other legally applicable requirements. Improper payments can be both overpayments and underpayments.
<b>Data Source</b>	For overpayment information, RS uses information provided by OPM’s Office of the Chief Financial Officer extracted from an existing Treasury report. For underpayment information, RS Quality Assurance team compiles and provides the information.
<b>Frequency</b>	Annually
<b>Data Verification</b>	OPM reviews retirement and survivor cases for both the Civil Service Retirement system (CSRS) and Federal Employees Retirement System (FERS) using both statistically valid samples across each month of the fiscal year.

Table 7.02F

<b>PERFORMANCE MEASURE:</b> Percent of retirement program customer calls handled	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	Retirement Services (RS)
<b>Definition</b>	The percent of retirement program customer calls handled is calculated by dividing the number of calls answered by total calls received.
<b>Data Source</b>	The data source is OPM's ORION tracking system.
<b>Frequency</b>	Weekly
<b>Data Verification</b>	Data collection and reporting procedures are verified and data is tested to assess its accuracy. These tests include comparing data for a given reporting period with similar date ranges in a previous fiscal year and researching any anomalies that are observed. Quality and management control devices are in place to ensure accuracy and reliability.

Table 7.02G

<b>PERFORMANCE MEASURE:</b> Claims Inventory	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	Retirement Services (RS)
<b>Definition</b>	The claims inventory is defined as all new pending claims under the Civil Service Retirement System (CSRS) and Federal Employees Retirement System (FERS), including all non-disability claims and disability claims after a determination has been made that disability retirement under CSRS or FERS is warranted.
<b>Data Source</b>	The data source is the claims information system.
<b>Frequency</b>	Monthly
<b>Data Verification</b>	Data collection and reporting procedures are verified and data is tested to assess its accuracy. These tests include comparing data for a given reporting period with similar date ranges in a previous fiscal year and researching any anomalies that are observed. Quality and management control devices are in place to ensure accuracy and reliability.



**Strategic Goal #8: Enhanced the integrity of the Federal workforce.**

Table 8.01A

<b>PERFORMANCE MEASURE:</b> Claims Inventory	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	Federal Investigative Services (FIS)
<b>Definition</b>	The average number of days to complete the investigation portion of the security clearance process begins the day a complete investigation package is received by FIS and ends either 1) on the day FIS mails the hard copy investigation report to the customer agency or 2) on the day that FIS receives the customer agency receipt if FIS transmitted the investigation report electronically.
<b>Data Source</b>	The data source is the National Intelligence Directive (NID) Closing Timeliness report, which shows cases closed and average timeliness for initial national security cases for a specified timeframe. Data for this report is generated from FIS' Personnel Investigations Processing System (PIPS). PIPS is an automated system which houses the Security/Suitability Investigations Index (SII) and is used by FIS for the automated entry, scheduling, case control and closing of background investigations as well as the collection of performance data. System users include FIS Federal and contractor staff. PIPS has been programmed to generate appropriate reports measuring the "NID Closing Timeliness Performance."
<b>Frequency</b>	Quarterly
<b>Data Verification</b>	This report was developed specifically to track this measure and was tested extensively by FIS Federal staff for accuracy at that time. FIS Federal staff transcribes the data directly from this report, and the data is not manipulated in any way.

**Strategy 8.01 - Enhance policy, procedures and processes used to ensure people are fit to serve.**

Table 8.01B

<b>PERFORMANCE MEASURE:</b> Average number of days to complete the fastest 90 percent of initial Top Secret national security investigations	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	Federal Investigative Services (FIS)
<b>Definition</b>	The average number of days to complete the investigation portion of the security clearance process begins the day a complete investigation package is received by FIS and ends either 1) on the day FIS mails the hard copy investigation report to the customer agency or 2) on the day that FIS receives the customer agency receipt if FIS transmitted the investigation report electronically.
<b>Data Source</b>	The National Intelligence Directive (NID) Closing Timeliness report shows cases closed and average timeliness for initial Top Secret and Secret/Confidential national security cases for a specified timeframe, and is the report used for this measure. Data for this report is generated from the FIS Personnel Investigations Processing System (PIPS). PIPS is an automated system which houses the Security/Suitability Investigations Index (SII) and is used by FIS for the automated entry, scheduling, case control and closing of background investigations as well as the collection of performance data. System users include FIS federal and contractor staff. PIPS has been programmed to generate appropriate reports measuring the "NID Closing Timeliness Performance."
<b>Frequency</b>	Quarterly
<b>Data Verification</b>	This report was developed specifically to track investigation timeliness and was tested extensively by FIS federal staff for accuracy at that time. FIS federal staff transcribes the data directly from this report; the data is not manipulated in any way.

