

United States Office of Personnel Management

# Annual Performance Report

Fiscal Year 2021



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# Message from the Director

In Fiscal Year (FY) 2021, the United States Office of Personnel Management (OPM) delivered on a number of important strategic efforts that will help position the agency for success in the future. As we wrapped up implementation of OPM's FY 2018-FY 2022 Strategic Plan, we developed a new FY 2022-2026 Strategic Plan, which asserts OPM's vital role as a strong and independent agency that is mission-critical to every other mission the Federal Government undertakes, and which includes our planned actions to respond to the findings issued by the National Academy of Public Administration (NAPA) in their March 2021 **report**, *Elevating Human Capital: Reframing the U.S. Office of Personnel Management's Leadership Imperative*.

## **Supporting Federal Efforts to Combat the COVID-19 Pandemic**

OPM played a vital role in the Federal Government's response to the COVID-19 pandemic in FY 2021. OPM provided guidance, flexibilities, and services to agencies to help them respond to emerging needs. Among our accomplishments, OPM provided agencies guidance on leave usage, telework, remote work, hours of work, and employee and labor relations, and issued hiring authorities that allowed agencies to use emergency flexibilities to quickly staff up and respond to the pandemic. The *American Rescue Plan Act of 2021* created a \$570 million Emergency Federal Employee Leave Fund to be administered by the Director of OPM. OPM

managed this new category of paid leave for Federal employees to get vaccinated, take time off if they are sick, or care for a loved one who is ill. OPM is helping implement the Federal vaccine mandate, which has not only kept Federal employees safe during the pandemic, but it's led employers across the country to follow suit to great success.

## **Improving OPM's Standing as the Trusted Human Capital Management Advisor**

In 2021, OPM began to re-establish itself as the Federal Government's trusted human capital management advisor. OPM leads several Administration-wide initiatives and holds several key leadership roles, including serving as a co-chair of the Safer Federal Workforce Task Force, Vice Chair of the National Security Workforce Work Group, and member of the Task Force on Worker Organizing and Empowerment. In addition, the Chief Human Capital Officers (CHCO) Council's administrative functions and budget were reinstated at OPM, providing our agency the opportunity to strengthen our relationship with the CHCOs across Government and better serve as the Government's trusted human capital management advisor. OPM is also co-leading the implementation of President Biden's Executive Order on Diversity, Equity, Inclusion, and Accessibility (DEIA) in the Federal workforce. We will expand all of these efforts in the next four years as we seek to improve OPM's relationships

and standing as the human capital management thought leader with the Congress, good government nonprofits, the media, academia, private sector, and agency partners by establishing regular, open engagement.

### **Improving the Hiring Process**

Hiring manager satisfaction reached its highest level of the past five years in FY 2021. OPM leveraged opportunities to improve hiring by implementing regulatory and administrative alternatives found within existing statutes, including hiring authorities for post-secondary interns, college graduates, military spouses, and former Federal employees. The agency also created USAHire assessments for 12 new occupations and expanded the use of USAHire assessments across the Federal Government. In addition, OPM expanded the use of subject matter expert qualification assessments for data scientists and other occupational groups.

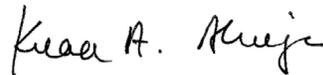
### **Strengthening Retirement Customer Experience**

While we didn't meet our FY 2021 targets for retirement services, we took actions that will lead to improvements in FY 2022 and beyond. We implemented a scalable, flexible, cloud-based

retirement call center solution that will allow us to better serve our customers. The system eliminates busy signals, communicates wait times, allows callers to request a return call, and provides meaningful analytics. We also conducted extensive customer experience research, which included mapping of the Federal retirement customer journey for Federal employees and annuitants, validating the usability of an online retirement application, developing a product roadmap, and identifying service experience enhancements.

### **Conclusion**

In this report, OPM provides an overview of its FY 2021 efforts to achieve the strategic objectives in OPM's FY 2018-2022 Strategic Plan. As we close out that plan, I want to thank the OPM workforce for their efforts over the past year. I am looking forward to implementing OPM's new FY 2022-FY 2026 Strategic Plan, which lays out how OPM will help rebuild, retain, reinvigorate, and honor the Federal workforce.



Kiran Ahuja  
Director  
March 28, 2022

# OPM Overview

As the Federal Government’s leader in strategic human capital management, OPM elevates and honors service to America by leading Federal agencies and the workforce in people management policies and programs. OPM’s three key functions are human capital management leadership (including policy, services, and oversight), benefits, and personnel vetting. Among other things, OPM is charged by statute with “executing, administering, and enforcing the civil service rules and regulations of the President and the Office and laws governing the civil service.”<sup>1</sup>



## Key Functions

### Human Capital Management Leadership

#### *Policy*

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

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

#### *Service*

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

OPM provides agencies with access to pre-competed private sector contractors through a unique partnership between OPM and the General Services Administration (GSA) as part of the Governmentwide Category Management effort. The private contractors, comprised of large

<sup>1</sup> 15 USC 1103

and small companies, complement OPM's internal capabilities in the areas of training and development, human capital management, and organizational performance improvement. OPM's involvement facilitates the delivery of services that are both effective and compliant with operative civil service law.

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

OPM generates Government-wide benefits through Human Resources Information Technology consolidation, standardization, and modernization. OPM offers Federal systems such as Enterprise Human Resource Integration, USA Learning®, USA Staffing®, USA Hire, and USA Performance®. OPM is also developing the necessary information technology infrastructure to facilitate the exchange of human resources data and information Government-wide, as appropriate. In addition, OPM leads the Government-wide transformation of human resources information technology by focusing on modernization, integration, and performance assessment.

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

### ***Oversight***

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

### **Benefits**

#### ***Federal Benefits for Employees and Annuitants***

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

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

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

### ***Retirement***

OPM is responsible for the administration of the Civil Service Retirement System and the Federal Employees Retirement System covering 2.8 million active employees, including the

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

### **Personnel Vetting**

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

### **History**

On January 16, 1883, President Chester A. Arthur signed the Civil Service Act of 1883. Among other things, the Act established OPM's predecessor agency, the United States Civil Service Commission. Prior to 1883, Federal employment was largely based on political affiliation or personal connections, a system known as the

"spoils system," rather than applicants' knowledge, skills, and abilities. The merit system ushered in a new era and created a competitive civil service, which emphasized an applicant's relative level of qualifications for the position being sought, after fair and open competition. Theodore Roosevelt served as a Civil Service Commissioner from 1889-1895. His energetic and reform-minded outlook made him a strong proponent of the merit system as both Commissioner and later as U.S. President.

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

### **Profile**

OPM maintains its headquarters in the Theodore Roosevelt Federal Office Building at 1900 E Street, NW, Washington, D.C. The agency has field offices in 18 locations across the country, and operating centers in Pennsylvania and Georgia. OPM's FY 2021 gross budget, including appropriated, mandatory administrative authorities and revolving fund activities, totaled more than \$2.27 billion. In FY 2021, the agency had 2,448 full-time equivalent employees. OPM's discretionary budget, excluding the Office of the Inspector General, was \$329,755,000.

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

# Purpose and Scope

The FY 2021 Annual Performance Report (APR) provides an overview of OPM's progress in implementing the strategies and achieving the objectives and goals in its FY 2018-FY 2022 Strategic Plan. The APR is issued concurrently with OPM's FY 2023 Congressional Budget Justification and Annual Performance Plan and is intended to be used by Congress in reviewing the agency's budget proposals. It is also intended to help Congress, the President, and the public assess OPM's stewardship over the financial resources entrusted to the agency in FY 2021. The FY 2021 APR meets reporting requirements in the *Government Performance and Results Modernization Act of 2010*, which focuses on improving performance and accountability in Federal agencies, and in Office of Management and Budget (OMB) Circular A-11.



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

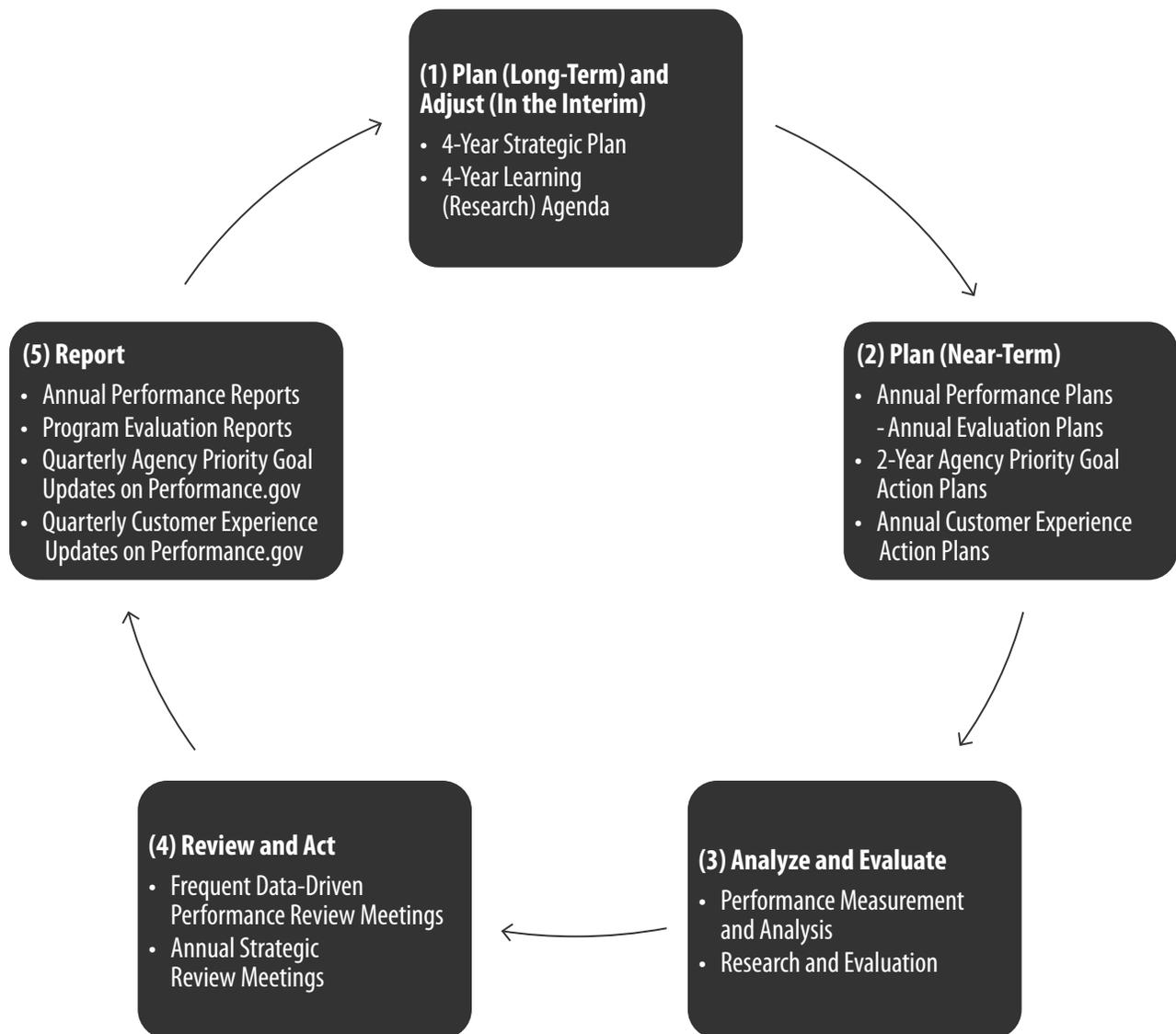
The objectives in OPM's FY 2018-FY 2022 Strategic Plan are the primary units of analysis in this report. As part of its annual performance budgeting process, the agency developed performance measures and targets aligned to

the objectives. The targets indicate the agency's planned levels of performance and were set based on the amount of resources requested for each objective. In this report, the agency compares these planned levels of performance to actual performance, explaining any variances or trends. OPM identifies successful or promising practices, and describes plans for improvement where targets were not met.

