

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Congressional Budget Justification and Annual Performance Plan

Fiscal Year 2023



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Executive Summary

FY 2023 Budget Overview

Over 40 years ago, the U.S. Office of Personnel Management (OPM) was established to serve as the chief human resources (HR) office and personnel policy manager for the Federal Government, the largest employer in the country. OPM’s mission: We are champions of talent for the Federal Government. We lead Federal agencies in workforce policies, programs, and benefits in service to the American people. OPM executes, enforces, and administers the laws governing the civil service, including related to merit-based and inclusive hiring. In addition to providing agencies with the tools they need to recruit, hire, and retain the best workforce in America, the agency also manages the healthcare and insurance programs for Federal employees and their eligible family members and administers the retirement benefits for Federal annuitants and their eligible beneficiaries.

OPM has in recent years suffered from insufficient staffing and resources to fully execute on its critical mission. At this pivotal time in our nation, the Federal Government needs a strong, strategic HR leader to partner with agencies in supporting the Federal workforce. OPM is that leader and requires additional resources to fully accomplish its mission. To that end, OPM requests **\$415,578,000** in discretionary resources for FY 2023. This will support OPM’s executive leadership, administrative operations, and services to the Federal Government, its employees, retirees, and the American people. This FY 2023 budget request includes funding to implement OPM’s new FY 2022-2026 Strategic Plan. It builds on the FY 2022 budget in reasserting OPM’s policymaking leadership responsibilities, which include implementing Executive Orders and issuing other guidance to the Federal workforce on a wide variety of pressing issues, as well as carrying out other existing statutory responsibilities. It also reflects increased work OPM has taken on to support agencies in their surge hiring associated with the Bipartisan Infrastructure Law. The alignment of this budget to the FY 2022-2026 Strategic Plan is reflected in the Performance Budget by Strategic Goal section of this document.

OPM Budget FY 2021 through FY 2023 – Discretionary Resources

OPM Budget Authority	FY 2021 Enacted	FY 2022 CBJ	FY 2023 CBJ
Salaries and Expenses Total	\$160,130,000	\$197,000,000	\$225,262,000
Salaries & Expenses	\$151,130,000	\$188,158,000	\$205,889,000
Salaries & Expenses - Multi-Year	\$0	\$0	\$0
IT Modernization S&E	\$9,000,000	\$8,842,000	\$19,373,000
Trust Fund Total	\$169,625,000	\$175,000,000	\$190,316,000
Trust Fund Annual	\$169,625,000	\$175,000,000	\$190,316,000

OPM Budget Authority	FY 2021 Enacted	FY 2022 CBJ	FY 2023 CBJ
Discretionary Appropriation	\$329,755,000	\$372,000,000	\$415,578,000
Salaries & Expenses - OIG	\$5,000,000	\$5,345,000	\$5,556,000
Trust Fund Annual - OIG	\$27,265,000	\$29,565,300	\$35,163,000
OIG Discretionary Appropriation *	\$32,265,000	\$34,910,300	\$40,719,000
OPM Total	\$362,020,000	\$406,910,300	\$456,297,000

OPM Strategic Priorities

In FY 2023, OPM will play a pivotal role in rebuilding and empowering the Federal workforce and leading agencies in people management to confront the biggest challenges before the Federal Government. OPM has developed an ambitious new FY 2022-2026 Strategic Plan that reflects Biden-Harris Administration priorities -- including implementation of the Bipartisan Infrastructure Bill, a focus on excellent customer service, working to make sure every Federal job is a good job, the values of diversity, equity, inclusion, and accessibility, and worker empowerment -- incorporating OPM's plans to address the recommendations in the 2021 Congressionally mandated report by a panel of the National Academy of Public Administration (NAPA) entitled Elevating Human Capital: Reframing the U.S. Office of Personnel Management's Leadership Imperative. OPM will also play a leading role in driving the implementation of the President's Management Agenda. OPM's strategic priorities are as follows:

Position the Federal Government as a model employer

As the nation's largest employer, OPM has an opportunity to position the Federal Government as a model that sets an example for other private and public sector employers in America and around the world.

Foster diverse, equitable, inclusive, and accessible workplaces

As the nation grapples with the urgent call to advance equity, civil rights, racial justice, and equal opportunity across society, the Federal Government can set the standard for how an employer promotes a diverse, equitable, inclusive, and accessible workplace. In June 2021, President Biden signed Executive Order 14035 Diversity, Equity, Inclusion and Accessibility in the Federal Workforce. The Order establishes a government-wide initiative, led by OPM and the Office of Management and Budget (OMB), to advance diversity, equity, inclusion, and accessibility in all parts of the Federal workforce. In FY 2023, with the resources requested, in addition to its work pursuant to Executive Order 14035, OPM will also help implement Executive Order 13985 to promote equity in Government-wide service delivery by issuing policies to eliminate any potential barriers to equity in workforce functions. OPM will build

diversity, equity, inclusion, and accessibility dashboards to identify trends across the employee lifecycle; coordinate Government-wide to facilitate recruitment and retention of workers from historically underrepresented groups; collaborate with Federal agencies to evaluate applicant flow data trends; and facilitate the closing of gender and racial pay gaps in the Federal Government. OPM also looks forward to identifying opportunities to make the Government a model employer in health equity through the administration of the Federal Employees Health Benefits Program (FEHBP) and OPM's other health insurance programs. For additional information on OPM's plans to foster diverse, equitable, inclusive, and accessible workplaces in FY 2023, please refer to the objective 1.1 section of the "Performance Budget by Strategic Goal" chapter of this document.

Embrace the future of work

The Federal Government has an opportunity to use lessons learned during the COVID-19 pandemic to determine how work will be performed moving forward. It can set the standard for how workplace flexibilities can be a strategic asset to help recruit, retain, and support employees in new ways, all while finding new and innovative ways for the Government to deliver on its mission. In FY 2023, with the resources requested, OPM will continue its robust engagement as Co-Chair of the Safer Federal Workforce Task Force, through which OPM helps agencies adapt their safety approaches to the latest Center for Disease Control (CDC) guidance and provide agencies with new tools and resources to deliver on their mission. OPM will also work with interagency partners to develop a government-wide vision for how to leverage workplace flexibilities and innovations so that the Federal workforce continues to thrive; develop a robust set of legislative and regulatory recommendations based on the vision and strategy; and execute on the vision and strategy through supporting agencies on human capital issues to prepare them to use these workplace flexibilities and new tools effectively. For additional information on OPM's plans to embrace the future of work in FY 2023, please refer to the objective 1.2 section of the "Performance Budget by Strategic Goal" chapter of this document.

Build the skills of the Federal workforce and attract skilled talent

In a rapidly modernizing world, OPM has an opportunity to rebuild and empower the Federal workforce for success. In FY 2023, with the resources requested, OPM will deliver on the ambitious talent goals laid out in the President's budget, support surge hiring throughout the Federal Government on high-priority hiring needs, including roles critical to implementing the Bipartisan Infrastructure Law, employ workplace flexibilities to recruit and retain talent (including military spouses, employees with disabilities, and early career employees), build

updated Federal workforce competency models, develop an HR internship program, expand training offerings for human capital professionals and leaders, and address skill gaps by developing a dynamic career path tool. For additional information on OPM's plans to build the skills of the Federal workforce and attract skilled talent in FY 2023, please refer to the objective 1.3 section of the "Performance Budget by Strategic Goal" chapter of this document.

Champion the Federal workforce

OPM plans to lead the effort to champion the Federal workforce, providing them the support and recognition they need and deserve. In FY 2023, with the resources requested, OPM will continue its efforts to implement Executive Order 14003, Protecting the Federal Workforce, which promotes collective bargaining, a \$15 minimum wage across the Federal workforce, and working as collaborative partners with Federal labor unions. It will also support OPM's ability to work within existing law to answer the President's call for the Federal sector to lead by example with respect to encouraging worker organizing and collective bargaining among its workforce via the White House Task Force on Worker Empowerment and Organizing.

It will also allow OPM to carry out a campaign to share best practices for managers and supervisors to better recognize high-performing employees, better leverage data to promote employee engagement and other human capital goals, and establish an interagency working group focused on recognizing and elevating the Federal workforce. Further, OPM will lead the Administration's refreshed vision to support operational viability for Federal Executive Boards (FEBs) through a strengthened funding and governance model with OPM administering an interagency Line of Business (LOB) and establishing a FEB Program Management Office (PMO). FEBs will focus on advancing Administration workforce priorities through implementation of the President's Management Agenda in Federal agencies and offices, including by assisting agencies in strategic and collaborative efforts to recruit new talent. For additional information on OPM's plans to champion the Federal workforce in FY 2023, please refer to the objective 1.4 section of the "Performance Budget by Strategic Goal" chapter of this document.