Table 8.01C

<b>PERFORMANCE MEASURE:</b> Average number of days to complete the fastest 90 percent of initial Secret national security investigations	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	Federal Investigative Services (FIS)
<b>Definition</b>	The average number of days to complete the investigation portion of the security clearance process begins the day a complete investigation package is received by FIS and ends either 1) on the day FIS mails the hard copy investigation report to the customer agency or 2) on the day that FIS receives the customer agency receipt if FIS transmitted the investigation report electronically.
<b>Data Source</b>	The National Intelligence Directive (NID) Closing Timeliness report shows cases closed and average timeliness for initial Top Secret and Secret/Confidential national security cases for a specified timeframe, and is the report used for this measure. Data for this report is generated from the FIS Personnel Investigations Processing System (PIPS). PIPS is an automated system which houses the Security/Suitability Investigations Index (SII) and is used by FIS for the automated entry, scheduling, case control and closing of background investigations as well as the collection of performance data. System users include FIS federal and contractor staff. PIPS has been programmed to generate appropriate reports measuring the "NID Closing Timeliness Performance."
<b>Frequency</b>	Quarterly
<b>Data Verification</b>	This report was developed specifically to track investigation timeliness and was tested extensively by FIS federal staff for accuracy at that time. FIS federal staff transcribes the data directly from this report; the data is not manipulated in any way.

Table 8.01D

<b>PERFORMANCE MEASURE:</b> Average number of days to complete the fastest 90 percent of initial Secret national security investigations	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	Federal Investigative Services (FIS)
<b>Definition</b>	The percent of investigations (inclusive of all case types) determined to be quality complete, meaning all deficiencies due to errors in investigations processing have been found and FIS delivered a complete, quality report to its customer(s).
<b>Data Source</b>	FIS hosts multiple feedback tools customers can use to identify investigations potentially deficient for adjudication purposes, including OPM's web based Quality Assessment Tool and OPM's quality hotline. However, these tools are not used independently to calculate the performance results. FIS measures investigations as deficient once the adjudicative authority has submitted a formal request for quality rework (i.e., corrective case action). FIS also includes those instances where an error in the processing of an investigation results in the customer failing to receive a complete investigative package.
<b>Frequency</b>	Ongoing
<b>Data Verification</b>	FIS analyzes all feedback received where agencies believe quality rework is needed. FIS also works with its Quality group to ensure the accuracy of information.

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

Table 8.02A

<b>PERFORMANCE MEASURE:</b>	
Percent of delegated examining units found to have severe problems demonstrate satisfactory level of competence or cease to operate independently within one year following completion of an audit	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	Merit System Accountability and Compliance (MSAC)
<b>Definition</b>	The percentage is calculated by dividing the number of delegated examining units (DEUs) that improved or cease to operate independently within the one year timeframe by the total number of DEUs identified as having severe problems.
<b>Data Source</b>	MSAC carries out part of its statutory oversight responsibility by conducting audits of agency DEUs. If the audits reveal significant problems, the lead oversight group lists that unit on the severe Delegated Examining Unit log. A follow-up audit is scheduled 12 months later to determine if appropriate corrective action has been taken.
<b>Frequency</b>	Quarterly
<b>Data Verification</b>	MSAC oversight managers certify that the corrective actions contained in the issued report have been taken and that improvements have occurred.