Under separate cover, OPM publishes an Agency Financial Report, focusing on financial results. All reports are available on the OPM website at <https://opm.gov/about-us/budget-performance/performance/>.

# Results OPM: OPM's Performance Management Approach

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



## 1 Plan (Long-Term) and Adjust (In the Interim):

Every four years, OPM develops a Strategic Plan, which presents the agency's long-term strategic goals. Alongside the Strategic Plan, OPM develops a Learning Agenda that identifies the agency's priority research questions.

## 2 Plan (Near-Term):

As a part of the annual budgeting process, OPM develops Annual Performance Plans and Annual Evaluation Plans. Annual Performance Plans reflect the full scope of the Strategic Plan and describe the level of performance to be achieved in the current and next fiscal year. Annual Evaluation Plans identify the specific evaluations the agency will carry out in a year. Based on the top priorities of the agency and Administration, OPM also develops two-year Agency Priority Goals and action plans that are aligned to the Strategic Plan. Further, OPM develops annual customer experience action plans for its two High Impact Service Providers: Retirement Services and USAJOBS.

## 3 Analyze and Evaluate:

To better understand agency performance, OPM carries out performance measurement as outlined in its Annual Performance Plan, Agency Priority Goal Action Plans, and Customer Experience Action Plans, and other analysis, research, and evaluation activities as outlined in its Learning Agenda and Annual Evaluation Plan.

## 4 Review and Act:

OPM conducts frequent data-driven performance review (or *Results OPM*) meetings, chaired by the Director or Chief Management Officer, to drive progress toward the strategic goals and objectives outlined in the Strategic Plan. Agency leaders diagnose problems and opportunities, learn from past experiences, and decide next steps to improve performance. OPM also carries out an annual strategic review to assess agency progress and determine which strategic objectives require focused improvement relative to other strategic objectives.

## 5 Report:

Every year, OPM publishes this Annual Performance Report that outlines the agency's progress toward the strategic goals and objectives in the agency's Strategic Plan. The Annual Performance Report also includes key findings from agency program evaluations and progress on the agency's two-year Agency Priority Goals. On a quarterly basis, the agency also publicly reports on progress toward Agency Priority Goals and on customer experience.

# OPM's Strategic Framework

OPM's FY 2018-FY 2022 Strategic Plan included three strategic goals as well as one operational excellence goal to improve both program operations and cross-cutting management functions. In FY 2021, OPM prioritized 11 strategic objectives aligned to the goals, and the agency monitored the performance results for each objective to track its progress towards achieving the goals. OPM discontinued two strategic objectives (objectives 1.3 and 4.2) to focus on other agency priorities. OPM's FY 2018-FY 2022 Strategic Plan is available at <https://opm.gov/about-us/budget-performance/strategic-plans/2018-2022-strategic-plan.pdf>

OPM has developed a new Strategic Plan for FY 2022-FY 2026 that reflects the priorities of the Biden-Harris Administration. The new plan will be published concurrent with this report in February 2022 and will be available at <https://opm.gov/about-us/budget-performance/strategic-plans/>.

## FY 2018-FY 2022 Mission

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

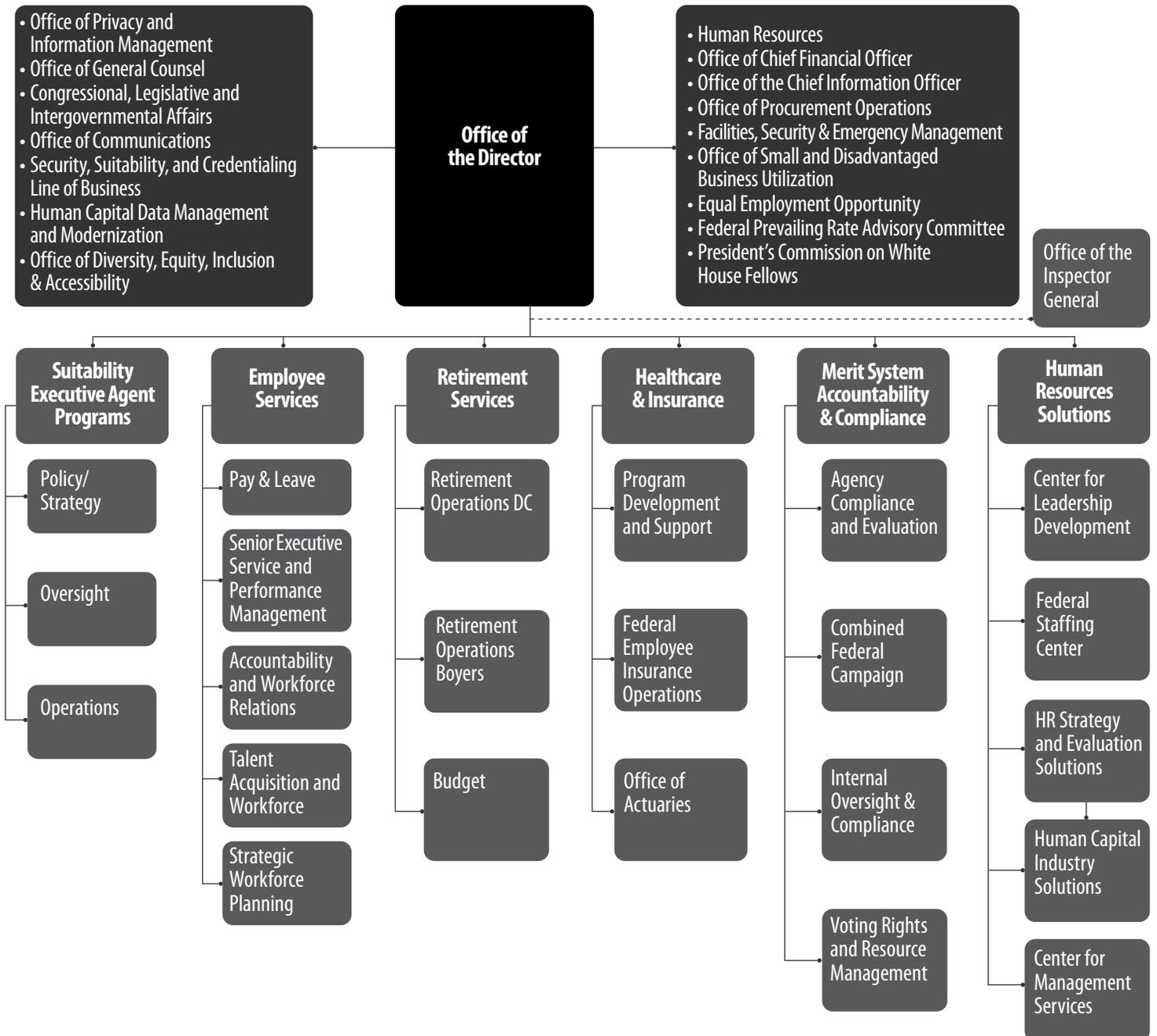
## FY 2018-FY 2022 Strategic Goals and Objectives

Strategic Goal	Objective	Objective Statement
<b>Transform hiring, pay, and benefits across the Federal Government to attract and retain the best civilian workforce</b>	1.1	Drive improvements to the hiring process so agencies are able to hire the best candidate in a timely manner
	1.2	Achieve reforms to the pay system to drive performance excellence and greater responsiveness to changes in labor markets
	1.3	Reduce the complexity and costs to administer Federal employee retirement earned benefits by achieving and implementing legislative reform <i>(discontinued in FY 2021)</i>
	1.4	Improve healthcare quality and affordability in the FEHB program with 75 percent of enrollees in quality affordable plans
<b>Lead the establishment and modernization of human capital information technology and data management systems and solutions</b>	2.1	Improve collection and analysis of data to better inform human capital management decisions
	2.2	Advance human capital management through the strategic use of interoperable HR IT that connects all parts of the talent management lifecycle and drives adoption of the Software as a Service model by the end of 2022
	2.3	Streamline data collection and leverage data repositories to enhance enterprise-wide Human Resource (HR) data analytics and reduce low-value reporting requirements
<b>Improve integration and communication of OPM services to Federal agencies to meet emerging needs</b>	3.1	Strengthen OPM coordination of policy, service delivery, and oversight resulting in agencies' achievement of human capital objectives
	3.2	Achieve recognition as the trusted human capital management advisor
<b>Optimize agency performance</b>	4.1	Improve collaboration, transparency, and communication among OPM leadership to make better, more efficient decisions, increasing OPM's collaborative management score by 4 percentage points
	4.2	Invest in OPM management and provide the tools managers need to maximize employee performance, improving OPM's score in dealing with poor performers by 4 percentage points <i>(discontinued in FY 2021)</i>
	4.3	Exceed the Government-wide average satisfaction score for each agency mission support service
	4.4	Improve retirement services by reducing the average time to answer calls to 5 minutes or less and achieve an average case processing time of 60 days or less

Performance and accountability at OPM begin with the Strategic Plan.