Transform OPM's organizational capacity and capability

OPM has identified major organizational capacity and capability challenges that it must address to accomplish the goals in its FY 2022-2026 Strategic Plan and better serve customers. In FY 2023, with the resources requested, OPM will accelerate hiring in areas within OPM necessary to deliver on key objectives within the FY 2022-2026 Strategic Plan. For additional information on OPM's plans to transform the agency's organizational capacity and capability in FY 2023,

please refer to the goal 2 section of the “Performance Budget by Strategic Goal” chapter of this document.

Create a human-centered customer experience for Federal job applicants, employees, retirees, and human capital professionals

OPM serves many different customers across a wide number of touchpoints, and OPM’s USAJOBS and Retirement Services are two of the Federal Government’s 35 High Impact Service Providers. In FY 2023, with the resources requested, OPM will introduce new technologies to improve retirement case management and annuity benefit calculations. These enhancements will improve our retirees’ experience by providing easy-to-use self-service channels for simple transactions and a new calculation service which can be easily updated as changes in benefits occur. OPM will also complete the implementation of a talent acquisition data lake to support improvements to the Federal hiring process and deploy a human capital dashboard to our customer agencies. These improvements will help agencies gain a better understanding of the Federal talent pool and make strong, timely hires. For additional information on OPM’s plans to create a human-centered customer experience in FY 2023, please refer to the goal 3 section of the “Performance Budget by Strategic Goal” chapter of this document.

Provide innovative and data-driven solutions to enable agencies to meet their missions

Consistent with the NAPA’s 2021 report recommendations, OPM is refreshing its approach to Federal human capital management by shifting from a compliance-oriented and reactive agency to one that is strategic and forward-leaning and delivers data-driven solutions that support agency mission delivery – a shift already underway. OPM is increasing its focus on innovation through more pilots and best practice sharing, on increasing the quality of and access to human capital data for agencies, and on improving service delivery to customers. In FY 2023, with the resources requested, OPM will be able to continue in this shift by producing an innovation tool kit and provide training to the OPM workforce, delegate selected transactional approval activities to agencies, modernize the electronic official personnel folder (eOPF) platform, pilot a machine learning model related to the Federal hiring process, populate a repository of best practices for agencies, develop processes to better leverage evidence to inform policy development and measure outcomes or impact of OPM policy, and determine the feasibility of eliminating or revising regulations, guidance or policy to reduce the burden on agencies. For additional information on OPM’s plans to provide innovative and data-driven

solutions in FY 2023, please refer to the goal 4 section of the “Performance Budget by Strategic Goal” chapter of this document.

FY 2023 Technology Modernization

This budget request proposes no-year funding to continue incremental improvements in the agency’s information technology and cybersecurity posture and continue to modernize the financial system used to account for and manage Federal Earned Benefits Trust Funds. In addition to our FY 2023 budget request, OPM is also seeking funding for several Information Technology (IT) modernization projects through the Technology Modernization Board. OPM is also establishing an IT Working Capital Fund as authorized by the Modernizing Government Technology Act to help finance future technology modernization. OPM’s work with the Appropriations Subcommittees has successfully yielded the transfer authority from other OPM accounts necessary to finance the fund. The IT Working Capital Fund will permit OPM to better plan and execute IT investment.

Reliability and Security of Information Technology Infrastructure

The Office of the Chief Information Officer (OCIO) has focused on reducing risks and enhancing customer benefits of OPM’s IT systems, applications, and infrastructure through the migration of its systems to strategic cloud services, consolidated data centers, and other shared services, which is also consistent with the requirements of OMB Memorandum M-19-19 and Executive Order 13800. The OCIO is also modernizing the existing computing infrastructure by leveraging cloud- native security controls, machine learning, and artificial intelligence, and updating existing operations practices. In FY 2020, the OCIO successfully disentangled the legacy background investigations systems and data from core OPM systems, and deployed the systems onto separate, fully redundant environments. Now, if one system experiences failure, then another will automatically take over. OPM continues to provide IT support to the Defense Counterintelligence Security Agency (DCSA) in FY 2022 and will continue in FY 2023 but at diminished levels that are still being determined. Success in OCIO’s modernization efforts has enhanced security, reduced risks to IT operations, and a significantly improved customer service experience to both internal and external OPM customers.

The OPM OCIO continues to strengthen OPM cybersecurity through an enterprise-wide, centralized cybersecurity office that governs security operations, performs continuous monitoring, and establishes OPM IT security policy. This office provides the issuance and implementation of policies that incorporate emerging technologies and evolving cyber threats and facilitates data-driven, risk-based oversight of agency-wide business programs. The OCIO,

through the cybersecurity continuous monitoring and policy implementation, incorporates security best practices within the system development life cycle. Additionally, the OCIO encompasses a comprehensive security operations program that protects data continuously and in real-time.

Modernize the Federal Annuity Experience

OPM understands the imperative to create a modern retirement experience for employees who have earned these benefits over a career of serving the American public. Based on past efforts, OPM appreciates the importance of implementing both successful and incremental modernization improvements to retirement benefits. In FY 2022 and FY 2023, OPM will further scope the following three major priorities: customer service contact center; digital retirement; and digital file management. Building off the successful launch of the new customer service contact center, OPM plans to expand the contact center and explore new features such as multimodal communications, automated inquiries, and call-back capabilities that aim to reduce call wait times and increase the quality of customers experience by the end of FY 2023.

In 2023, OPM will also explore alternatives to the current paper-centric process by piloting a digital retirement system that will allow Federal employees to retire completely online. OPM hopes to learn from the process of deploying this system. This will allow OPM to begin to centralize the retirement process, which has historically been fragmented across the government. Once centralized, OPM envisions one day having a system that will create an online profile for individuals by which OPM can communicate the status of an individual's case from submission, all the way through tax season each year they receive an annuity. These enhancements will be a significant improvement to the retirement experience, as they will consolidate the numerous touchpoints an annuitant may have into a single place.

Further, in concert with the digital retirement improvements, OPM will also explore consolidating digital file management into a single system. This effort has previously been called "case management". The desired solution will serve as the foundation for an OPM-wide solution.

Trust Funds Federal Financial System Modernization

The replacement of the financial system used to manage OPM's Earned Benefits Trust Funds continues to be a strategic priority. The Federal Financial System (FFS), deployed in 1998, supports management of more than \$1 trillion in combined assets for the retirement, health benefits, and life insurance programs for Federal employees, with more than 8 million participants in the FEHBP and more than 2.7 million monthly retirement benefit payments.

In FY 2017, OPM initiated the Trust Funds Modernization (TFM) Program with the core modernization project to replace the FFS and several initiatives to automate trust funds-related manual business processes. TFM transforms the trust funds service delivery model to an agile, analytical, and customer-focused program with an upskilled workforce that provides best in class trust funds accounting and investment services to the Federal Government. As a result of a trust fund operations business and technical assessment, in FY 2019, OPM engaged the Department of the Treasury, Bureau of the Fiscal Service, Administrative Resource Center (ARC) as the Federal financial management solution provider. This partnership is aligned with OMB Memorandum M-19-16 which focuses on improving agencies' ability to deliver mission outcomes, provide improved services to customers, and leverage standardized administrative services in a more consistent and secure operating environment.

OPM has achieved significant milestones as the agency continues to follow an incremental delivery strategy. In FY 2019, OPM commenced development activities to streamline cash management processes and automate the data collection for aggregated life, retirement, and health enrollees. The headcount automation initiative deployed an automated process to streamline semi-annual data collection of earned benefit program participation from over 236 Federal payroll offices. The automated data collection process facilitates the timely delivery of health plan rate determination. In FY 2020, OPM partnered with the Department of Treasury to launch On-Line Bill Payment functionality that automated current manual payments by benefit program participants related to service credit, debt collection, and off-roll actions. This service provides an efficient and effective cash handling solution that leverages proven technology, improves business processes, decreases internal control risk exposure, and significantly reduces payment processing delays for customers.

In FY 2021, OPM continued the FFS modernization migration activities with Treasury ARC. These activities include design, build, and configure of the Treasury ARC financial solution to meet OPM business needs. OPM also began data migration activities, system demonstrations, and organization change management (OCM) activities. OCM activities that focus on the assessment of trust funds operational workforce and impacts to the larger Office of the Chief Financial Officer (OCFO) organization are underway. These activities will drive workforce reskilling and workforce alignment to better prepare staff for the technology and business change as a result of this migration.

In FY 2022, OPM continues to partner with Treasury ARC to complete the design and configuration activities and pivot toward training and user acceptance testing for the FY 2023

release 1 deployment of core financial management and investment management functionality. OPM will also plan for the Health Insurance Carrier Letter of Credit Optimization activities, as part of the FFS modernization release 2 effort. All FFS modernization project components should be complete and operational in FY 2025 if OPM can obtain resources from the Technology Modernization Fund (TMF) to accelerate Release 2 migration activities. OPM has a pending application to the TMF for resources to accelerate delivery of Letter of Credit Optimization component into FY 2024.