Table 8.02B

<b>PERFORMANCE MEASURE:</b>	
Percent of delegated examining units found to have severe problems demonstrate satisfactory level of competence or cease to operate independently within one year following completion of an audit	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	Agency Compliance and Evaluation (ACE)
<b>Definition</b>	The number of HC offices evaluated that demonstrate 80 percent of required actions cited in reports are addressed within prescribed timeframes divided by the total number of HR offices evaluated.
<b>Data Source</b>	At the conclusion of each evaluation, ACE issues a report of findings identifying specific required corrective actions the agency must address within prescribed timeframes. All required actions and agency responses to them are tracked. The data sources are ACE evaluation reports, agency responses to the reports, and documented follow-up actions taken by ACE staff. Progress is tracked and reported on an <i>ACE Performance Goals Tracker</i> .
<b>Frequency</b>	Quarterly
<b>Data Verification</b>	ACE management reviews all reports issued to agencies. ACE evaluators and managers review agency steps to address required actions for compliance. Management reviews any outliers to ensure accuracy.

Table 8.02C

<b>PERFORMANCE MEASURE:</b> Percent of required actions cited in reports that are addressed within prescribed timeframes	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	Agency Compliance and Evaluation (ACE)
<b>Definition</b>	The number of required actions cited in ACE evaluation reports that are addressed by Human Capital offices evaluated within prescribed timeframes divided by the total number of required actions cited.
<b>Data Source</b>	The data sources are ACE evaluation reports, agency responses to the reports, and documented follow-up actions taken by ACE staff. Progress is tracked and reported on an <i>ACE Performance Goals Tracker</i> .
<b>Frequency</b>	Quarterly
<b>Data Verification</b>	ACE management reviews all reports issued to agencies. ACE evaluators and managers review agency steps to address OPM required actions for compliance. Management reviews any outliers to ensure accuracy.

**Strategy 8.03 – Provide guidance, tools and training to help human capital management goals and meet OPM requirements.**

Table 8.03A

<b>PERFORMANCE MEASURE:</b> Percent of participants who assess the quality of training provided by MSAC staff at no less than 4 out of 5 points	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	Agency Compliance and Evaluation (ACE)
<b>Definition</b>	The percent of training participants who rated the quality of training provided by Merit System Accountability and Compliance (MSAC) staff at a level 4 or higher on a 5-point scale, with 5 being outstanding. ACE provides formal classroom training to Federal employees on an ongoing basis. In FY 2014, these courses included Delegated Examining Certification Training and Evaluator Training.
<b>Data Source</b>	Training participants complete a training evaluation form, which is collected immediately after each training session. The ratings are entered in a MSAC's <i>ACE Goal Tracker</i> , which is the source of the data.
<b>Frequency</b>	Monthly
<b>Data Verification</b>	ACE managers review the training evaluation forms. The forms are submitted to the Delegated Examining Program Manager who enters and tracks ratings in an <i>ACE Goal Tracker</i> .

Table 8.03B

<b>PERFORMANCE MEASURE:</b> HR University Registration Percentage for HR Workforce	
<b>Data Type</b>	<b>Description</b>
Program	Employee Services
Definition	The HR University was created as a result of many surveys, interviews, and focus groups conducted with Federal HR professionals. These assessments revealed an urgency to develop a Federal-wide training center to provide Human Resources training across the Federal HR workforce. In the 21st Century, the roles of a typical Federal HR professional have drastically changed from being “transactional/operational” based to evolving into strategic business partners. While the foundation for understanding Federal HR principles is still critical for the HR professional, new skills are also required to close the gap between technical versus strategic HR skills and competencies.
Data Source	The two primary data sources for verifying and validating the progress of goals established for the Human Resources mission critical occupation are HR University registration data and Enterprise Human Resources Integration (EHRI)/Fedscope population data for the GS-201/203 series.
Frequency	Quarterly
Data Verification	<p>The HRU Team closely manages the registration database, after having conducted a thorough data cleaning exercise in FY 2014. During that exercise, the team corrected erroneous and duplicate registrations and put in place quality assurance and quality control measures to ensure each HR professional can only register once, and can designate only one primary specialty area. In addition, .gov and .mil email addresses are now mandatory in order to register for HRU, further assuring that our registration database includes only Federal 201/203 employees.</p> <p>To measure the percent of HR professionals (201/203 series) registered on HRU, the HRU team compares the number of registered 201/203 users in the database with the most recent EHRI report on 201/203 employees. In this way, HRU is able to assure that the current HRU workforce level is used as our denominator. In addition, the HRU team works closely with each agency’s HRU Ambassador to validate the user list monthly against their internal employee database, in order to remove employees who have retired or departed Federal service, and to encourage new employees to register.</p>