# Organizational Structure

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



## Executive Offices

*The Office of the Director (OD)* provides guidance, leadership, and direction necessary to achieve OPM's mission to lead and serve the Federal Government by delivering policies and services to achieve a trusted, effective civilian workforce. Also included within OD is the Executive Secretariat (ExecSec) function, which is responsible for coordination and review of agency correspondence, policy and program proposals, regulations, and legislation. The ExecSec serves as the agency's regulatory interface with the Office of Management and Budget and the Federal Register. The office is also responsible for the administrative and resource management support for the OD and other executive offices. Additionally, the ExecSec coordinates OPM's international affairs activities and contacts, and drives the resolution of audit recommendations.

*Office of Privacy and Information Management (OPIM)* was established to elevate and co-locate certain important and complementary subject matter areas and, in so doing, call attention to their significance in the day-to-day business operations of OPM and facilitate proper resource allocation for the work performed. To that end, OPIM is responsible for the following OPM programs: Freedom of Information Act; Privacy Records Management; Forms Management/ Paperwork Reduction Act; and Controlled Unclassified Information.

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

OGC is responsible for promulgating Hatch Act regulations, administers the internal agency Hatch Act and ethics programs, and serves in a policy and legal role in the Government-wide function of determining which Merit Systems Protection Board and arbitral decisions are erroneous and have a substantial impact on civil service law, and, thus, merit judicial review. Further, consistent with the Government in Ethics Act, OGC, along with DOJ, consults with the United States Office of Government Ethics (OGE) on any regulations related to the Standards of Conduct OGE plans to issue. OPM also administers OPM's internal program for handling claims lodged under the Federal Tort Claims Act and other statutes and determines when OPM personnel or documents should be made available in discovery to parties in litigation to which OPM is not a party.

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

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

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

***Human Capital Data Management and Modernization (HCDMM)*** works to lead Government-wide human capital strategic management through innovation of interoperable data, services, and operations. HCDMM encompasses: the Federal Human Resources Line of Business with governance via the Multi-Agency Executive Strategy Committee encompassing the 24 CFO Act agencies; programmatic responsibility for Enterprise Human Resources Integration program that is the primary Government-wide human resources data collection platform, and; the electronic Official Personnel Folder solution that is a Government-wide mission critical application, which aggregates HR information and displays HR and retirement documents accumulated during a Federal employee's career. HCDMM works to implement a modern model and standards for Government-wide HR business practices, service delivery, and acquisition requirements through the Human Capital Business Reference Model, the Human Capital Federal Integrated Framework, and the Human Capital Information Model. HCDMM oversees governance related to human capital data management, including via Federal guides for working with and managing human capital data, requirements for data file submissions to OPM,

and protocols for human capital data releases. HCDMM also manages the dissemination of Federal human resources data to the Congress, the Government Accountability Office (GAO), the White House and other external entities.

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

## **Program Offices**

***Employee Services (ES)*** is OPM's workforce policy shop. ES administers statutory and regulatory provisions related to recruitment, hiring, classification, strategic workforce planning, pay, leave, performance management and recognition, leadership and employee development, reskilling, work/life/wellness programs, diversity and inclusion, labor and employee relations, and the Administrative Law Judges Program. ES does so by equipping Federal agencies with tools, flexibilities, and authorities, as well as forward-leaning strategic workforce planning, to enable agencies to hire, develop, and retain an effective Federal workforce.

***Retirement Services (RS)*** is responsible for the administration of the Federal Retirement Program covering nearly 2.8 million active employees, including the United States Postal Service, and more than 2.7 million annuitants, survivors, and family members. RS also administers, develops, and provides Federal employees, annuitants, and their families with benefits programs and services that offer choice, value, and quality to help maintain the Government's position as a competitive employer. Activities include record maintenance and service credit accounts prior to retirement; initial eligibility determinations at retirement; adjudication of annuity benefits based on age and service, disability, or death based on

a myriad of statutes and regulations. Even after a case is adjudicated and added to the annuity roll, OPM continues to serve annuitants by making address or tax status changes to annuitant accounts, sending out 1099-Rs, surveying certain annuitants to confirm their continued eligibility to receive benefits, and conducting other post adjudication activities.

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

***Merit System Accountability & Compliance (MSAC)*** provides rigorous oversight to determine if Federal agency human resources programs are effective and efficient and comply with merit system principles and related civil service regulations. MSAC evaluates agencies' programs through a combination of OPM-led evaluations and as participants in agency-led reviews. The evaluations may focus on all or some of the four systems of OPM's Human Capital Framework: (1) strategic planning and alignment of human resources to mission, (2) performance culture, (3) talent management, and (4) evaluation systems. MSAC reports may identify required corrective actions, which agencies must show evidence of implementing, as well as recommendations for agencies to improve their systems and procedures. MSAC also conducts special cross-cutting studies to assess the use of HR authorities and flexibilities across the Government. Moreover, MSAC reviews and renders decisions on agencies' requests to appoint current or former political appointees to positions in the competitive service, the non-political excepted service, or the senior executive service to verify that such appointments conform to applicable selection requirements

and are free of political influence. MSAC is required to report to Congress on its review and determinations concerning these appointments. MSAC also adjudicates classification appeals, job grading appeals, Fair Labor Standards Act claims, compensation and leave claims, and declination of reasonable offer appeals (where the grade or pay is equal to or greater than the retained grade (5 CFR 536.402), all of which provides Federal employees with administrative procedural rights to challenge compensation and related agency decisions without having to resort to seeking redress in Federal courts. MSAC has Government-wide oversight of the Combined Federal Campaign (CFC) and the Voting Rights programs. The mission of the CFC is to promote and support philanthropy through a program that is employee focused, cost-efficient, and effective in providing all Federal employees and annuitants the opportunity to improve the quality of life for all. The Voting Rights Program deploys Federal observers to monitor polling sites (as determined by the Attorney General) and provides written reports to the Department of Justice. Internal Oversight and Compliance serves as the liaison between OPM program offices and oversight groups such as the OIG and GAO, and helps to coordinate audit activities to resolve recommendations.

***Human Resources Solutions (HRS)*** provides customized human capital and training products and services to Federal agencies to maximize their organizational and individual performance and to drive their mission results. Utilizing internal human capital experts and/or private sector partners, HRS helps agencies design effective organizations, recruit and hire top talent, develop and cultivate leaders, build Federal human resource professional capability, manage the performance management process, and achieve long-lasting human capital results. HRS operates under the provisions of the Revolving Fund, 5 U.S.C. §1304 (e)(1), that authorizes OPM to perform personnel management services for Federal agencies on a cost reimbursable basis. HRS is a fee-based organization comprised of four practice areas offering a complete range of tailored and standardized human resources products and

services, on a cost-reimbursable basis. designed to meet the unique and dynamic needs of the Federal Government. These services operationalize Government-wide HR policies and other key human capital initiatives to support agencies' mission critical human capital needs. Much of this work is directed by statute, and other aspects are performed at the option of an agency that engages HRS in this work. HRS provides customer agencies with innovative, high quality government-to-government and private-sector solutions to help them develop leaders and attract and build a high-quality public sector workforce, and achieve long-lasting mission success. This includes recruiting and examining candidates for positions for employment by Federal agencies nationwide; managing the Leadership for a Democratic Society program and other leadership, management, and professional development programs; automating the full range of Federal rules and procedures for staffing, learning, and performance management; operating the USAJOBS® online recruitment employment site; developing specialized assessments and performance management strategies; providing comprehensive HR strategy; providing learning record systems or and learning ecosystems and offering Federal customers human capital management, organizational performance improvement, and training and development expertise delivered through best-in-class contracts.

***Suitability Executive Agent (SuitEA)*** was established as a distinct program office within OPM in December 2016 to strengthen the effectiveness of vetting for and determinations of suitability or fitness for Federal employment or to perform work under a Government contract and eligibility for credentials (that is, logical and physical access to agency systems and facilities) across the Government. SuitEA prescribes suitability, fitness, and credentialing standards and conducts oversight of functions delegated to the heads of agencies while retaining jurisdiction for certain suitability determinations and taking Government-wide suitability actions when appropriate. SuitEA also issues guidelines and instructions to the heads of agencies to promote appropriate uniformity, centralization,

efficiency, effectiveness, reciprocity, timeliness, and security in suitability/fitness/credentialing processes. In the wake of the delegation to DOD of investigations relating to suitability, fitness, or credentialing, SuitEA will also be responsible for setting standards for those investigations and exercising oversight over DOD's performance of those investigations.

## **Mission Support Services**

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

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

***Office of the Chief Information Officer (OCIO)*** defines the enterprise information technology vision, strategy, information technology policies, and cybersecurity for OPM. The OCIO manages and maintains the enterprise network and network services including the Trusted Internet Connection, wide area network infrastructure, telecommunications, cloud, remote user connectivity, partner access, relevant cloud services, and more than 200 applications that support OPM's business

operations. Additionally, the OCIO determines and operates the agency's cybersecurity program and protections. The OCIO also determines the most effective use of technology in support of the agency's strategic plan, including the long-term enterprise strategic architectures, platforms, and applications. The OCIO supports and manages pre- and post-implementation reviews of major information technology programs and projects, as well as project tracking at critical review points. The OCIO provides review and oversight of major information technology acquisitions for consistency with the agency's architecture and the information technology budget and is responsible for the development of the agency's information technology security policies in a manner consistent with Federal law and mandates. The OCIO is responsible for delivering the best of breed productivity tools for the agency's workforce in the hybrid work environment. This includes collaboration tools for video conferencing, enterprise chat and Voice Over IP telephony, and business intelligence tools for all employees. The OCIO also partners with other agencies on Government-wide projects such as IT Modernization, optimizing enterprise services through the OMB Cloud Smart Directive, and developing long-term plans for human resource information technology strategies.

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

the Office of Federal Procurement Policy, Chief Acquisition Officers Council, and other key external agency partnerships.

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

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

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

## **Other Offices**

***Federal Prevailing Rate Advisory Committee (FPRAC)*** studies the prevailing rate system and other matters pertinent to the establishment of prevailing rates under Subchapter IV of Chapter 53 of Title V, United States Code, and advises

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the Director of OPM on the Government-wide administration of the pay system for blue-collar Federal employees.