Today, OPM manually reviews over 300 FEHB carrier plans, reconciles unallowable expenses, and validates carrier Letter of Credit (LOC) account balances. Data is compiled from disparate, unsupported mainframe-based applications, maintained locally on spreadsheets, and dispersed and distributed via a variety of manual channels. This manually intensive process extends the time it takes to process and report on FEHB carrier activities. This budget request devotes \$8,873,000 toward this effort in FY 2023.

Current budget levels partially support a planned FY 2025 implementation of the Health Insurance Carrier LOC Optimization component of the modernization effort. The total costs for the implementation would include the Federal System Security Plan (SSP) Center for Management Services (CMS) implementation costs and various support activities such as program management, organizational change management and independent verification and validation. An extended timeframe to allow for the execution of all required activities would result in an implementation delay and overall increased implementation costs. OPM has estimated the additional cost to be \$8.48 million to coincide with a potential delayed implementation. The agency would also continue to lean on the operational staff for an additional year where the staff have a dual focus of supporting operations and the Trust Fund Modernization-related project effort.

FY 2023 Budget Request by Fund

OPM estimates that its total operating budget in FY 2023 will be **\$1,123,183,392**. OPM is funded by a variety of sources that include annual Salaries and Expenses appropriations, discretionary transfers from the Earned Benefit Trust Funds (noted in tables as Trust Fund Annual), multiple mandatory administrative authorities, a revolving fund, and other interagency transactions (Advances and Reimbursements). Additionally, OPM's Inspector General receives a separate appropriation and separate transfer authority from the Trust Funds for the responsibilities of the Office of the Inspector General (OIG).

OPM Budget by Fund FY 2021 through FY 2023

OPM Budget Authority	FY 2021 Enacted	FY 2022 CBJ	FY 2023 CBJ
Discretionary Appropriation	\$329,755,000	\$372,000,000	\$415,578,000
Salaries and Expenses Total	\$160,130,000	\$197,000,000	\$225,262,000
Salaries & Expenses	\$151,130,000	\$188,158,000	\$205,889,000
Salaries & Expenses - Multi-Year	\$0	\$0	\$0
IT Modernization S&E	\$9,000,000	\$8,842,000	\$19,373,000
Trust Fund Annual Total	\$169,625,000	\$175,000,000	\$190,316,000
Mandatory Administrative Authorities	\$74,328,075	\$77,107,598	\$88,336,751
Trust Fund Mandatory Authority	\$74,328,075	\$77,107,598	\$88,336,751
5 U.S.C. § 8348 (a)(1)(B) - Retirement	\$63,933,525	\$67,489,696	\$75,805,626
5 U.S.C. § 8958(f)(2)(A) & 5 U.S.C. § 8988(f)(2)(A) - Dental & Vision	\$8,017,107	\$7,039,254	\$9,541,706
5 U.S.C. § 9004(f)(B) - Long-Term Care	\$1,020,500	\$1,106,670	\$1,573,308
FERCCA (P.L. 106-265- Retirement	\$1,356,943	\$1,471,978	\$1,416,111
Revolving Fund	\$522,303,918	\$551,662,724	\$565,053,672
Advance and Reimbursements	\$93,063,500	\$14,204,123	\$13,495,969
OIG Discretionary Appropriation	\$32,265,000	\$34,910,300	\$40,719,000
Salaries & Expenses - OIG	\$5,000,000	\$5,345,000	\$5,556,000
Trust Fund Annual - OIG	\$27,265,000	\$29,565,300	\$35,163,000
OPM Total	\$1,051,715,493	\$1,049,884,745	\$1,123,183,392

OPM's discretionary request consists of an appropriation for OPM's program and leadership activities, and a limitation on transfers from the Earned Benefits Trust Funds under OPM management. OPM's FY 2023 discretionary request is **\$415,578,000**.

OPM also manages mandatory appropriations that provide for the transfer of resources from the Government's general fund to the Earned Benefits Trust Funds for Federal employees and annuitants' benefits. The Trust Funds and the associated mandatory appropriations are discussed in more detail in the Earned Benefit Trust Funds section of this budget. Each OPM fund is described below.

Salaries and Expenses

OPM requests **\$225,262,000** in Salaries and Expenses (S&E) funds for personnel and non-personnel resources, which includes **\$19,373,000** for IT Modernizations. The IT Modernization efforts will be focused on continuing the Trust Fund Modernization initiated in FY 2017, investments in zero-trust architecture, and other incremental legacy IT transformations. The S&E appropriation funds the agency's various program offices as they implement OPM's

strategic plan and perform OPM's core statutory roles, including providing direction and oversight to other Federal agencies.

Trust Fund Transfers

For the administration of the civil service retirement and insurance programs, OPM requests **\$190,316,000** in administrative transfers from the Earned Benefits Trust Funds. OPM is responsible for managing the Federal Government's health benefits and life insurance programs under the Federal Employees Health Benefits (FEHB) Program and the Federal Employees' Group Life Insurance (FELI) Program. In addition, OPM administers the Civil Service Retirement System (CSRS) and Federal Employees Retirement System (FERS), which are financed by the Civil Service Retirement and Disability Fund (CSRDF). The administrative Trust Fund transfers in part fund the following organizations: Retirement Services (RS), Healthcare and Insurance (HI), Office of the Chief Information Officer (OCIO), and Office of the Chief Financial Officer (OCFO) operations.

These transfers are described as Trust Fund Annual in this request and come from the following Trust Funds subject to Congressional limitation:

- Civil Service Retirement and Disability Fund (CSRDF).
- Federal Employees Health Benefits Fund (FEHBF); and
- Federal Employees' Group Life Insurance Fund (FELI).

Mandatory Administrative Authorities

Several provisions under Title 5 of the United States Code (U.S.C.) and the Federal Erroneous Retirement Coverage Corrections Act (FERCCA) authorize OPM to administer specific retirement program and insurance activities, and to transfer funds for the administrative cost of these activities from the Trust Funds. These authorities provide additional administrative transfers from the Trust Funds. Per 5 U.S.C. §8348 (a)(1)(B), OPM incurs expenses from Civil Service Retirement and Disability Fund (CSRDF) for the following activities:

- Administering survivor annuities and elections (§8339 and §8341) and other annuity alternatives (§8343a and §8420a);
- Making discretionary allotments and assignments and withholding State income taxes on monthly annuities (§8345(k) or §8469) upon annuitant request;
- Withholding taxes pursuant to section 3405 of Title 26 or section 8345(k) or 8469 of this Title; and
- Administering fraud prevention (§8345, §8345a, 8466, and §8466a).

Within the CSRDF, OPM may also incur expenses as deemed appropriate for the administration of FERCCA (P.L. 106-265, Title II, Sept. 19, 2000, 114 Stat. 762). OPM may incur expenses to administer the Federal Long Term Care Insurance Program (FLTCIP) from Federal Employees' Group Life Insurance FEGLI (Id. at Title I, §1002(a), codified at 5 U.S.C. §9004(f)(B)). Within FEHBP, OPM may defray reasonable expenses to administer the Federal Employees Dental and Vision Insurance Program (FEDVIP) (5 U.S.C. §8958 (f)(2)(A) and §8988 (f)(2)(A)). Resources used to administer the FLTCIP and FEDVIP are reimbursed to the FLTCIP and FEDVIP funds by the participating insurance carriers from the respective Programs' premium income entirely of enrollee contributions.

Revolving Fund Activities

* When obligations exceed revenue, it is because business lines use unobligated balances from prior years (i.e., carryover).

** Decrease in FY 2023 is largely attributed to the Enterprise Human Resources Integration (EHRI) reduction in cost of the eOPF license rate agreement by approximately 40% in FY 2022, lower operating costs, and technology improvements.

Business Line	Funding	FY 2022 Estimate	FY 2023 Estimate	Increase Decrease
Suitability Executive Agent	Revenue	\$9,676,700	\$9,355,200	(\$321,500)
	Obligations	\$9,752,551	\$9,588,098	(\$164,453)
Human Resources Solutions	Revenue	\$336,954,903	\$358,096,429	\$21,141,526
	Obligations	\$333,623,792	\$357,241,777	\$23,617,985
Enterprise Human Resources Integration	Revenue	\$39,095,828	\$25,526,354	(\$13,569,474)
	Obligations	\$39,095,828	\$18,633,599	(\$20,462,229)
HR Line of Business	Revenue	\$3,150,000	\$3,150,000	\$0
	Obligations	\$3,150,000	\$3,150,000	\$0
Human Resources Solutions Information Technology Program Management Office	Revenue	\$79,000,250	\$80,500,000	\$1,499,750
	Obligations	\$80,208,760	\$90,116,329	\$9,907,569
Credit Monitoring	Revenue	\$86,040,876	\$85,966,178	(\$74,698)
	Obligations	\$85,831,793	\$86,323,869	\$492,076
Total	Revenue	\$553,918,557	\$562,594,161	\$8,675,605
Total	Obligations*	\$551,662,724	\$565,053,672	\$13,390,947

OPM requests authority in FY 2023 to incur **\$565,053,672** of obligations in its Revolving Fund. OPM's Revolving Fund was established by the Congress as a means of financing those activities that OPM is required or authorized to perform on a reimbursable basis (such as OPM's

obligation to oversee the Government-wide suitability, fitness, and credentialing programs and itself assess the suitability of applicants for the service when certain issues arise) and allows OPM to provide personnel management services to other Federal agencies via several well-established programs. Federal agencies pay OPM based on customer transactions, orders, fixed fees, or proportional contribution to cost. Broadly classified into four groups -- the Office of the Suitability Executive Agent (SuitEA), Human Resources Solutions (HRS), Enterprise Human Resources Integration (EHRI), and Credit Monitoring Services -- these activities are performed by Federal staff and contractors qualified for the service throughout several OPM organizations.