Table 8.03C

<b>PERFORMANCE MEASURE:</b> Index score of customer satisfaction with HR Solutions products and services (ACSI Equivalent Index) Program	
<b>Data Type</b>	<b>Description</b>
Program	Human Resources Solutions (HRS)
Definition	A composite index score is calculated using a 10-point scale for the three final non-text items on the Customer Satisfaction Survey (CSS) which ask the following three questions: 1) Please consider all your experiences to date with OPM/HR Solutions products and services. How satisfied are you with these products and services? 2) Considering all of your expectations, to what extent have OPM/HR Solutions' products and services fallen short of or exceeded your expectations? 3) Imagine the ideal organization that provides HR products and services. How well would OPM/HR Solutions compare with that ideal organization? The composite score is the American Customer Satisfaction Index (ACSI) Equivalent Index.
Data Source	The results are based on the HRS Customer Satisfaction Survey (CSS), which is administered by all HRS practice areas on a bi-annual basis. OPM's Customer Satisfaction Survey, on which the HR Solutions CSS is based, was benchmarked by GAO in 1999 as a valid GPRA measure and assesses service quality on nine dimensions (General Accounting Office. July 1999. Performance Plans: Selected Approaches for Verification and Validation of Agency Performance Information. GAO/GGD-99-1309). The development of this research-based survey instrument was also described in Human Resource Management (Brigitte W. Schay et al. "Using Standard Outcome Measures in the Federal government," Fall 2002, Volume 41, Number 3).
Frequency	Semi-annually
Data Verification	Survey results are loaded from the online survey platform, USASurvey, into a central, annual spreadsheet, which is then used to create semi-annual reports. Random checks are used to ensure data on the central spreadsheet reflects data downloaded from the survey platform. The number of survey responses is compared to the number of surveys sent in order to calculate response rate and margin of error.

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

*Table 8.04A*

<b>PERFORMANCE MEASURE:</b>	
Percent of agencies that obtain full certification of Senior Executive Service and Senior Level / Scientific or Professional performance management systems	
<b>Data Type</b>	<b>Description</b>
Program	Employee Services, Senior Executive Services and Performance Management
Definition	In order for an agency to access a higher aggregate compensation limit for its Senior Executive Service (SES) members and Senior Level / Scientific or Professional (SL/ST) employees, it must obtain certification from OPM, with OMB concurrence, of its applicable performance appraisal system(s) under subpart D of 5 CFR part 430. An agency may set the rate of basic pay for an SES member or SL/ST employee covered by a certified appraisal system at a rate that does not exceed the rate for level II of the Executive Schedule and must limit aggregate compensation in a calendar year to the Vice President's salary. An agency that does not have a certified appraisal system may set the rate of basic pay for a SES member or SL/ST employee at a rate that does not exceed the rate for level III of the Executive Schedule and must limit aggregate compensation in a calendar year to the rate for level I of the Executive Schedule. Certification may be granted for a period not to exceed 24 months beginning on the date of certification, unless extended by the Director of OPM for up to 6 additional months. Only one extension may be granted for a single certification period. Generally, the length of the certification period will be determined by the degree to which the agency submission meets the criteria for certification. The current certification criteria and requirements are alignment; consultation; results; balance; organizational assessment and guidelines; oversight; accountability; performance distinctions; pay differentiation; training; and communication of results.
Data Source	The data source consists of data and information submitted by agencies on their SES and SL/ST performance management implementation, including agency performance ratings and awards distribution as well as sample performance plans.
Frequency	Ongoing
Data Verification	Data is verified through coordination with agencies (including review and approval by the appropriate agency official, such as the agency head or Chief Human Capital Officer) and cross-checking with the Executive and Schedule C System (ESCS).

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

**Strategy 9.01: Provide high quality health benefits and improve the health status of Federal employees, Federal retirees, their families, and populations newly eligible for OPM-sponsored health insurance products.**

Table 9.01A

<b>PERFORMANCE MEASURE:</b> Percent increase in FEHB premiums less than or equal to private sector premium increases for comparable benefits	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	Healthcare and Insurance (HI)
<b>Definition</b>	The cost of Federal healthcare benefits compared to the cost to private sector increases for similar benefits.
<b>Data Source</b>	The data source is healthcare open season roll-out materials.
<b>Frequency</b>	Annually
<b>Data Verification</b>	OPM verifies the data using published reports of FEHB premiums.