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

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

# Agency Priority Goals and Cross-Agency Priority Goals

OPM's Agency Priority Goals (APGs) are near-term results or achievements that agency leadership wants to accomplish within approximately 24 months that rely predominantly on agency implementation as opposed to budget or legislative accomplishments. APGs help the agency advance progress toward longer-term outcomes in the agency's Strategic Plan. OPM has developed new Agency Priority Goals for FY 2022-FY 2023 that reflect the priorities of the Biden-Harris Administration. OPM also supports the President's Management Agenda and the Administration's new Cross-Agency Priority Goals. Pursuant to the *Government Performance and Results Modernization Act* requirement to address APGs and CAP Goals in the Annual Performance Report, please refer to [Performance.gov](https://www.performance.gov) for the agency's contributions to these goals and progress made.



# Summary of Performance Results

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



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

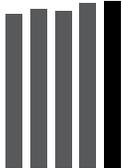
The tables that follow display performance results, ordered by strategic goal, for FY 2017 – FY 2021, where available. FY 2017 results precede the current strategic plan but are included to show long-term trends. Trends are visualized in small “spark” charts that represent the FY 2017 –

FY 2021 results, subject to data availability. Note that the scales of spark charts are not displayed, and they are automatically adjusted to “zoom in” on the data. This can have the effect of making small changes appear more significant, while making large changes appear less significant.

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

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

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

Table	Performance Measure	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Target	FY 2021 Target Met/ Not Met	FY 2017- FY 2021 Trend
1.1	Hiring manager satisfaction that applicants are referred in a timely manner and with the skills to perform the job	71.5	74.3	73.5	77.9	78.5	≥77.8	Met	

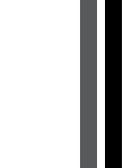
**Strategic Objective 1.2: Achieve reforms to the pay system to drive performance excellence and greater responsiveness to changes in labor markets**

Table	FY 2021 Milestone	Met/ Not Met
1.2	Evaluate, adjust, and expand options for reforming Federal employee compensation and leave benefits systems	Met

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

During FY 2021, OPM discontinued this objective to focus on other agency priorities.

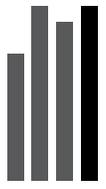
**Strategic Objective 1.4: Improve healthcare quality and affordability in the FEHB program with 75 percent of enrollees in quality affordable plans**

Table	Performance Measure	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Target	FY 2021 Target Met/ Not Met	FY 2017- FY 2021 Trend
1.4A	Percent of FEHB enrollees in quality affordable plans	74.2%	70.9%	80.9%	81.1%	Expected March 2022	≥73%	Expected March 2022	
1.4B	Percent of known subscribers and family members for whom enrollment transactions are included in the Master Enrollment File	-*	-*	-*	78.4%	78.4%	≥75%	Met	

-\* No historical data available for this period.

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

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

Table	Performance Measure	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Target	FY 2021 Target Met/Not Met	FY 2017-FY 2021 Trend
2.1A	Percent of OPM policies that embed data analysis and research	-*	72.7%	100%	90.9%	100.0%	≥80%	Met	

-\* No historical data available for this period.

Table	FY 2021 Milestone	Met/Not Met
2.1B	Develop pilot or demonstration projects based on OPM's Research Agenda	Not Met*

\*In FY 2021, OPM refined its Learning Agenda to align to new Administration priorities and OPM's FY 2022-FY 2026 Strategic Plan. Beginning in FY 2022, OPM will identify pilots and demonstration projects that align to the new Learning Agenda priorities.

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

Table	FY 2021 Milestone	Met/Not Met
2.2A	Deploy an API-based integration solution that seamlessly connects the USA Suite components to each other and to external participants in the human capital management ecosystem including statistical agencies that consume OPM's data*	Met

\*OPM corrected the wording of this milestone in March 2020.

Table	FY 2021 Milestone	Met/Not Met
2.2B	Complete and receive approval of the HC-FIBF Service Profiles for HCBRM sub-Functions A1.4 (Diversity and Inclusion), A1.5 (Employee Engagement), A9.5 (Employee Records Recordkeeping), and A9.6 (Employee Records Disclosure); as well as Functions: A7 (Employee Relations and Continuous Vetting), A8 (Labor Relations), and A10 (Agency Human Capital Evaluation)	Not Met*

\*Due to shifting priorities and leadership changes, OPM deprioritized this milestone for a period of time. OPM has re-prioritized this effort and expects to complete this milestone by the end of FY 2022.

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

Table	FY 2021 Milestone	Met/Not Met
2.3A	Establish business case for Employee Digital Record	Not Met*

\*In FY 2021, OPM shifted towards the provision of an employee record model that would allow agencies and providers to exchange data related to an employee using consistent terms, definitions, descriptions, and codes.

Table	FY 2021 Milestone	Met/Not Met
2.3B	Build complete Human Capital Information Model data standard	Not Met*

\*OPM shifted focus in order to refine the data standard for Compensation Management and Work Schedule and Leave Management rather than complete the full Model. OPM reviewed, approved, and published the Model in these areas.

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

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

Table	Performance Measure	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Target	FY 2021 Target Met/Not Met	FY 2017-FY 2021 Trend
3.1A	Percent of users who agree OPM human capital services are helpful in achieving human capital objectives	-*	86.5%	83.1%	89.3%	88.1%	87%	Met	

-\* No historical data available for this period.

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

Table	Performance Measure	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Target	FY 2021 Target Met/Not Met	FY 2017-FY 2021 Trend
3.2	Percent of the Federal human capital management community satisfied with OPM's services and guidance	-*	-*	No Survey	No Survey	No Survey	Establish Baseline	Establish Baseline	

-\* No historical data available for this period.

## Strategic Goal 4: Optimize agency performance

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

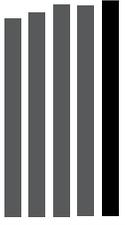
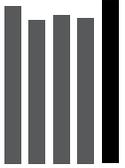
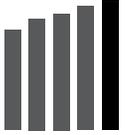
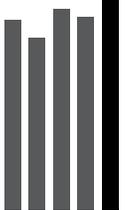
Table	Performance Measure	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Target	FY 2021 Target Met/Not Met	FY 2017-FY 2021 Trend
4.1A	Collaborative Management Score	61.5%	61.6%	65.1%	^	^	64.5%	^	
4.1B	Collaborative Management Score - Managers and Supervisors	84.9%	80.7%	75.9%	^	^	82.7%	^	

^OPM did not include one of the survey items used to calculate the Collaborative Management Score in the FY 2020 or 2021 OPM Federal Employee Viewpoint Survey.

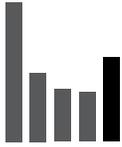
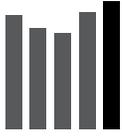
**Strategic Objective 4.2: Invest in OPM management and provide the tools managers need to maximize employee performance, improving OPM’s score in dealing with poor performers by 4 percentage points**

OPM achieved this objective – improving the agency’s score in dealing with poor performers by 4 percentage points – and discontinued it in FY 2021 to focus on other agency priorities.

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

Table	Performance Measure	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Target	FY 2021 Target Met/ Not Met	FY 2017- FY 2021 Trend
4.3A	Average satisfaction score for financial management quality from OPM senior supervisory employees	4.70	4.88	5.01	5.00	5.10	5.10	Met	
4.3B	Average satisfaction score for human capital services quality from OPM senior supervisory employees	5.09	4.67	4.83	4.74	5.26	≥ Government-wide Average	Met	
4.3C	Average satisfaction score for information technology services quality from OPM employees	3.99	4.44	4.65	4.97	5.00	5.0	Met	
4.3D	Average satisfaction score for contracting services quality from OPM senior supervisory employees	4.35	3.94	4.64	4.43	4.91	4.9	Met	
4.3E	Percent of employees satisfied with real property services at OPM's largest nine buildings	49.6%	53.4%	60.9%	No Survey	No Survey	52%	No Survey	

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

Table	Performance Measure	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Target	FY 2021 Target Met/Not Met	FY 2017-FY 2021 Trend
4.4A	Average number of minutes to answer phone calls	17.7	8.6	6.60	6.30	10.7	≤5	Not Met	
4.4B	Average number of days to process retirement cases	67	58.6	55.7	68.5	78.9	≤60	Not Met	

# Performance Details



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

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

#### **FY 2021 Progress Update**

OPM leveraged opportunities to improve hiring by implementing regulatory and administrative alternatives found within existing statutes. These include regulations on promotion and internal placement, which give agencies the discretion to reinstate certain former Federal employees without competition to positions at any grade level or with promotion potential for which the individual is qualified, and post-secondary and college graduates regulations establishing hiring authorities for certain college graduates for positions in the competitive service. OPM also provided technical guidance on the hiring authority for post-secondary students via a series of webinars and individual agency sessions to more than 600 HR professionals and hiring managers.

OPM provided guidance, technical assistance, and implementation support toward efforts outlined in the FY 2020 OPM memorandum “Improving Federal Hiring through the Effective Assessment Strategies to Advance Mission Outcomes” and Executive Order 13932, Modernizing and Reforming the Assessment and Hiring of Federal Job Candidates. OPM published the Guide to Occupational Questionnaires and provided webinars, technical assistance, and workshops for agencies in support of implementing the guide. Further, OPM collaborated on assessment strategies for identifying talent Government-wide, the use of more effective assessment tools to identify highly qualified applicants, and improving the definitions of specialized experience to screen applicants more effectively by differentiating between highly-qualified and minimally-qualified candidates. These efforts included expanding the use of USAHire across the Federal Government and creating assessments for 12 new occupations. In addition, OPM evaluated the impact of the US Digital Services Subject Matter Expert Qualification Assessment pilot. In collaboration with the US Digital Services, OPM expanded the use of such assessments for other occupational groups, most notably data scientists.

The Acting Director signed a memo extending a Government-wide excepted COVID-19 Schedule A Hiring Authority. In addition, OPM extended agency-specific Direct Hire Authority for agencies on the frontlines, including the Department of Veterans Affairs, the Small Business Administration, and the Department of Health and Human Services. To maximize agency use of this authority, OPM provided support to agencies, expediting the ability for agencies to meet hiring needs. Agencies also continued to make use of the OPM-issued temporary flexibility for onboarding and vetting individuals using alternative processes for fingerprint processing. OPM monitored agencies' use of the flexibility to support mission needs.

OPM integrated hiring process improvements with vetting process efficiencies established under the Suitability and Security Executive Agents' "Trusted Workforce 2.0" initiative. OPM identified ways to integrate and improve the flow of human resources and vetting related data in a manner that will improve efficiencies for agencies in hiring and personnel vetting. This included facilitating cross-agency discussions regarding hiring and vetting data management with Department of Defense elements and developing new information technology systems for personnel vetting.