FY 2022 & FY 2023 Comparison of FTE — All Resources

OPM Budget Authority	FY 2022 CBJ	FY 2023 CBJ
Salaries and Expenses	743.9	842.2
Trust Fund Annual	713.8	772.3
Trust Fund Mandatory Authority	471.2	470.2
5 U.S.C. § 8348 (a)(1)(B) - Retirement	441.2	435.4
5 U.S.C. § 8958(f)(2)(A) & 5 U.S.C. § 8988(f)(2)(A) -	15.1	21.6
5 U.S.C. § 9004(f)(B) - Long-Term Care	4.9	5.3
FERCCA (P.L. 106-265- Retirement	10.0	8.0
Revolving Fund	704.5	726.5
Advances & Reimbursements	30.4	29.7
OIG Discretionary Total	163.1	193.9
Salaries & Expenses - OIG	23.0	26.4
Trust Fund Annual - OIG	140.2	167.6
OPM Total	2,826.9	3,034.9

OPM’s FY 2023 budget supports 3,046 full-time-equivalents (FTEs). Of this total, the discretionary appropriation and Mandatory Trust Fund transfers will fund 2,085 FTEs (the sum of the Salaries and Expenses, Trust Fund Limitations, and Mandatory Trust Fund Authority totals). These employees deliver OPM’s Government-wide responsibilities relating to human capital management leadership, benefits, and additional mission and mission support activities. An additional 961 FTEs are funded by the Revolving Fund, Advances and Reimbursements, and Office of the Inspector General (OIG).

The FY 2023 FTE level increased by 219 FTEs when compared to FY 2022 Congressional Budget Justification (CBJ) level. The discretionary level increased by 157. This is primarily attributed to the Salaries and Expenses increase of 98 FTEs which consist of 21 FTEs in Employee Services (ES) to provide excellent customer service, collaborating with other Federal agencies to enhance the Federal Government’s strategic workforce planning and talent acquisition. Positions such as Agency Case Manager, HR Specialist, and Policy Development Specialist will support ES in this

effort. Merit System Accountability & Compliance (MSAC)'s 20 FTE increase will provide additional positions, including HR Specialist Evaluators and Data Scientists. The remaining S&E FTE increases are across multiple organizations such as Office of General Counsel (OGC), OPM Human Resources (OPMHR), and Office of Privacy and Information Management (OPIM). Also contributing to the discretionary increase are 59 FTEs financed by Trust Fund Annual transfers. This is primarily attributed to the addition of 34 FTEs in Retirement Services to provide claims processing support from Contact Representatives and Legal Administrative Specialists -- which is particularly important in light of anticipated increases in retirement cases and work to reduce the existing backlog -- and 18 FTEs in the Healthcare and Insurance organization -- in support of new regulatory, equity, and program administration responsibilities. Mandatory Trust Fund transfers decreased by 1 FTE. The remaining FTE increases are within the Office of the Chief Information Officer (OCIO) and the Office of the Chief Financial Officer (OCFO) organizations. OIG's discretionary FTE count increased by 42. The non-discretionary level increased by 21 FTEs, which includes an increase of 22 FTEs in the Revolving Fund offset by decrease of 1 FTE in Advances and Reimbursements.

FY 2023 FTE by Organization and Fund — All Resources

Organizations	Salaries & Expenses	IT Modernization S&E	Trust Fund Annual	Trust Fund Mandatory Authority	Common Services	Advances & Reimbursements	Revolving Fund	OPM Total
Office of the Chief Information Officer	81.0	0.0	28.6	1.4	34.0	0.0	113.0	258.0
Congressional, Legislative and Intergovernmental Affairs	22.0	0.0	0.0	0.0	0.0	0.0	0.0	22.0
Employee Services	192.8	0.0	0.0	0.0	0.0	0.0	0.0	192.8
Equal Employment Opportunity	0.0	0.0	0.0	0.0	8.0	0.0	0.0	8.0
Facilities, Security & Emergency Management	0.0	0.0	0.0	0.0	61.3	13.7	0.0	75.0

Organizations	Salaries & Expenses	IT Modernization S&E	Trust Fund Annual	Trust Fund Mandatory Authority	Common Services	Advances & Reimbursements	Revolving Fund	OPM Total
Federal Prevailing Rate Advisory Committee	1.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
Healthcare & Insurance	0.0	0.0	152.1	27.2	0.0	0.0	0.0	179.2
HR Solutions	0.0	0.0	0.0	0.0	0.0	0.0	528.5	528.5
Merit System Accountability & Compliance	106.0	0.0	0.0	0.0	9.0	2.0	0.0	117.0
Office of Communications	14.5	0.0	0.0	0.0	0.0	0.0	0.0	14.5
Office of Procurement Operations	6.0	0.0	0.0	0.0	28.0	0.0	0.0	34.0
Office of Small and Disadvantaged Business Utilization	0.0	0.0	0.0	0.0	3.0	0.0	0.0	3.0
Office of the Chief Financial Officer	0.0	5.1	42.3	0.0	64.6	0.0	4.0	116.0
Office of the Director	17.0	0.0	0.0	0.0	0.0	3.0	0.0	20.0
Retirement Services	0.0	0.0	549.3	441.7	0.0	0.0	0.0	991.0
Suitability Executive Agent Programs	0.0	0.0	0.0	0.0	0.0	0.0	56.0	56.0
Security, Suitability and Credentialing Line of Business (SSCLOB)	0.0	0.0	0.0	0.0	0.0	11.0	0.0	11.0
White House Fellows	5.0	0.0	0.0	0.0	0.0	0.0	0.0	5.0
OPM Human Resources	0.0	0.0	0.0	0.0	56.0	0.0	0.0	56.0

Organizations	Salaries & Expenses	IT Modernization S&E	Trust Fund Annual	Trust Fund Mandatory Authority	Common Services	Advances & Reimbursements	Revolving Fund	OPM Total
Office of the General Counsel	0.0	0.0	0.0	0.0	42.0	0.0	0.0	42.0
Human Capital Data Management and Modernization	36.0	0.0	0.0	0.0	0.0	0.0	25.0	61.0
Office of Diversity, Equity, Inclusion and Accessibility	22.0	0.0	0.0	0.0	0.0	0.0	0.0	22.0
Office of the Executive Secretariat and Privacy and Information Management	12.0	0.0	0.0	0.0	16.0	0.0	0.0	28.0
OPM Total	515.3	5.1	772.3	470.2	321.9	29.7	726.5	2,841.0

FY 2022 FTE by Organization and Fund — All Resources

Organizations	Salaries & Expenses	IT Modernization S&E	Trust Fund Annual	Trust Fund Mandatory Authority	Common Services	Advances & Reimbursements	Revolving Fund	OPM Total
Office of the Chief Information Officer	84.0	0.0	24.6	1.4	34.0	0.0	103.0	247.0
Congressional, Legislative and Intergovernmental Affairs	13.0	0.0	0.0	0.0	0.0	0.0	0.0	13.0
Employee Services	171.8	0.0	0.0	0.0	0.0	0.0	0.0	171.8
Equal Employment Opportunity	0.0	0.0	0.0	0.0	8.0	0.0	0.0	8.0
Facilities, Security & Emergency Management	0.0	0.0	0.0	0.0	59.0	12.0	0.0	71.0