Table 9.01B

<b>PERFORMANCE MEASURE:</b> Percent of Federal Employee Health Benefit Program (FEHBP) enrollees satisfied vs. health industry standard	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	Healthcare and Insurance (HI)
<b>Definition</b>	The satisfaction rate of enrollees with their Government offered FEHBP plans compared to the health industry standard satisfaction rate published in the Quality Compass released by the National Committee for Quality Assurance. The health industry standard satisfaction rate may change from year to year.
<b>Data Source</b>	OPM is a “subscriber” to the National Committee for Quality Assurance (NCQA)/ Healthcare Effectiveness Data and Information Set (HEDIS)/ Consumer Assessment of Healthcare Providers and Systems (CAHPS) services. OPM receives reports from NCQA, which the agency maintains and uses to work with insurance carriers. OPM is also given access to data through queries that are used to establish each health plan’s performance relative to OPM’s standards as well as for benchmarking other industry participants.  The health industry standard satisfaction rate is extracted from the Quality Compass released by the National Committee for Quality Assurance (NCQA). The Quality Compass is the nation’s leading database of comparable information on clinical performance and patient experience for 415 commercial health plan products serving 94 million enrollees. The Quality Compass contains information drawn from audited data reported to NCQA through HEDIS as well as CAHPS.
<b>Frequency</b>	Annually
<b>Data Verification</b>	OPM reviews apparent anomalies in results and consults with the NCQA when required. This leads to increased understanding of the results for the agency. OPM believes that the NCQA is exceedingly aware of the importance of the veracity and the credibility of its data since it is used nationwide by hundreds of health plans to monitor and improve services. This sensitivity extends to NCQA’s internal application of expert statistical methodology as well as to the use of professional external audits of NCQA’s findings, which precede the issuance of results each year.



Table 9.02A

<b>PERFORMANCE MEASURE:</b>	
Percent of Federal Employee Health Benefit Program (FEHBP) enrollees satisfied vs. health industry standard	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	Healthcare and Insurance (HI)
<b>Definition</b>	A comparison between the prescription drug cost growth experienced by Federal Employee Health Benefits Program (FEHBP) plan providers and the overall industry average.
<b>Data Source</b>	The FEHBP prescription drug cost growth data is obtained by estimating the increase for the largest carrier representing over 60 percent of the enrollee population. The overall industry average is available from the largest Pharmacy Benefit Managers (PBM) - CVS/Caremark and Express Scripts.
<b>Frequency</b>	Annually
<b>Data Verification</b>	The data is verified by OPM actuaries in Planning and Policy Analysis.

Table 9.03A

<b>PERFORMANCE MEASURE:</b>	
Adults receiving Flu Shots in FEHB Preferred Provider Organizer (PPO) plans based on Healthcare Effectiveness Data and Information Set (HEDIS) measures v. National Committee for Quality Assurance (NCQA) PPO Average	
<b>Data Type</b>	<b>Description</b>
<b>Program</b>	Healthcare & Insurance
<b>Definition</b>	The number of adults who receive flu shots as calculated using the CAHPS care methodology.
<b>Data Source</b>	OPM is a “subscriber” to the National Committee for Quality Assurance (NCQA)/ Healthcare Effectiveness Data and Information Set (HEDIS)/ Consumer Assessment of Healthcare Providers and Systems (CAHPS) services. OPM receives reports from NCQA, which the agency maintains and uses to work with insurance carriers. OPM is also given access to data through queries that are used to establish each health plan’s performance relative to OPM’s standards as well as for benchmarking other industry participants.
<b>Frequency</b>	Annually
<b>Data Verification</b>	OPM reviews apparent anomalies in results and consults with the NCQA when required. This leads to increased understanding of the results for the agency. OPM believes that the NCQA is exceedingly aware of the importance of the veracity and the credibility of its data since it is used nationwide by hundreds of health plans to monitor and improve services. This sensitivity extends to NCQA’s internal application of expert statistical methodology as well as to the use of professional external audits of NCQA’s findings, which precede the issuance of results each year.