**Table 1.1A**

Table	Performance Measure	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Target	FY 2021 Target Met/ Not Met	FY 2017- FY 2021 Trend
1.1	Hiring manager satisfaction that applicants are referred in a timely manner and with the skills to perform the job	71.5	74.3	73.5	77.9	78.5	≥77.8	Met	

**FY 2021 Analysis of Results:**

OPM conducted the survey between October 1, 2020, and September 30, 2021, and received 21,403 responses. OPM's responsiveness to the COVID-19 pandemic, particularly the extension of agency-specific and Government-wide hiring authorities related to the pandemic and the expansion of Subject Matter Expert Qualification Assessment pilots, may have contributed to the improvement in hiring manager satisfaction.

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

**FY 2021 Progress Update**

OPM established an interagency work group and analyzed establishing a \$15 minimum wage for Federal employees for a report to the President under Executive Order 14003, *Protecting the*

*Federal Workforce*. OPM supported the Federal Salary Council by providing recommendations on locality pay in 2022 to the President's Pay Agent.<sup>2</sup> OPM issued the President's Pay Agent report responding to the Federal Salary Council recommendations for changes in locality pay methodology.<sup>3</sup> The agency also provided staff support for a Federal Salary Council public meeting to discuss methodological issues for measuring pay comparability for General Schedule employees.<sup>4</sup>

<sup>2</sup> <https://opm.gov/policy-data-oversight/pay-leave/pay-systems/general-schedule/federal-salary-council/recommendation20.pdf>

<sup>3</sup> <https://opm.gov/policy-data-oversight/pay-leave/pay-systems/general-schedule/pay-agent-reports/2019report.pdf>

<sup>4</sup> <https://opm.gov/policy-data-oversight/pay-leave/pay-systems/general-schedule/minutes/20-01-fsc-minutes.pdf>

OPM provided leadership in new and evolving pay and leave authorities and policies in response to the COVID-19 pandemic and unprecedented facility safety and reentry planning. The agency held 25 meetings with the Future of Work Chief Human Capital Officer (CHCO) working group in partnership with the General Services Administration (GSA) to collaborate on issues and explore flexibilities and guidance needed to address post-reentry human resources policies. OPM issued a joint memo with OMB and GSA on “Integrating Planning for A Safe Increased Return of Federal Employees and Contractors to Physical Workplaces with Post-Reentry Personnel Policies and Work Environment.”<sup>5</sup> The agency issued a comprehensive set of telework and remote work FAQs and an innovative factsheet providing guidance on pay and travel benefits in telework and remote work situations.<sup>6</sup> OPM also provided human resources advice and expertise for Federal Safer Workforce Task Force guidance concerning facility safety and vaccinations.<sup>7</sup>

Further, OPM issued policy guidance on new legislation providing additional Family Medical Leave Act (FMLA) and paid parental leave flexibility,<sup>8</sup> implementing guidance on emergency paid leave authorized by the American Rescue Plan Act of 2021,<sup>9</sup> and guidance on implementing a new law establishing the Juneteenth National Independence Day holiday.<sup>10</sup>

OPM also developed 10 legislative proposals for submission to OMB to support pay and leave reform and provided technical assistance to OMB, agencies, and Congressional committees regarding numerous legislative proposals, including proposals regarding pay adjustments and alternative pay systems, special premium pay limitations, paid parental leave and paid family and medical leave, emergency paid leave, wildland firefighter workforce improvements, and improvements to support telework, remote work, and workplace flexibilities during a public health emergency.

**Table 1.2**

Table	FY 2021 Milestone	Met/ Not Met
1.2	Evaluate, adjust, and expand options for reforming Federal employee compensation and leave benefits systems	Met

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

During FY 2021, OPM discontinued this objective to focus on other agency priorities.

<sup>5</sup> <https://www.whitehouse.gov/wp-content/uploads/2021/06/M-21-25.pdf>

<sup>6</sup> <https://www.chcoc.gov/content/additional-guidance-post-reentry-personnel-policies-and-work-environment>

<sup>7</sup> <https://www.saferfederalworkforce.gov/faq/>

<sup>8</sup> <https://www.chcoc.gov/content/technical-amendments-related-family-and-medical-leave-and-paid-parental-leave-under-section>

<sup>9</sup> <https://www.chcoc.gov/content/covid-19-emergency-paid-leave>

<sup>10</sup> <https://www.chcoc.gov/content/juneteenth-national-independence-day-holiday>

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

**FY 2021 Progress Update**

In the 2021 plan year, OPM made six new plan options available to Federal employees, annuitants, and their families under the Federal Employees Health Benefit (FEHB) Program. In total, the FEHB Program included 276 plan options, including 18 nationwide plan options, for the 2021 plan year. Twenty-three percent of plans in the FEHB Program offered three options.

In FY 2021, OPM collaborated with partner agencies to issue rules implementing provisions of the Consolidated Appropriations Act, 2021 (Public Law 116-260), which was enacted on December 27, 2020. This law impacts affordability and quality in the FEHB Program in multiple ways. For example, starting on January 1, 2022, the law prohibits surprise billing for out-of-network emergency care for privately insured Americans, including FEHB enrollees. By eliminating surprise billing, it allows individuals to access needed care affordably without the threat of significant out of pocket costs. Another example is that the law prohibits group health plans from entering into agreements that prohibit sharing provider-specific cost or quality of care information. This information sharing is essential to measuring and improving affordability and quality for enrollees.

OPM continued efforts to improve the FEHB enrollment experience. The agency issued expanded guidance to agencies on verifying family member eligibility and continued the construction of an FEHB Master Enrollment Index, which merges and consolidates data from a variety of sources to create a single source of authoritative FEHB enrollment data.

Consistent with OPM's ongoing modernization efforts as well as recommendations from the National Academy of Public Administration, to do the same, OPM updated the electronic FEHB content on its website in order to make it accessible for individuals with disabilities and to conform to the Web Content Accessibility Guidelines 2.0. These changes, particularly to the plan comparison tool, promote greater transparency and efficiency to FEHB eligible external facing customers when making decisions about their benefits.

OPM also closely monitored the impact of the COVID-19 pandemic on the FEHB Program in order to maximize enrollees' access to affordable and high-quality care. OPM worked with FEHB carriers to provide enrollees ready access to COVID-related benefits, with no cost sharing. In support of President Biden's initiative to encourage vaccination, OPM worked with FEHB carriers that offer wellness programs and incentives to include COVID vaccination incentives. However, the ultimate impact of the pandemic on the cost and availability of care and the effects of delayed treatment are currently unknown. OPM continues to urge FEHB carriers to offer flexibilities in coverage to better facilitate the availability of health care services.

**Table 1.4A**

Table	Performance Measure	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2020 Target	FY 2020 Target Met/Not Met	FY 2021 Results	FY 2021 Target	FY 2017-FY 2021 Trend
1.4A	Percent of FEHB enrollees in quality affordable plans	74.2%	70.9%	80.9%	81.1%	≥72%	Met	Expected March 2022	≥73%	

**FY 2021 Analysis of Results:**

FY 2021 results are not expected to be available until late March 2022.

In FY 2020, 1,575,413 of 1,941,794 FEHB enrollees were enrolled in quality, affordable plans. OPM's FY 2020 performance results, reported in March 2021, are based on 2020 premiums and 2020 carriers scores for clinical quality, customer service, and resource use. Overall, the average score for 2020 of 81.1 percent, reported in FY 2021, increased from the 2019 average of 80.9 percent.

OPM's results were higher than the previous year's due to expected, minor fluctuations in scores, an average rate increase that remains competitive with other large employers, and a decrease in the affordability threshold established by the IRS from 9.86 percent in 2019 to 9.78 percent in 2020.

**Table 1.4B**

Table	Performance Measure	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Target	FY 2021 Target Met/ Not Met	FY 2017- FY 2021 Trend
1.4B	Percent of known subscribers and family members for whom enrollment transactions are included in the Master Enrollment File	-*	-*	-*	78.4%	78.4%	≥75%	Met	

-\* No historical data available for this period.

**FY 2021 Analysis of Results:**

OPM has included 78.4 percent of the expected population, based on current enrollment in the Master Enrollment File.

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

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

**FY 2021 Progress Update**

OPM completed its first full draft Learning Agenda, for FY 2022-2026, and an assessment of OPM's research, analysis, statistics, and evaluation capacity. The agency's Research Steering Committee, comprised of OPM executives from throughout the agency, guided the development of the Learning Agenda by identifying and prioritizing organizational knowledge gaps and potential questions that, if answered, would help the agency deliver better policies and services for its customers. As a part of this process, OPM also sought stakeholder feedback, conducting forums, focus group discussions, and interviews with Federal Government Evaluation Officers,

the Chief Human Capital Officers Council, stakeholders at partner agencies, good government groups, university professors, labor unions, employee associations, and employee resource groups. OPM identified 13 broad Learning Agenda questions aligned to the strategic objectives in OPM's draft FY 2022 – FY 2026 Strategic Plan.

OPM also initiated a Data Inventory Working Group, which worked in conjunction with the OPM Data Governance Board to advance the development for the agency's data inventory. Towards this effort, OPM compiled data assets held by OPM programs, identified a data inventory pilot, and developed a proposed approach for completing the data inventory.

OPM also advanced efforts to identify and close data skill gaps. Towards this effort, OPM identified competencies for a data skill gaps analysis. OPM will use its Competency Exploration for Development and Readiness tool to conduct the analysis in FY 2022.

**Table 2.1A**

Table	Performance Measure	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Target	FY 2021 Target Met/ Not Met	FY 2017- FY 2021 Trend
2.1A	Percent of OPM policies that embed data analysis and research	-*	72.7%	100%	90.9%	100.0%	≥80%	Met	

-\* No historical data available for this period.

**FY 2021 Analysis of Results:**

In FY 2021, OPM embedded data analysis and research into all five relevant policies. This includes CHCO memos such as the Federal Cybersecurity Rotational Assignments memo and other CHCO transmittals. Relevant policies are those published on the CHCO Council Transmittals webpage.<sup>11</sup>

**Table 2.1B**

Table	FY 2021 Milestone	Met/ Not Met
2.1B	Develop pilot or demonstration projects based on OPM’s Research Agenda	Not Met*

\*In FY 2021, OPM refined its Learning (Research) Agenda to align to new Administration priorities and OPM’s FY 2022- FY 2026 Strategic Plan. Beginning in FY 2022, OPM will identify pilots and demonstration projects that align to the new Learning Agenda priorities.