Organizations	Salaries & Expenses	IT Modernization S&E	Trust Fund Annual	Trust Fund Mandatory Authority	Common Services	Advances & Reimbursements	Revolving Fund	OPM Total
Federal Prevailing Rate Advisory Committee	1.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
Healthcare & Insurance	0.0	0.0	133.7	20.2	0.0	0.2	0.0	154.1
HR Solutions	0.0	0.0	0.0	0.0	0.0	0.0	535.5	535.5
Merit System Accountability & Compliance	85.8	0.0	0.0	0.0	6.0	3.2	0.0	95.0
Office of Communications	10.5	0.0	0.0	0.0	0.0	0.0	0.0	10.5
Office of Procurement Operations	5.0	0.0	0.0	0.0	28.0	0.0	0.0	33.0
Office of Small and Disadvantaged Business Utilization	0.0	0.0	0.0	0.0	3.0	0.0	0.0	3.0
Office of the Chief Financial Officer	0.0	5.4	40.2	0.0	64.5	0.0	2.0	112.0
Office of the Director	26.0	0.0	0.0	0.0	0.0	4.0	0.0	30.0
Retirement Services	0.0	0.0	515.4	449.6	0.0	0.0	0.0	965.0
Suitability Executive Agent Programs	0.0	0.0	0.0	0.0	0.0	0.0	56.0	56.0
Security, Suitability and Credentialing Line of Business (SSCLOB)	0.0	0.0	0.0	0.0	0.0	11.0	0.0	11.0
White House Fellows	5.0	0.0	0.0	0.0	0.0	0.0	0.0	5.0
OPM Human Resources	0.0	0.0	0.0	0.0	44.5	0.0	0.0	44.5

Organizations	Salaries & Expenses	IT Modernization S&E	Trust Fund Annual	Trust Fund Mandatory Authority	Common Services	Advances & Reimbursements	Revolving Fund	OPM Total
Office of the General Counsel	0.0	0.0	0.0	0.0	33.0	0.0	0.0	33.0
Office of Privacy and Information Management	3.0	0.0	0.0	0.0	12.0	0.0	0.0	15.0
Human Capital Data Management and Modernization	29.5	0.0	0.0	0.0	0.0	0.0	8.0	37.5
Office of Diversity, Equity, Inclusion and Accessibility	12.0	0.0	0.0	0.0	0.0	0.0	0.0	12.0
OPM Total	446.6	5.4	713.8	471.2	292.0	30.4	704.5	2,663.8

FY 2023 Budget Request by Object Class

The discretionary appropriation budget object class table shows how OPM intends to use our resources.

Discretionary Appropriation Budget by Object Class

Object Class	FY 2022 CBJ	FY 2023 CBJ	Increase/Decrease
Personnel Compensation	\$155,632,184	\$172,007,723	\$16,375,539
Personnel Benefits	\$57,255,479	\$62,360,799	\$5,105,320
Benefits for former personnel	\$294,615	\$583,522	\$288,907
Travel and transportation of person	\$1,185,842	\$1,088,118	(\$97,724)
Transportation of things	\$65,350	\$22,760	(\$42,590)
Communications, utilities and rent	\$57,109,191	\$51,405,209	(\$5,703,981)
Printing and Reproduction	\$727,212	\$610,941	(\$116,271)
Other Services	\$96,889,915	\$124,478,114	\$27,588,199
Supplies and Materials	\$864,837	\$731,129	(\$133,708)
Equipment	\$1,975,375	\$2,289,685	\$314,310
Total Object Class	\$372,000,000	\$415,578,000	\$43,578,000
FTE	1,457.7	1,614.5	156.8

Salaries and Expenses Budget by Object Class

Object Class	FY 2022 CBJ	FY 2023 CBJ	Increase/Decrease
Personnel Compensation	\$73,115,605	\$82,023,531	\$8,907,926
Personnel Benefits	\$25,625,698	\$28,630,550	\$3,004,852
Benefits for former personnel	\$131,069	\$210,305	\$79,236
Travel and transportation of person	\$613,608	\$769,784	\$156,176
Transportation of things	\$2,445	\$814	(\$1,631)
Communications, utilities and rent	\$36,495,577	\$29,854,789	(\$6,640,788)
Printing and Reproduction	\$186,073	\$227,563	\$41,490
Other Services	\$59,596,483	\$81,412,642	\$21,816,159
Supplies and Materials	\$447,135	\$263,769	(\$183,366)
Equipment	\$786,307	\$1,868,254	\$1,081,947
Total Object Class	\$197,000,000	\$225,262,000	\$28,262,000
FTE	743.9	842.2	98.3

Trust Fund Limitation – Budget by Object Class

Object Class	FY 2022 CBJ	FY 2023 CBJ	Increase/Decrease
Personnel Compensation	\$82,516,579	\$89,984,192	\$7,467,613
Personnel Benefits	\$31,629,781	\$33,730,249	\$2,100,468
Benefits for former personnel	\$163,546	\$373,217	\$209,671
Travel and transportation of person	\$572,234	\$318,334	(\$253,900)
Transportation of things	\$62,905	\$21,946	(\$40,959)
Communications, utilities and rent	\$20,613,614	\$21,550,421	\$936,807
Printing and Reproduction	\$541,139	\$383,378	(\$157,761)
Other Services	\$37,293,432	\$43,065,472	\$5,772,040
Supplies and Materials	\$417,702	\$467,360	\$49,658
Equipment	\$1,189,068	\$421,431	(\$767,637)
Total Object Class	\$175,000,000	\$190,316,000	\$15,316,000
FTE	713.8	772.3	58.4

OPM's FY 2023 discretionary budget increased by \$43.6 million from FY 2022's budget. At \$225,262,000, the Salaries and Expenses (S&E) fund is \$28.3 million greater than the FY 2022 budget level of \$197,000,000. The Trust Fund Limitation increased \$15.3 million from the FY 2022 budget level.

The FY 2023 S&E increase is mostly attributable to the following the following factors:

- Personnel Compensation and Benefits increased by \$12 million to fund the President’s pay raise proposal and to make critical hires in Employee Services (ES) (\$4 million), Merit System Accountability & Compliance (MSAC) (\$2 million) and Executive Offices such as Congressional Legislative and Intergovernmental Affairs (CLIA) (\$2 million), Office of Diversity, Equity, Inclusion, and Accessibility (ODEIA) (\$2 million), and Human Capital Data Management and Modernization (HCDMM) (\$500 thousand). The resources will finance Employee Services staffing, including to provide excellent customer service collaborating with other Federal agencies to enhance the Federal Government’s strategic workforce planning and talent acquisition and to develop and issue government-wide guidance and technical assistance on multiple Presidential priorities. Positions such as Agency Case Managers, HR Specialist, and Policy Development Specialist will support ES in this effort. CLIA requests additional Legislative and Intergovernmental support staff to successfully maintain and improve its ability to engage in intergovernmental initiatives and respond to Congressional and intergovernmental requests for legislative technical assistance in a timely manner. MSAC requests an additional \$2 million for additional staffing to support compliance and evaluation. The ODEIA requests additional Diversity Program staff to implement Executive Orders 13985, 14035, and other Presidential directives supporting a whole-of-Government approach toward advancing equity and equal opportunity, regularly conduct equity assessments, strengthen the collection, management and use of data, and staff research and evaluation capabilities.
- A \$6.6 million decrease in ‘Communications, utilities, and rent’ is attributable primarily to reductions in OCIO where mainframe support and Microsoft enterprise, IT security licensing that has been realigned into Other Services object class to support OPM’s security and network infrastructure.
- A \$21.8 million increase in ‘Other Services’ is attributed to CIO (\$9 million), DEIA (\$3 million), Office of Communications (OC) (\$600 thousand), ES (\$5.7 million), CFO (\$1.5 million), HCDMM (\$1.6 million), and Office of Procurement Operations (OPO) (\$250 thousand). OCIO’s request of \$9 million will prioritize investments in specific capabilities that protect and defend their most sensitive systems and information, including those designated as high-value assets and national security systems. In that effort, CIO will upgrade contracts such as Microsoft applications, network support, and Cloud/Cyber Assistance Support Products; improve network security for OPM’s cellular services; and take into account price increases on various IT contracts. ODEIA’s \$3 million request will enable the program to provide tools for research and partner with educational institutions to provide greater recruitment opportunities for underserved communities. OC’s \$600 thousand request will support its opm.gov content refresh and social media content management. ES’ \$6 million request will enable shared certificate platform, and

finance between 10 and 20 cross-agency actions for talent across the government that uses both behavioral and technical assessments for hiring. HCDMM's \$1.6 million increase will help establish OPM's HR Quality Services Management Office (QSMO) capability that allows OPM to provide greater HR leadership across the Federal government. OCFO's increase of \$1.5 million will enable the agency to work with U.S. General Services Administration (GSA) to implement and test pilots on new space configurations for physical offices, training approaches for managing hybrid teams, new technology products, or other innovations agencies may consider as they look to the future of work. Remaining resources of \$500 thousand will be implemented by OCIO and OPO to stand-up Supply Chain Risk Management (SCRM) programs to establish a comprehensive approach, in accordance with OMB A-130, to be compliant with National Institute of Standards and Technology (NIST) standards and guidelines.

- A \$1 million increase for 'Equipment' is attributed to OCIO's workforce laptop refresh project.