## Changed Performance Measures

Measure		Strategy	Reason
<b>Dropped Measures<sup>A</sup></b>			
1	IT cost per hiring action	4.03 Implement enterprise initiatives that leverage capabilities and tools throughout OPM	Internally-focused measure
2	Average unit cost for processing customer service requests	7.02 Advance the 21st century customer-focused retirement processing system for claims adjudication in a timely and accurate manner	Internally-focused measure
3	Percent of customers who rate satisfaction with guidance material as very good or better	7.03 Improve OPM service to Federal agency benefit officers	OPM has transitioned to a Virtual Training Conference and is in the process of modifying the measure to accommodate the new training methodology.
4	Percent of benefit officers trained per year	7.03 Improve OPM service to Federal agency benefit officers	OPM has transitioned to a Virtual Training Conference and is in the process of modifying the measure to accommodate the new training methodology.
5	Percent of customers who rate benefits conferences as very good or excellent	7.03 Improve OPM service to Federal agency benefit officers	OPM has transitioned to a Virtual Training Conference and is in the process of modifying the measure to accommodate the new training methodology.
6	Average number of days to pay Federal Employees Group Life Insurance claims	9.01 Sponsor high quality, affordable insurance products	Consistently met historically. Consequently, the program dropped.
7	Percent of Federal Long Term Care Insurance Program customers satisfied with overall customer service	9.01 Sponsor high quality, affordable insurance products	Consistently met historically. Consequently, the program dropped.
8	Percent of health benefit claims processed within 30 working days.	9.01 Sponsor high quality, affordable insurance products	Consistently met historically. Consequently, the program dropped.

Measure		Strategy
<b>Revised Measures<sup>B</sup></b>		
1	Ratio of complete retirement submissions received from agencies	7.01 Advance the 21st century customer-focused retirement processing system for claims adjudication in a timely and accurate manner.
2	Achieve Timeliness Goal – All Initial Security Clearances	8.01 Enhance policy, procedures and processes used to ensure people are fit to serve
3	Achieve Timeliness Goal – Initial Secret/Confidential Clearances	8.01 Enhance policy, procedures and processes used to ensure people are fit to serve
4	Achieve Timeliness Goal – Initial Top Secret Clearances	8.01 Enhance policy, procedures and processes used to ensure people are fit to serve
5	Maintain the Quality of all Investigations	8.01 Enhance policy, procedures and processes used to ensure people are fit to serve
6	Ninety percent of claims within 60 days	APG 1 Retirement claims processing improvements

Note: <sup>A</sup> Dropped measures - measures that were listed in OPM's FY 2015 Congressional Budget Justification with an FY 2014 target, and are not being reported in the FY 2014 Annual Performance Report.

<sup>B</sup> Revised Measures - measures wherein the language was revised for clarity or consistency with the Agency Priority Goal.

## Discontinued Performance Measures\*

Table#	Performance Measure	FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/ Not Met	Year-Over-Year Trend
4.03G	Desktop Availability	N/A*	N/A*	100%	100%	100%	100%	Met	Stable
4.03H	Email Availability	N/A*	N/A*	100%	99.9%	99.0%	100%	Not Met	Stable
4.03I	Blackberry Availability	N/A*	N/A*	100%	99.8%	100%	100%	Met	Improving
4.03J	Internet Availability	N/A*	N/A*	100%	100%	100%	100%	Met	Stable
4.03K	Percent ISP Bandwidth Utilized (DC)	N/A*	N/A*	42%	26%	73%	<53%	Not Met	Declining
4.03K1	Percent ISP Bandwidth Utilized (Macon)	N/A*	N/A*	42%	26%	18%	< 29%	Met	Improving
4.03K2	Percent of OPM employees with workstations 4 years old or newer	N/A*	N/A*	49%	29%	37%	75%	Not Met	Improving
4.03M	Percent of answered Help Desk tickets closed the first time	N/A*	N/A*	84%	90%	91%	90%	Met	Improving
4.04B	Data Warehouse Availability (percent of time application available divided by total available time per service agreement)	N/A*	N/A*	99.9%	99.2%	98.0%	99.6%	Not Met	Declining
4.04C	Percentage of converted hard copy official personnel folders government-wide	N/A*	N/A*	88.9%	99.9%	99.9%	99%	Met	Stable
4.04D	Number of Folders on eOPF created	1,285,137	1,440,000	1,620,000	2,003,377	2,221,648	1,800,000	Met	Improving
4.04E	eOPF Customer Satisfaction Percentage	87%	90%	88%	90%	85%	91%	Not Met	Declining

\*These measures were listed in OPM's FY 2015 Congressional Budget Justification, but are being replaced with new measures that are more relevant to OPM's new Strategic Plan.