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

**FY 2021 Progress Update**

OPM established the Human Capital Data Management and Modernization (HCDMM) team to bring a dedicated focus on the Federal Government-wide development, collection, and use of human capital data. Through human capital master data management, standards, governance and data utilization techniques, HCDMM streamlines, integrates, and modernizes the three major OPM human capital data programs:

the Human Resources Line of Business data and process standards for human capital, the Enterprise Human Resources Integration data warehouse and analysis, and the Electronic Official Personnel Folder systems and process.

OPM completed Human Capital Federal Integrated Business Framework Service Profiles for the following Human Capital Business Reference Model sub-functions: Workforce Planning (A1.1), Human Capital Strategy (A1.2), Position Classification and Position Management (A1.3), Employee Engagement (A1.5), as well as Agency Human Capital Evaluation (A10). Along with this work, OPM began submitting content to GSA’s Business Standards Council and OMB for review and acceptance. The Business Standards Council is the governing body of standards work and leads a council of standards leads in all lines of business.

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

OPM also continued work towards completing the Framework Services Profiles for Diversity and Inclusion (A1.4), Employee Records Recordkeeping (A9.5), Employee Records Disclosure (A9.6), all of Employee Relations and Continuous Vetting (A7), and all of Labor Relations (A8).

The agency also made progress in the exchange of human capital information. OPM developed and deployed an Application Programming Interface platform that will include a series of 16 secure, high-performing Interfaces that allow agencies to pull bulk standardized USA Staffing data sets directly into applications, data storage, or data visualizations. This platform includes a staging area where Government, researchers, and private sector developers can test their applications with the provided Interfaces.

Through integrated Software-as-a-Service solutions, in FY 2021, OPM electronically exchanged nearly 1.5 million on-boarding forms and documents between the USA Suite

of solutions and the Electronic Official Personnel Folder system. Agencies announced 295,000 Federal jobs via USAJOBS and job-seekers submitted more than 12.5 million online applications. Agencies issued more than 500,000 certificates to hiring managers and entered nearly 350,000 new employees on duty. Customer satisfaction scores exceeded other Government services and exceeded or rivaled some of the best private sector benchmarks for talent acquisition solutions.

OPM’s USALearning solutions advanced learning data exchange and adoption of the advanced Learning Record Store and Experience Application Programming Interface. OPM collaborated with the Department of Defense to synthesize mobile and Software-as-a-Service learning platforms and to integrate some of their units’ learning systems. These projects represent important milestones in synthesizing value from mobile and Software-as-a-Service platforms through the adoption of advanced data exchange, data collection, and data visualization techniques.

**Table 2.2A**

Table	FY 2021 Milestone	Met/ Not Met
2.2A	Deploy an API-based integration solution that seamlessly connects the USA Suite components to each other and to external participants in the human capital management ecosystem including statistical agencies that consume OPM’s data*	Met

\*OPM corrected the wording of this milestone in March 2020.

**Table 2.2B**

Table	FY 2021 Milestone	Met/ Not Met
2.2B	Complete and receive approval of the HC-FIBF Service Profiles for HCBRM sub-Functions A1.4 (Diversity and Inclusion), A1.5 (Employee Engagement), A9.5 (Employee Records Recordkeeping), and A9.6 (Employee Records Disclosure); as well as Functions: A7 (Employee Relations and Continuous Vetting), A8 (Labor Relations), and A10 (Agency Human Capital Evaluation)	Not Met*

\*Due to shifting priorities and leadership changes, OPM deprioritized this milestone for a period of time. OPM has re-prioritized this effort and expects to complete this milestone by the end of FY 2022.

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

**FY 2021 Progress Update**

OPM released six updates to the Human Capital Information Model, consisting of three “final” versions (4.0, 4.1, and 4.2) and three “community reviews.” These releases not only built upon the prior Model work completed in payroll but also expanded coverage to the following new areas of the Human Capital Business Reference Model: Talent Development (A3), Benefits Management (A5.3), and Work Life Wellness (A5.4). Through these updates, OPM continued to increase the adoption of the Model and engaged the Federal human capital community with updates that reflect the way human capital data is managed. OPM also continued to maintain and update Model mappings to various human capital systems including the Enterprise Human Resources Integration.

In support of the GSA NewPay initiative, OPM released a production-ready “message specification,” which is a readily adoptable methodology that Shared Service Providers and Federal agencies can use to exchange human capital data using a common data standards “language” that reflects the Model. OPM also continued to maintain the harmonization and standardization of the payroll providers’ pay-related codes.

OPM continued to face challenges, including siloed data repositories and inadequate data management tools. Due to competing demands during FY 2021, Federal Shared Service Providers and OPM policy and program offices were limited in their capacity to assist in this effort.

At the end of FY 2021, the Model consisted of more than 1,000 human capital data items and more than 250,000 domain values, making it the most comprehensive data standard efforts in the Federal human capital community.

**Table 2.3A**

Table	FY 2021 Milestone	Met/Not Met
2.3A	Establish business case for Employee Digital Record	Not Met*

\*In FY 2021, OPM shifted towards the provision of an employee record model that would allow agencies and providers to exchange data related to an employee using consistent terms, definitions, descriptions, and codes.

**Table 2.3B**

Table	FY 2021 Milestone	Met/Not Met
2.3B	Build complete Human Capital Information Model data standard	Not Met*

\*OPM shifted focus in order to refine the data standard for Compensation Management and Work Schedule and Leave Management rather than complete the full Model. OPM reviewed, approved, and published the Model in these areas.

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

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

**FY 2021 Progress Update**

OPM continued efforts to integrate data analytics into agency engagements and internal activities, utilized training, and enhanced products. OPM developed courses for the data visualization training and provided on-demand access to all OPM employees. Further, in order to make informed, streamlined, data-driven decisions, MSAC created a data analytics branch to provide strategic leaders and human capital review teams with robust and inclusive quantitative and qualitative data. By leveraging multiple data sources and the latest technologies the branch will facilitate oversight and promote transparency for an effective Federal Government. For external engagements, OPM incorporated a Business Intelligence tool it recently procured to provide customers with better access to their USA Staffing,

USAJOBS, USA Hire, and USA Performance data. The tool will allow OPM to develop standard reports and dashboards for customers to access and allow advanced users to build their own reports and dashboards.

OPM’s policy, services, and oversight organizations continued collaborating to increase HR capabilities across the Federal Government. OPM continued HR pilots that focused on reskilling and upskilling efforts; designed and implemented training, particularly in the area of core human resource skills; and developed program evaluation capacities. OPM also launched the Federal Workforce Competency Initiative to update the Government-wide competency models. This initiative will provide OPM and Federal agencies with a current, data-based foundation for a wide variety of human capital activities, including job design, recruitment, selection, performance management, training, and career development. OPM will use the data to inform policy areas such as qualifications and classification. This initiative builds upon and updates competency data collected in OPM’s Multipurpose Occupational Systems Analysis Inventory—Closed-ended studies conducted in the 1990s and early 2000s.

**Table 3.1A**

Table	Performance Measure	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Target	FY 2021 Target Met/Not Met	FY 2017- FY 2021 Trend
3.1A	Percent of users who agree OPM human capital services are helpful in achieving human capital objectives	-*	86.5%	83.1%	89.3%	88.1%	87%	Met	

-\* No historical data available for this period.

**FY 2021 Analysis of Results:**

Of 429 responses to the three survey questions included in this measure, 378 respondents agreed that OPM human capital services were helpful in achieving human capital outcomes. OPM administered the survey throughout FY 2021 at any engagement with an external stakeholder or agency. The link to the survey was included in email signature blocks of OPM employees, so OPM is unable to calculate a response rate. OPM’s policy, services, and oversight organizations continued collaborating to support Federal agencies’ human capital goals. This included facilitating joint webinars on a variety of topics designed to help agencies improve human capital management. The webinars focused on topics such as agency use of data to drive decision making, conducting internal self-assessments, and the effective use of HRStat (data-driven strategic human capital performance reviews) to help assess progress in achieving strategic goals and maximizing organizational performance. The webinars allowed OPM to speak with a unified voice, giving tangible support to agencies.

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

**FY 2021 Progress Update**

OPM has highlighted this objective as a focus area for improvement.

OPM took its place as a leader in multiple Administration-wide priorities. OPM serves as a co-chair of the Safer Federal Workforce Task Force, Vice Chair of the National Security Workforce Work Group, and member of the Task Force on Worker Organizing and Empowerment. OPM is leading several key Administration priorities, including implementing the Executive

Order on Diversity, Equity, Inclusion, and Accessibility, resetting Federal labor relations, and facilitating a safe return to Federal offices. OPM reestablished ownership of the Chief Human Capital Officers (CHCO) Council, which allowed OPM to publish and administer 56 CHCO memos.<sup>12</sup> OPM continues to play a key role in building trust among Federal agencies by providing CHCOs with up-to-date information on HR policies and initiatives.

OPM also worked with OMB to provide Federal agencies updated COVID-19 guidance<sup>13</sup>, and updated the nationwide operating status to support maximum telework. This guidance allows other Federal agencies to make the best possible decisions for the agencies' workforce.

**Table 3.2**

Table	Performance Measure	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Target	FY 2021 Target Met/ Not Met	FY 2017- FY 2021 Trend
3.2	Percent of the Federal human capital management community satisfied with OPM's services and guidance	-*	-*	No Survey	No Survey	No Survey	Establish Baseline	Establish Baseline	

-\* No historical data available for this period

<sup>12</sup> <https://www.chcoc.gov/transmittals>

<sup>13</sup> <https://opm.gov/policy-data-oversight/covid-19/>

## **Strategic Goal 4: Optimize agency performance**

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

#### **FY 2021 Progress Update**

OPM has determined that performance toward this objective is making noteworthy progress. OPM built upon the successful launch of an enterprise-wide suite of applications to all OPM employees in FY 2020 with the introduction of a persistent chat application and a cloud-based file management tool to the entire OPM user base. OPM conducted more than 40 training courses and 10 “Ask the Expert” sessions with subject matter experts and deployed an online resource center that contains training videos and frequently asked questions regarding enterprise applications. As a result of these efforts, the new persistent chat application adoption within OPM is at 89 percent as of the end of FY 2021. Additionally, OPM introduced an additional collaboration tool used for gathering employee input on a variety of matters. OPM also launched the pilot for a soft phones application, which will provide consistent and improved quality of telecommunications across OPM. OPM improved its ability to communicate and collaborate across OPM offices through introduction of a new document management and clearance system. To promote continuous performance improvement in delivering effective communication,

collaboration, and transparency tools, OPM launched a “Champions” network across the agency – leveraging the insight and experience of individuals across program offices as change agents for the introduction of additional tools and improved training and communications.