The FY 2023 Trust Fund Limitation fund request totals \$190,316,000, which is \$15.3 million more than the FY 2022 CBJ level of \$175,000,000. The \$15.3 million increase in resources impacts all object classes to finance earned benefit program activities across OPM. The most significant changes impacted the following areas:

- Personnel Compensation and Benefits increased \$9.6 million due to including the President's pay raise proposal, the addition of 34 FTEs in Retirement Services to provide needed call center support and claims processing support from Contact Representatives and Legal Administrative Specialists, and an additional 17 FTEs in Healthcare and Insurance.
- Travel and Transportation of Persons decreased \$253 thousand attributable primarily to the Retirement Services program due to the expectation that fewer Federal employees will resume travel operations to areas that were previously closed due to the COVID-19 Pandemic.
- Communications, utilities and rent increased \$1.0 million attributable to an increase in rent to cover rent costs for space occupied by staff that provide administrative support activities as well as the cost of additional custodial services to maintain common area space at OPM's headquarters building (TRB) due to the COVID-19 Pandemic.
- Other services increased \$6 million attributable to numerous activities, including an increase in studies budgeted for the Federal Employees Health Benefits program, additional funding to administer the Direct Premium Remittance System, and budgets to pay our shared service provider for the new trust fund financial system. The health benefit studies include a pharmaceutical study which focuses on financial impacts of increased prescription medicine costs in the FEHB program, a study on employer

benefits to provide insight into the Federal government's position as a competitive and attractive employer and surveys to assess employees' understanding of healthcare options that drive decision-making. The Retirement Services program also allocated additional funding to the Macon On-Line Services Contract, and provided funding for the Call Center, Imaging Scanning Services, and Retirement Calculator Licenses/JANUS contract. The Chief Information Office (CIO) program allocated funding for the Customer Experience Research, the FACES Calculator Contract, and reduced funding for the Call Center Service Contract, and for the Systems Development and Maintenance Contracts.

- A \$1 million decrease for Equipment is attributed to a reduction across several organizations regarding the need for equipment and maintenance such as copiers, due to the telework protocol that has currently been in place due to the COVID-19 Pandemic.

OPM Budget FY 2022 CBJ & FY 2023 CBJ by Organization and Fund — Discretionary Resources

Organizations	FY 2022 CBJ				FY 2023 CBJ			
	Salaries and Expenses	Trust Fund Annual	Common Services	OPM Total	Salaries and Expenses	Trust Fund Annual	Common Services	OPM Total
Centrally Funded Items	\$3,649,404	\$759,533	\$786,000	\$5,194,937	\$3,849,404	\$759,533	\$786,000	\$5,394,937
Office of the Chief Information Officer	\$60,656,565	\$11,107,439	\$36,837,075	\$108,601,079	\$63,317,334	\$11,170,680	\$44,025,609	\$118,513,623
Congressional, Legislative and Intergovernmental Affairs	\$2,327,562	\$0	\$0	\$2,327,562	\$4,098,905	\$0	\$0	\$4,098,905
Employee Services	\$36,193,444	\$0	\$0	\$36,193,444	\$45,893,757	\$0	\$0	\$45,893,757
Equal Employment Opportunity	\$0	\$0	\$1,318,414	\$1,318,414	\$0	\$0	\$1,354,469	\$1,354,469
Facilities, Security & Emergency Management	\$0	\$0	\$11,689,515	\$11,689,515	\$0	\$0	\$13,335,874	\$13,335,874
Federal Prevailing Rate Advisory Committee	\$182,500	\$0	\$0	\$182,500	\$191,838	\$0	\$0	\$191,838
Healthcare & Insurance	\$0	\$29,665,187	\$0	\$29,665,187	\$0	\$35,278,222	\$0	\$35,278,222
Merit System Accountability & Compliance	\$14,084,977	\$0	\$1,107,798	\$15,192,775	\$16,517,416	\$0	\$1,471,067	\$17,988,483
Office of Communications	\$2,151,544	\$0	\$0	\$2,151,544	\$3,504,972	\$0	\$0	\$3,504,972
Office of Procurement Operations	\$1,073,201	\$0	\$5,268,839	\$6,342,040	\$1,381,748	\$0	\$5,519,772	\$6,901,520
Office of Small and Disadvantaged Business Utilization	\$0	\$0	\$641,384	\$641,384	\$0	\$0	\$722,207	\$722,207
Office of the Chief Financial Officer	\$10,372,000	\$8,497,158	\$26,518,762	\$45,387,920	\$11,903,000	\$9,851,511	\$27,941,492	\$49,696,003
Office of the Director	\$6,939,095	\$0	\$0	\$6,939,095	\$5,488,446	\$0	\$0	\$5,488,446
Rent	\$13,466,000	\$12,756,000	\$0	\$26,222,000	\$13,160,926	\$13,061,074	\$0	\$26,222,000

Organizations	FY 2022 CBJ				FY 2023 CBJ			
	Salaries and Expenses	Trust Fund Annual	Common Services	OPM Total	Salaries and Expenses	Trust Fund Annual	Common Services	OPM Total
Retirement Services	\$0	\$62,824,088	\$0	\$62,824,088	\$0	\$69,645,001	\$0	\$69,645,001
Security, Suitability and Credentialing Line of Business (SSCLOB)	\$575,333	\$0	\$0	\$575,333	\$556,000	\$0	\$0	\$556,000
White House Fellows	\$801,910	\$0	\$0	\$801,910	\$1,123,833	\$0	\$0	\$1,123,833
OPM Human Resources	\$0	\$0	\$9,954,946	\$9,954,946	\$0	\$0	\$11,948,721	\$11,948,721
Office of the General Counsel	\$0	\$0	\$6,765,300	\$6,765,300	\$0	\$0	\$9,254,242	\$9,254,242
Office of Privacy and Information Management	\$607,324	\$0	\$4,900,741	\$5,508,065	\$0	\$0	\$0	\$0
Human Capital Data Management and Modernization	\$12,131,093	\$0	\$0	\$12,131,093	\$14,305,909	\$0	\$0	\$14,305,909
Office of Diversity, Equity, Inclusion and Accessibility	\$3,973,408	\$0	\$0	\$3,973,408	\$9,180,937	\$0	\$0	\$9,180,937
Office of the Executive Secretariat and Privacy and Information Management	\$0	\$0	\$0	\$0	\$2,320,118	\$0	\$6,017,665	\$8,337,783
OPM Sub Total	\$169,185,360	\$125,609,405	\$105,788,774	\$400,583,539	\$196,794,543	\$139,766,021	\$122,377,118	\$458,937,682
Appropriated Contribution to Common Services	\$27,814,640	\$49,390,595	\$0		\$28,467,457	\$50,549,979	\$0	
Non-Appropriated Contribution to Common Services				(\$28,583,539)				(\$43,359,682)
	\$197,000,000	\$175,000,000	\$105,788,774	\$372,000,000	\$225,262,000	\$190,316,000	\$122,377,118	\$415,578,000

The budgets for several programs in the table above have changed in FY 2023 due to planned organizational consolidations.

The FY 2023 budget anticipates combining the Executive Secretariat functions within the Office of the Director with the functions performed by the Office of Privacy and Information Management.

FY 2023 Budget Request by Strategic Goals

OPM’s FY 2022-2026 strategic plan includes four key goals that are focused on improving OPM’s ability to deliver on its mission. As required by the Government Performance and Results Modernization Act of 2010 (P.L. 111-352), OPM’s budget request maps to its strategic plan.

The Performance Budget by Strategic Goal section of this document describes each strategic goal and the resources budgeted for each objective in FY 2023. The following table displays OPM’s planned resource allocation against each strategic goal, excluding Revolving Fund program activities.