## Acronyms

Acronym	Definition
ACA	Affordable Care Act
ACSI	American Customer Satisfaction Index
APR	Annual Performance Report
APG	Agency Priority Goal
ARPS	Annuity Roll Processing System
C&A	Certification & Accreditation
CAHPS	Consumer Assessment of Healthcare Providers and Systems
CAP	Cross-Agency Priority Goals
CFC	Combined Federal Campaign
CFO	Chief Financial Officer
CHCO	Chief Human Capital Officers
CHRIS	Comprehensive Human Resources Information System
CIO	Chief Information Officer
CLIA	Congressional, Legislative and Intergovernmental Affairs
CSRS	Civil Service Retirement System
CSS	Customer Satisfaction Survey
CVS	Clearance Verification System
CY	Calendar Year
DEU	Delegated Examining Unit
DI	Diversity & Inclusion
DNP	Do Not Pay Initiative
DNI	Director of National Intelligence
DOD	Department of Defense
ECMS	Enterprise Case Management System
EEO	Equal Employment Opportunity
EHRI	Enterprise Human Resources Integration
E&I	Engagement & Inclusion
EO	Executive Order
EOD	Entry on Duty
eOPF	Electronic Official Personnel Folder
ES	Employee Services
ESC	Employee Services Committee
EVS	Employee Viewpoint Survey
ETAMS	Employee Time and Attendance Management System
FEDVIP	Federal Employee Dental and Vision Insurance Plan
FEGLI	Federal Employees Group Life Insurance
FEHBP	Federal Employees Health Benefits Program
FERS	Federal Employees Retirement System

Acronym	Definition
FEVS	Federal Employee Viewpoint Survey
FIS	Federal Investigative Services
FLTCIP	Federal Long Term Care Insurance Program
FPRAC	Federal Prevailing Rate Advisory Committee
FSAFEDS	Flexible Spending Accounts for Federal Employees
FSC	Facilities Services and Contracting
FY	Fiscal Year
GAO	Government Accountability Office
GPRA	Government Performance and Results Act
HCDW	Health Claims Data Warehouse
HCO	Human Capital Officer
HEDIS	Health Plan Employer and Data Information Set
HI	Healthcare & Insurance
HIT	Health Information Technology
HR	Human Resources
HRS	Human Resources Solutions
HRU	Human Resource University
IOC	Internal Oversight and Compliance
IQ	Inclusion Quotient
IRTPA	Intelligence Reform and Terrorism Prevention Act
IT	Information Technology
LAS	Legal Administrative Specialists
MOU	Memorandum of Understanding
MSAC	Merit System Accountability and Compliance
MSP	Multi-State Plan
NCQA	National Committee for Quality Assurance
NID	National Intelligence Directive
OC	Office of Communications
OD	Office of the Director
OES	Office of the Executive Secretariat
OGC	Office of General Counsel
OIG	Office of Inspector General
OMB	Office of Management and Budget
OPM	Office of Personnel Management
PBM	Pharmacy Benefits Management
PMC	Presidential Management Council
PPA	Planning and Policy Analysis
QLE	Qualifying Life Event
RDR	Retirement Data Repository

FY 2014 ANNUAL PERFORMANCE REPORT

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<b>Acronym</b>	<b>Definition</b>
RFP	Request for Proposals
RS	Retirement Services
SDM	Statistical Data Mart
SES	Senior Executive Service
SII	Suitability Investigations Index
SF	Standard Form
SL	Senior Level
SOL	Services On-line
SPFI	Summary of Performance and Financial Information
SSC	Shared Service Center
SSJT	Supervisor Situational Judgment Test
SSM	Systems Standards Metrics
ST	Scientific and Professional
STEM	Science, Technology, Engineering and Mathematics
VR	Voting Rights





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