OPM reinvigorated multiple platforms for internal OPM communications, reinstating town halls for communication between leadership and all employees; holding listening sessions with employee resource groups and affinity groups; soliciting internal stakeholder input for strategic planning; engaging across the Senior Executive Service at monthly meetings; and reestablishing regular meetings of OPM’s Diversity and Inclusion Council. OPM leaders worked in cross-organizational teams to accomplish goals, including formulation of OPM’s full draft FY 2022- 2026 Strategic Plan and Learning Agenda; analysis, planning, and reporting in response to the National Academy for Public Administration Congressionally-mandated review of OPM; re-entry planning consistent with an interagency task force; and updating OPM’s enterprise risk register with associated owners.

Due to staffing challenges and competing priorities, OPM encountered some delays accomplishing its planned milestones for initiating development of organizational risk registers across all OPM programs; however, OPM will continue these efforts to fully mature its enterprise risk management program. Although OPM made strides in aligning its strategic planning, budget, and performance plans, OPM will continue efforts to align the OPM corporate risk profile with these plans.

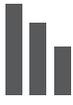
**Table 4.1A**

Table	Performance Measure	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Target	FY 2021 Target Met/ Not Met	FY 2017- FY 2021 Trend
4.1A	Collaborative Management Score	61.5%	61.6%	65.1%	^	^	64.5%	^	

**FY 2021 Analysis of Results:**

^OPM did not include one of the survey items used to calculate the Collaborative Management Score in the FY 2020 or FY 2021 OPM Federal Employee Viewpoint Survey.

**Table 4.1B**

Table	Performance Measure	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Target	FY 2021 Target Met/ Not Met	FY 2017- FY 2021 Trend
4.1B	Collaborative Management Score - Managers and Supervisors	84.9%	80.7%	75.9%	^	^	82.7%	^	

**FY 2021 Analysis of Results:**

^OPM did not include one of the survey items used to calculate the Collaborative Management Score in the FY 2020 or FY 2021 OPM Federal Employee Viewpoint Survey.

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

OPM achieved this objective – improving the agency’s score in dealing with poor performers by 4 percentage points – and discontinued it in FY 2021 to focus on other agency priorities.

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

**FY 2021 Progress Update**

**OCFO** – OCFO completed efforts to migrate to the Federal Aviation Administration’s Enterprise Service Center platform for administrative system services. As a result of the transition, OPM has reduced long-term cost of operations, improved service delivery, and enhanced acquisition capabilities.

Also, OCFO completed the acquisition process to on-board a vendor for advisory services to assist an organizational development and change management initiative. This engagement will support a strategic transformation that will modernize the foundational core of the OCFO at all levels of the organization to improve performance, including productivity, efficiency, effectiveness, customer experience, and employee engagement. In preparation for the start of the engagement with the vendor, OCFO engaged with employees and managers to develop a vision statement that defines the future state of the OCFO, hosted a pulse survey with resource management officers in other offices to establish a baseline for service delivery expectations, and completed a customer engagement strategy outlining the collaborative process to gather a wide range of perspective and inputs within the organization as well as the agency.

Additionally, OPM completed design, build, and configure actions aimed at preparing a solution to support modernized OPM trust funds financial management activities. Also, OPM began data migration activities aligned to support upcoming test and demonstration events designed to promote a smooth OPM transition to a shared services environment.

OCFO also continued expansion efforts of a CFO portal intranet site. Initially, the OCFO rolled the portal out to OPM senior executives and Resource Management Office staff, providing dynamic critical reports using visualization tools, key financial references, and policy information in a centralized repository.

**OPO** – OPO worked in partnership with OCFO to transition to a new financial management and contract writing system. Additionally, OPO made dedicated efforts to engage with program participants throughout the contract administration phase and to identify and remove roadblocks to success at the earliest opportunity.

OPO also made strides to consult early and often with programs on acquisition planning activities. OPO launched and tested OPM’s new “Procurement Center” portal that allows for OPO and programs to jointly work from the same set of acquisition documents. Use of the Center has provided program participants with greater transparency into pre-award activities and reduced the reliance on email as the main method of communicating and sharing of procurement documents between parties.

**OPM HR** – OPM HR hosted several webinar sessions on a wide variety of educational topics including work-life and benefits, retirement seminars, OPM’s first virtual benefits open season fair, Employee Assistance Programs and mental health, financial capability awareness, and guidance for working in a hybrid physical and remote environment. OPM HR also facilitated workshops related to the performance management processes, Administrative Officer learning sessions, supervisory bootcamps, and labor relations topics for supervisors and managers.

OPM HR continued providing communications throughout the agency on issues related to the pandemic, providing leave guidance and policy, advising employees during OPM-wide town halls, and hosting weekly supervisor calls to respond to questions. OPM HR assisted in implementing COVID-19 vaccine attestations and guidance for the Executive Order on Requiring Coronavirus Disease 2019 Vaccination.

OPM HR, in coordination with OCFO, developed and implemented the agency's Emergency Paid Leave process, and administered requests for Paid Parental Leave. OPM HR completed the initial stage of implementation of USA Performance, OPM's software solution to assist in implementing performance management programs and systems, by training OPM organizations, setting up performance plan templates, and importing employees into the solution. Some OPM offices began using the solution during FY 2021 and the remainder will transition in FY 2022. The use of USA Performance will allow employees more visibility and control over their performance plan and performance processes, reduce the agency's hardcopy paperwork, and allow greater accessibility to performance management data and reporting.

Further, OPM HR supported an OPM workforce study by providing information covering employee accessions and separations, position data, workflow processes, competency management, succession planning, HR operations, and OPM policies.

**OCIO** – OCIO deployed a persistent chat application and a cloud-based file management tool to all OPM employees. The tools have increased collaboration, efficiencies, and customer satisfaction across OPM, and will allow OPM to stay on top of current technology enhancements and security requirements.

**FSEM** – FSEM continued to implement energy efficiency efforts through an Energy Savings Performance Contract for resilience and data center improvement. Since 2014, through the Energy Savings Performance Contract, OPM has reduced its electricity consumption by more than 52 percent, resulting in savings in excess of \$1.6 million per year. The Department of Energy and the Federal Energy Management Program recommended OPM for a financial grant award, and the Department of Energy recognized OPM with the 2020 Federal Energy and Water Management Award for its ongoing work to implement exemplary, cost-effective projects and programs to cut energy waste, reduce costs, optimize performance, and advance America's progress toward energy independence, resilience, and security. These efforts also provide valuable solution sets for replication across the U.S. Government. OPM will use the funds awarded to complete the third phase of an ongoing energy-systems renovation project using the Energy Savings Performance Contract, which provides engineering, construction, and capital for additional projects.

FSEM also continued its efforts to implement OPM's response to COVID-19. Subsequent to the release of the OPM COVID-19 Safe Federal Workplace Plan, FSEM, in conjunction with various OPM program offices, released the OPM COVID-19 Safety Plan. In partnership with OCIO, FSEM developed and implemented a COVID-19 risk tool to facilitate continuous monitoring of OPM facilities and state and local orders across the country, and continued daily reporting until the pandemic ends. FSEM created graphics for display posters, signs, and other visual aids throughout the building, in accordance with the Centers for Disease Control and Prevention guidelines, to increase awareness.

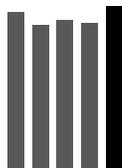
**Table 4.3A**

Table	Performance Measure	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Target	FY 2021 Target Met/ Not Met	FY 2017- FY 2021 Trend
4.3A	Average satisfaction score for financial management quality from OPM senior supervisory employees	4.70	4.88	5.01	5	5.1	5.1	Met	

**FY 2021 Analysis of Results:**

GSA administered the Mission-Support Services Customer Satisfaction Survey in March 2021. OPM's survey response rate was 32.27 percent, and 83 OPM senior supervisory employees responded to this item. The Government-wide median was 5.29 out of 7.

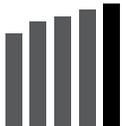
**Table 4.3B**

Table	Performance Measure	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Target	FY 2021 Target Met/ Not Met	FY 2017- FY 2021 Trend
4.3B	Average satisfaction score for human capital services quality from OPM senior supervisory employees	5.09	4.67	4.83	4.74	5.26	≥ Government-wide Average	Met	

**FY 2021 Analysis of Results:**

GSA administered the Mission-Support Services Customer Satisfaction Survey in March 2021. OPM's survey response rate was 32.27 percent, and 112 OPM senior supervisory employees responded to this item. The Government-wide median was 4.87 out of 7.

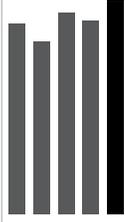
**Table 4.3C**

Table	Performance Measure	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Target	FY 2021 Target Met/ Not Met	FY 2017- FY 2021 Trend
4.3C	Average satisfaction score for information technology services quality from OPM employees	3.99	4.44	4.65	4.97	5.25	5.0	Met	

**FY 2021 Analysis of Results:**

GSA administered the Mission-Support Services Customer Satisfaction Survey in March 2021. OPM's survey response rate was 32.27 percent, and 712 OPM employees responded to this item. The Government-wide median was 5.50 out of 7.

**Table 4.3D**

Table	Performance Measure	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Target	FY 2021 Target Met/ Not Met	FY 2017- FY 2021 Trend
4.3D	Average satisfaction score for contracting services quality from OPM senior supervisory employees	4.35	3.94	4.64	4.43	4.91	4.9	Met	

**FY 2021 Analysis of Results:**

GSA administered the Mission-Support Services Customer Satisfaction Survey in March 2021. OPM's survey response rate was 32.27 percent, and 68 OPM senior supervisory employees responded to this item. OPM satisfaction with the Contracting Function increased from 4.43 in 2020 to a 4.91 in 2021. Customer satisfaction with contract administration increased from 4.45 in 2020 to 5.25 in 2021. This increase corresponds with OPO efforts to consistently engage with program participants throughout the administration phase and to identify and remove roadblocks to success at the earliest opportunity. Customer satisfaction with OPO's pre-award activity increased from 4.12 in 2020 to 5.15 in 2021. This increase corresponds with OPO efforts to consult early and often with programs on acquisition planning activities. OPM exceeded the Government-wide median satisfaction scores for the Pre-Activity Award and Contract Administration service areas.