OPM Budget FY 2023 by Strategic Goal — Discretionary Resources

Strategic Goal	FY 2023 CBJ	
	Dollars	FTE
1 - Position the Federal Government as a model employer, improving the Government-wide satisfaction index score by 4 points	\$32,556,673	132.1
2 - Transform OPM’s organizational capacity and capability to better serve as the leader in Federal human capital management	\$66,133,991	81.8
3 - Create a human-centered customer experience by putting the needs of OPM’s customers at the center of OPM’s workforce services, policy, and oversight, increasing OPM’s customer satisfaction index score for targeted services to 4.3 out of 5	\$86,416,197	611.1
4 - Provide innovative and data-driven solutions to enable agencies to meet their missions, increasing the percentage of users throughout Government who agree that OPM offered innovative solutions while providing services or guidance by 4 points	\$19,914,247	89.9
5 - Additional Mission and Mission Support Activities	\$253,916,574	699.7
	\$458,937,682	1,614.5
Non-Appropriated Contribution to Common Services	(\$43,359,682)	
OPM Total	\$415,578,000	1,614.5

FY 2022 -FY 2023 Major Differences (Dollars in Thousands)

		FY 2022 CBJ	FY 2023 Request	Difference FY 22 vs. FY 23
Base Budget		329,755	372,000	42,245
Adjustments to Base	Awards	314	271	
	Other Benefits (Fare Subsidy)	673		
	NonPay (Rent & Centrally Financed)	3,517	200	
	Common Service Financing (discretionary)	158	1,812	
	Pay Annualization (2023 pay raise)	3,941	3,802	
	FERs 1.1 % Increase	2,184		
<i>FY 2022 Current Services Total</i>		<i>10,787</i>	<i>6,085</i>	<i>(4,702)</i>
Program Changes (Increases/Decreases)				
	157 FTE Increase	21,374	16,763	
	ITS Modernization Increase/(Decrease)	(158)	10,531	
	Promote diversity and inclusion through Federal hiring and partnerships, advancing access for individuals with disabilities		3,100	
	Shared certificate platform		1,100	
	Support development and maintenance of Health Insurance systems, conduct pharmacy and health benefits studies		2,800	
	Reduces existing IT contracts to allow reinvestment for new software that strengthens and secures OPM's IT environment		(7,000)	
	10-20 cross agency activities to support assessments for applicant qualifications		4,700	
	Provide greater HR leadership through HR Quality Services Management Office (non-personnel element)		1,283	
	Evaluation of the Future of Work		1,500	
	Supply Chain Risk Management (SCRM) programs		500	
	System maintenance and online support for Retirement activities		2,146	
	Remainder	-	70	
<i>FY 2023 Program Increases/Decreases</i>		<i>31,458</i>	<i>37,493</i>	<i>6,035</i>
Total Appropriated		372,000	415,578	43,578
Total FTE		1,458	1,615	157

FY 2022-2023 Agency Priority Goals

Agency Priority Goals (APGs) reflect the top performance improvement priorities of agency leadership and the Administration. APGs reflect measurable results that leadership wants to accomplish over a two-year period, advancing progress toward longer-term strategic goals and objectives in the agency's strategic plan.

The Federal Government uses a three-pronged approach to manage APGs: 1) public goal setting; 2) data-driven performance review meetings with agency leadership no less than quarterly; and 3) quarterly public updates on www.Performance.gov. For additional information on APGs, please refer to www.Performance.gov.

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

1. Drive a data-driven and leading practices approach to recruitment, assessment, and hiring strategies that strengthens and supports diversity, equity, inclusion, and accessibility across the Federal Government. By September 30, 2023, increase the percent of hiring managers who report they have reviewed applicant flow data trends for their previous recruitment efforts by 5 points.

Related Strategic Objective: 1.1

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

Related Strategic Objectives: 1.2 and 1.3

3. Improve data collection, use, and sharing to help agencies successfully implement DEIA-focused programs, practices, and policies that support improved equitable services through a more engaged workforce. By September 30, 2023, create easy to use, insight-focused DEIA dashboards used by 75 percent of target agencies, and score an average 4/5 on a customer survey that tests decision-support effectiveness.

Related Strategic Objectives: 1.1 and 4.3

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

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

Related Strategic Objective: 1.1

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

Related Strategic Objectives: 1.1 and 1.2

6. Improve customer experience by making it easier for Federal employees, annuitants, and other eligible persons to make a more informed health insurance plan selection. By September 30, 2023, complete user-centered design and develop a minimum viable product for a new, state-of-the-art Decision Support Tool that will give eligible individuals the necessary information to compare plan benefits, provider networks, prescription costs, and other health information important to them and their families.

Related Strategic Objectives: 1.1 and 3.4

President's Management Agenda

Contributions to Cross-Agency Priority Goals

OPM will play a leading role in advancing the President's Management Agenda priority 1 to strengthen and empower the Federal workforce and will also contribute to priority 2 to deliver excellent, equitable, and secure Federal services and customer experience.

Per the Government Performance and Results Modernization Act of 2010 requirement to address cross-agency priority goals in the agency strategic plan, the Annual Performance Plan, and the Annual Performance Report, please refer to www.Performance.gov for OPM's contributions to those goals and progress where applicable.

Legislative Proposals

OPM prepares various legislative proposals during the preparation of its annual budget request, which align with the strategic goals and objectives of the agency. OPM designs these proposals to enhance and improve its programs, increase efficiency in executing these programs, and reduce overall costs for the Government.

The FY 2023 legislative proposals for OPM are: Critical Position Pay, Critical Skills Incentive, Increase to Special Rate Limitation, New Appointment Pay Setting, Incentive Awards Authority Increase, Expand FEDVIP to Tribal Organizations, FEDVIP Extension of Coverage of Children up to Age 26, Expend FEDVIP to Certain Tribal Employers, Expend FEHB to Tribal Colleges and Universities, and Require Coverage of Three Primary Care Visits and Three Behavioral Health Visits Without Cost-Sharing.

Critical Position Pay

This proposal provides the OPM greater flexibility to approve higher rates of pay to recruit or retain exceptionally well qualified employees that require an extremely high level of expertise and are critical to an important agency mission. It amends the current critical position pay authority at 5 U.S.C. 5377 to allow OPM, in consultation with the OMB, to grant the head of an agency authority to fix a rate of pay for an employee up to the rate for the Vice President (\$255,800 in 2021). Critical pay rates above the Vice President's rate would require approval of the President. (Currently, OPM's authority to grant critical pay is limited to the rate for level I of the Executive Schedule (EX-I) (\$221,400 in 2021). Critical pay rates above EX-I require approval of the President.

This proposal would also expand the total number of positions that may be approved for critical pay from 800 to 2,000. (2,000 positions is less than 0.1 percent of the total Federal workforce.) Currently, approval of critical position pay above EX-I requires written approval from the President and, as a consequence, the critical pay authority under section 5377 has never been used above the EX-I pay level. We anticipate that

Under the proposal, basic pay used for retirement and other purposes would be limited to the rate for EX-I. The proposal also includes conforming amendments to other references to 5 U.S.C. 5377(d)(2), which would be amended.

Critical Skills Incentive

This proposal would establish a new section 5762 in title 5, United States Code, to allow the Director of the OPM to authorize agencies to pay a critical skills incentive to employees who possess high-demand or shortage skills that serve a critical need. This new pay flexibility would assist agencies in closing mission-critical skills gaps and support employee reskilling efforts.

The proposal would allow OPM to delegate authority to agency heads to identify high-demand or shortage skills. Agencies would be required to document such critical skills in their human capital strategy and review the skills designated for an incentive payment. An agency would be required to recertify, revise, or eliminate the designated skills as a result of this review.

Agencies would be able to pay a critical skill incentive to an employee who possesses the identified critical skills if related to the duties and responsibilities of the employee's position. This proposal would require OPM to issue regulations and makes the new authority effective one year after enactment.

The proposal would also allow OPM to designate high-demand or shortage skills that serve a critical need across the Federal Government and to review such critical skills at least once each year for recertification, revision, or elimination. For example, OPM could identify certain cybersecurity skills as high-demand or in a shortage category for purposes of paying a critical skill incentive.

This proposal would allow a critical skills incentive (or combination of critical skills incentives) of up to 25 percent of basic pay. OPM would regulate how to calculate incentive payments.

This proposal would require OPM to issue regulations and makes the new authority effective one year after enactment.

Increase to Special Rate Limitation

This proposal would amend 5 U.S.C. 5305 to establish a higher special rate limitation for certain cybersecurity, science, technology, engineering, mathematics, and healthcare employees.

Under 5 U.S.C. 5305, the OPM may establish higher rates of basic pay for a group or category of General Schedule (GS) positions in one or more geographic areas to address significant or likely significant challenges in recruiting or retaining well-qualified employees. Current law provides that no special rate may be established more than the rate payable for level IV of the Executive Schedule (EX-IV) (\$172,500 in 2021). This EX-IV cap is the same limit that applies to GS locality

rates, which can make special rates ineffective in addressing staffing difficulties at higher grade levels in certain higher market pay locations.

This proposal would amend 5 U.S.C. 5305 to raise the limit on special rates for cybersecurity, science, technology, engineering, mathematics, and healthcare positions to the rate payable for level II of the Executive Schedule (EX-II) (\$199,300). Increasing the special rate limit for employees in situations where market pay for such high-skilled positions is substantially above the current EX-IV pay level will help agencies better address recruitment and retention difficulties.

This proposal would also amend 5 U.S.C. 5305 to provide employees receiving a special rate under the higher EX-II pay cap with additional compensation subject to a higher aggregate limitation on pay under 5 U.S.C. 5307. Currently, 5 U.S.C. 5307 provides that the total amount of title 5 allowances, differentials, bonuses, awards, or other similar payments an employee may receive in a calendar year, when combined with the employee's basic pay, may not exceed the rate payable for EX-I (\$221,400). Payments more than this aggregate limitation on pay (other than basic pay) must be deferred and are generally paid as a lump-sum payment at the beginning of the following calendar year. This proposal would increase the aggregate compensation limit for covered special rate employees to the rate payable to the Vice President (\$255,800). This proposal allows high-performing and mission-critical cybersecurity, science, technology, engineering, mathematics, and healthcare employees who are subject to the higher EX-II special rate cap to receive important additional compensation (including awards and incentives) during the year approved.