**Table 4.3E**

Table	Performance Measure	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Target	FY 2021 Target Met/ Not Met	FY 2017- FY 2021 Trend
4.3E	Percent of employees satisfied with real property services at OPM's largest nine buildings	49.6%	53.4%	60.9%	No Survey	No Survey	52%	No Survey	

**FY 2021 Analysis of Results:**

GSA's Tenant Satisfaction Survey was not administered in FY 2020 or FY 2021 due to COVID-19.

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

**FY 2021 Progress Update**

OPM made progress towards its vision of a paperless retirement system. The agency conducted User Experience research on the Online Retirement Application to validate OPM was building the right products and services to meet customers' expectations, needs, and goals. The research included mapping of the Federal retirement customer journey for Federal employees and annuitants; validating the usability and customer experience of the Online Retirement Application system; and creating customer experience recommendations for the Federal retirement process, which included product roadmap and service experience enhancements. OPM incorporated the findings and recommendations associated with each of these areas into the Application backlog in preparation for the next development cycle.

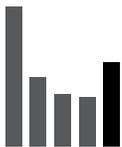
OPM completed multiple agile sprints with two vendors to develop an annuity calculation service supported by a business rules engine and a user interface that integrates with the calculation service Application Programming Interface. The calculation services items include salary comparisons and the addition of pay status fields, health benefits and life insurance fields, and the incorporation of unused sick leave into the benefit calculation. The development of both the calculations rules and the user interface are scheduled to continue into FY 2022 as RS works to finish development items and conduct integrating and interoperability testing of the two products on the newly established OPM cloud environment.

OPM also acquired a cloud-based Retirement Services Contact Center as a Service, a multi-channel call center solution, which it implemented in October 2021. It includes additional upgraded features such as a knowledge-based system that stores training materials and references, which will be readily available to employees; a chat feature allowing customers to contact the Retirement Information Office via a chat function; and a workforce management application that provides an easier process for employees and managers to schedule and manage work schedules to maximize phone coverage. Additionally, the new functionality provides real-time metrics reporting for increased visibility to workload and performance and provides the ability to make quick adjustments to improve customer service.

The new cloud-centric call center incorporated several additional changes to improve the customer's experience. OPM implemented a significantly higher threshold before a customer would hear a non-informational busy signal. Additionally, callers now receive a message to inform them of their place in the queue and to request a callback. The effects of these changes have resulted in fewer calls because customers do not have to redial to get into the system. Customers have also experienced a higher rate of success when they decide to hold on the line. Unlike the previous system, customers now have more control over how and when their issues are resolved.

OPM also conducted four virtual Federal benefits training events in FY 2021, with more than 1,200 participants, representing 63 Federal agencies, to increase the knowledge of Federal benefits officers and improve their benefits counseling skills.

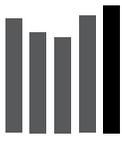
**Table 4.4A**

Table	Performance Measure	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Target	FY 2021 Target Met/Not Met	FY 2017-FY 2021 Trend
4.4A	Average number of minutes to answer phone calls	17.7	8.6	6.60	6.30	10.7	≤5	Not Met	

**FY 2021 Analysis of Results:**

In FY 2021, OPM received 1,675,501 calls, 7 percent fewer calls than in FY 2020. OPM handled 1,332,639 calls, which is a 12 percent decrease from FY 2020. OPM's call handling rate went down from 83.7 percent in FY 2020 to 79.5 percent in FY 2021. This increase can be attributed to lower staffing levels. There was a 24 percent decrease in the number of call center staff, compared to the previous year. Once new employees were hired, many of the staff were off the phones to mentor them after training. OPM is still in the process of hiring to reach an optimal staffing level. As such, the average number of minutes to answer phone calls increased by more than four minutes from the previous year.

**Table 4.4B**

Table	Performance Measure	FY 2017 Results	FY 2018 Results	FY 2019 Results	FY 2020 Results	FY 2021 Results	FY 2021 Target	FY 2021 Target Met/Not Met	FY 2017-FY 2021 Trend
4.4B	Average number of days to process retirement cases	67.0	58.6	55.7	68.5	78.9	≤60	Not Met	

**FY 2021 Analysis of Results:**

The various implications of COVID-19 have impacted Retirement Services' ability to process applications and deliver timely payments. OPM received nearly 10,000 more retirement applications in FY 2021 compared to FY 2020. OPM processed 89,656 claims in FY 2021, which was a 2.5 percent decrease (2,271 fewer claims) from FY 2020. OPM took steps to mitigate the impact of COVID-19 by revising some internal procedures, adding dedicated teams who investigated a specific problem or critical issues, and transitioning inventory. Still, the average number of days to process claims increased by more than 10 days, from 68.5 in FY 2020 to 78.9 days in FY 2021.

Compared to last year, OPM processed more than 18,000 more claims that were more than 60 days old and nearly 21,000 fewer cases that were less than 60 days old. As the Federal Government returns to a normal operating status, OPM anticipates a steady improvement in the average retirement case processing times.

# Other Requirements

## Major Management Priorities and Challenges

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

- Objective 4.1: Improve collaboration, transparency, and communication among OPM leadership to make better, more efficient decisions, increasing OPM's collaborative management score by 4 percentage points.
- Objective 4.3: Exceed Government-wide average satisfaction for each agency mission support service.

- Objective 4.4: Improve retirement services by reducing the average time to answer calls to 5 minutes or less and average case processing times to 60 days or less.

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

## Evidence-Building

OPM has integrated its discussion of evidence-building into the "Performance Details" section of this document. OPM's objective 2.1 is to "Improve collection and analysis of data to better inform human capital management decisions," and describes the agency's efforts to build the evidence base. OPM will begin executing its new FY 2022-FY 2026 Learning Agenda in FY 2022 and will report on results of those evidence-building activities in future APRs.

# Appendix

## Data Validation and Verification Overview

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

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

- OPM developed and regularly updates dashboards with the agency's performance results, facilitating senior management review. Senior agency leaders participate in *Results OPM* performance review meetings at least quarterly. This process includes substantiating that actual results reported are indeed correct whenever those results reveal substantial changes in trends or variances from targets.
- The Office of the Chief Financial Officer (OCFO) provides guidance to objective teams on data quality, and has developed a standard

form for Objective Teams to document data collection and reporting procedures, definitions, source data, validation and verification, and limitations. The OCFO reviews such documentation for adequacy, providing feedback and recommendations for improvement to Objective Teams. This documentation serves as a job aid to performance measurement and reporting staff, helping to promote the use of consistent definitions and methods.

- To reduce the risk of human error, OCFO has developed a new application for performance data collection and reporting, and began using the application in FY 2022.
- OCFO, Goal Owners, and Objective Owners assess the use and effectiveness of the agency's performance measures and consider alternative measures during the agency's annual performance budgeting process. Cross-organizational teams of Objective Owners establish consensus on the validity of the measures.

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

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

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

#### Strategic Objective 1.1

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

## Strategic Objective 1.4

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

Performance Measure	Percent of known subscribers and family members for whom enrollment transactions are included in the Master Enrollment File
Definition	The number of subscribers and family members for whom enrollment transactions are included in the Master Enrollment File divided by the number of enrollees included in the Master Person Index, which includes all known subscribers and family members.
Data Source	The Master Enrollment File, which includes all enrollment transactions for each FEHB Carrier, supplemented with data from administrative sources (Centralized Enrollment Clearinghouse System, Data-Hub, Health Benefit Data File). The addition of Clearinghouse data allows for the representation of all current subscribers in the Master Enrollment File. The addition of records from Health Benefits Data File sources includes individuals who are eligible but not enrolled as a subscriber under the program. This group is not included in the calculation of the expected population.
Frequency	Quarterly
Verification and Validation	OPM compares enrollment transactions across sources when available. Centralized Enrollment Clearinghouse System data, reported quarterly, are routinely checked against carrier data and vice versa. Carrier data are reported monthly, checked against prior carrier data, and examined for inconsistent and/or anomalous data.  The agency carries out extensive data exploration and documentation with the data owners of all source data, including FEHB carriers. From this process, the agency developed parameters for verification to promote accuracy across collection platforms and resolution of incomplete data and data inconsistencies.
Data Limitations	Since data is from multiple sources, OPM faces data availability issues, along with challenges managing multiple sources of error across data sets and sources. The timing of receipt of the different data further complicates this effort. To mitigate this, the agency staggers input from various sources and has established ready contacts with the original owner of each data source. OPM also established an ongoing process to compare monthly (in the case of carrier data) and quarterly (in the case of Centralized Enrollment Clearinghouse System data) update files with previously submitted data, and across data sources. The agency also established an order of precedence for the various data sources as it gains more detail about the problems it encounters during the development phase of this project.

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

### Strategic Objective 2.1

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

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

### Strategic Objective 3.1

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

### Strategic Objective 3.2

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

## Strategic Goal 4: Optimize agency performance

### Strategic Objective 4.1

Performance Measure	Collaborative Management Score
Definition	<p>The number of OPM employees who responded positively (strongly agree or agree) to questions about manager support of cross agency communication and collaboration divided by the number of survey respondents. The Collaborative Management Score is comprised of the following OPM Federal Employee Viewpoint Survey items:</p> <ul style="list-style-type: none"> <li>• Managers promote communication among different work units (for example, about projects, goals, and needed resources). (Q 58)</li> <li>• Managers support collaboration across work units to accomplish work objectives. (Q 59)</li> </ul> <p>OPM did not include one of the survey items used to calculate the Collaborative Management Score in the FY 2020 or FY 2021 OPM Federal Employee Viewpoint Survey.</p>
Data Source	OPM Federal Employee Viewpoint Survey
Frequency	Annually
Verification and Validation	<p>OPM's Employee Services leads the survey administration and conducts extensive data analysis to verify the results and identify any systemic data issues.</p> <p>Federal Employee Viewpoint Survey validation methods are found in the appendix of the Government-wide Management Report for the relevant year at <a href="https://www.opm.gov/fevs/">https://www.opm.gov/fevs/</a>.</p>
Data Limitations	<p>The OPM Federal Employee Viewpoint Survey is administered annually and, therefore, reflects employee opinions at a single point in time. However, because the agency has gathered data over several years, it is able to identify long-term trends. While the survey is voluntary, OPM's response rate is generally close to 60 – 70 percent and has resulted in a statistically significant sample of the OPM employee population.</p>

## Strategic Objective 4.2

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

### Strategic Objective 4.3

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

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

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

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

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

## Strategic Objective 4.4

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

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

# Acronyms

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

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



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