New Appointment Pay Setting

Under current law, a new GS employee is usually hired at the minimum rate (step 1) of the applicable GS grade. However, in special circumstances, agencies may authorize a higher step rate for a newly appointed Federal employee based on a special need of the agency or the superior qualifications of the prospective employee. OPM has regulated this authority in 5 CFR 531.212.

One of the proposed amendments to the law would remove the reference to consideration of existing pay when setting pay above the minimum rate. In 2015, OPM issued guidance to agencies in Compensation Policy Memorandum (CPM) 2015-08 regarding how reliance on existing salary to set pay could adversely affect a candidate who is returning to the workplace after taking extended time off from his or her career or for whom an existing rate of pay is not reflective of the candidate's current qualifications or existing labor market conditions.

Removing the reference to consideration of a candidate's existing pay from the law further advance pay equity.

Another proposed amendment removes language that OPM must approve each specific case of setting pay above the minimum rate, unless the appointment is made by the Librarian of Congress. OPM has delegated the authority to set pay under the superior qualifications and special needs pay-setting authority to agencies by regulation.

Incentive Awards Authority Increase

This amendment will provide agencies more flexibility in designing incentive and recognition programs by giving agency heads authority to pay cash awards under subchapter I of chapter 45 of title 5, U.S. Code of up to \$25,000 without the need for approval from the Director of OPM.

Currently, each agency head may authorize the payment of a cash award up to \$10,000 and must submit a written request to the Director of OPM for approval to issue a cash award over \$10,000. The Director of OPM may approve an award for an individual employee up to \$25,000 if the recommended award is over \$25,000. The Director of OPM reviews the nomination and forwards their recommendation to the President for approval. Removing the OPM approval requirement for awards between \$10,001 and \$25,000 for all agencies is consistent with the Floyd D. Spence National Defense Authorization Act for Fiscal Year 2001 (for the Department of Defense) and the Internal Revenue Service Restructuring and Reform Act of 1998 (for the Internal Revenue Service), both of which provide those agency heads authority to approve awards up to \$25,000.

Most agencies pay rating-based performance awards as a percentage of basic pay. The \$10,000 limit in §4502 has been in place since the passage of the Civil Service Reform Act of 1978 and the difference in the average Federal employee salary between then and now has caused the \$10,000 amount to become outdated.

Budget Implications: The OPM does not believe this proposal has any significant Government-wide cost implications beyond burden reduction.

Improved Financial Management – Tribal FEHB Program

This proposal would provide OPM with direct access to the administrative fee collected for the Tribal FEHB Program as mandatory authority. The fee, which currently collected from Tribes for participation in the FEHB Program (up to 3 percent of monthly premiums or about \$6 per-member-per-month), is not available to OPM outside of the discretionary appropriation for

administrative expenses under current statute. The funds would be used for Tribal FEHB-related administrative expenses and system enhancements. These funds would be available to OPM without fiscal year limitation. This proposal would increase FEHB-related administrative costs by \$20 million over 10 years.

FEDVIP Extension of Coverage of Children up to Age 26

This proposal would amend the definition of a dependent family member under chapters 89A and 89B of Title 5 (5 U.S.C 8901) to include persons up to 26 years of age.

This would align availability of vision and dental coverage for dependent children up to age 26 under the Federal Employees Dental and Vision Insurance Program (FEDVIP) with the availability of health coverage under FEHB, pursuant to Public Health Service Act added by section 1001 of the Patient Protection and Affordable Care Act (Pub. L. No. 111-148), as amended section 2301 of the Health Care and Education Reconciliation Act of 2010 (Pub. L. No. 111-152) (collectively, the “Affordable Care Act”).

Expand FEDVIP to Certain Tribal Employers

Sec. 1. This proposal would amend Section 409 of the Indian Health Care Improvement Act (IHCA), 25 U.S.C. 1647b, to expand entitlement to purchase FEDVIP coverage to tribes and tribal organizations carrying out programs under the Indian Self-Determination and Education Assistance Act (25 U.S.C. 5301 et seq.), the Tribally Controlled Schools Act of 1988 (25 U.S.C. 2501, et seq.), tribal colleges and universities defined by the Higher Education Act of 1965, and urban Indian organizations carrying out programs under subchapter IV of chapter 18 of title 25.

Expand FEHB to Tribal Colleges and Universities

This proposal would amend Section 409 of the Indian Health Care Improvement Act to expand FEHB eligibility to employers of Tribal colleges and universities (TCUs) that are overseen through the Bureau of Indian Education (BIE) under the Higher Education Act of 1965. There are 33 TCUs overseen by BIE, which are anticipated to increase FEHB enrollment by 3,300 (based on 2019-2020 data). This proposal would increase FEHB enrollment by 0.8% and is not anticipated to impact FEHB premiums. There is no federal budgetary impact of this proposal.

Require Coverage of Three Primary Care Visits and Three Behavioral Health Visits Without Cost-Sharing

Beginning in plan year 2023, this proposal would require all plans and issuers, including FEHB carriers, to cover three primary care visits and three behavioral health visits each year without charging a copayment, coinsurance, or deductible-related fee. For High Deductible Health Plans, these services would be considered pre-deductible for meeting Health Savings Account requirements. This proposal would increase FEHB premiums by approximately 0.8 percent.

Appropriations Language

Salaries and expenses (including transfer of trust funds)

For necessary expenses to carry out functions of the Office of Personnel Management (OPM) pursuant to Reorganization Plan Numbered 2 of 1978 and the Civil Service Reform Act of 1978, including services as authorized by 5 U.S.C. 3109; medical examinations performed for veterans by private physicians on a fee basis; rental of conference rooms in the District of Columbia and elsewhere; hire of passenger motor vehicles; not to exceed \$2,500 for official reception and representation expenses; and payment of per diem and/or subsistence allowances to employees where Voting Rights Act activities require an employee to remain overnight at his or her post of duty, [\$197,000,000]\$225,262,000: Provided, That of the total amount made available under this heading, [\$8,842,000]\$19,373,000 shall remain available until expended, for information technology [infrastructure]modernization and Trust Fund Federal Financial System migration or modernization, and shall be in addition to funds otherwise made available for such purposes: Provided further, That of the total amount made available under this heading, [\$1,073,201]\$1,381,748 may be made available for strengthening the capacity and capabilities of the acquisition workforce (as defined by the Office of Federal Procurement Policy Act, as amended (41 U.S.C. 4001 et seq.)), including the recruitment, hiring, training, and retention of such workforce and information technology in support of acquisition workforce effectiveness or for management solutions to improve acquisition management; and in addition [\$175,000,000]\$190,316,000 for administrative expenses, to be transferred from the appropriate trust funds of OPM without regard to other statutes, including direct procurement of printed materials, for the retirement and insurance programs: Provided further, That the provisions of this appropriation shall not affect the authority to use applicable trust funds as provided by sections 8348(a)(1)(B), 8958(f)(2)(A), 8988(f)(2)(A), and 9004(f)(2)(A) of title 5, United States Code: Provided further, That no part of this appropriation shall be available for salaries and expenses of the Legal Examining Unit of OPM established pursuant to Executive Order No. 9358 of July 1, 1943, or any successor unit of like purpose: Provided further, That the President's Commission on White House Fellows, established by Executive Order No. 11183 of October 3, 1964, may, during fiscal year [2021]2023, accept donations of money, property, and personal services: Provided further, That such donations, including those from prior years, may be used for the development of publicity materials to provide information about the White House Fellows, except that no such donations shall be accepted for travel or reimbursement of travel expenses, or for the salaries of employees of such Commission: Provided further, That not to exceed 5 percent of amounts made available under this heading may be transferred to

an information technology working capital fund established for purposes authorized by subtitle G of title X of division A of the National Defense Authorization Act for Fiscal Year 2018 (Public Law 11591; 40 U.S.C. 11301 note) upon the advance approval of the Committees on Appropriations of the House of Representatives and the Senate: Provided further, That amounts transferred to such a fund under the preceding proviso from any organizational category of the Office of Personnel Management shall not exceed 5 percent of its budget as identified in the report required by section 608 of this Act: Provided further, That amounts transferred to such a fund shall remain available for obligation through September 30, 2026. [That amounts available under this heading may be transferred to an OPM Information Technology Working Capital Fund for purposes authorized by the Modernizing Government Technology Act (40 U.S.C. 11301 note).]

Note. A full-year 2022 appropriation for this account was not enacted at the time the budget was prepared; therefore, the budget assumes this account is operating under the Continuing Appropriations Act, 2022 (Division A of P.L. 117- 43, as amended). The amounts included for 2022 reflect the annualized level provided by the continuing resolution.

Office of Inspector General

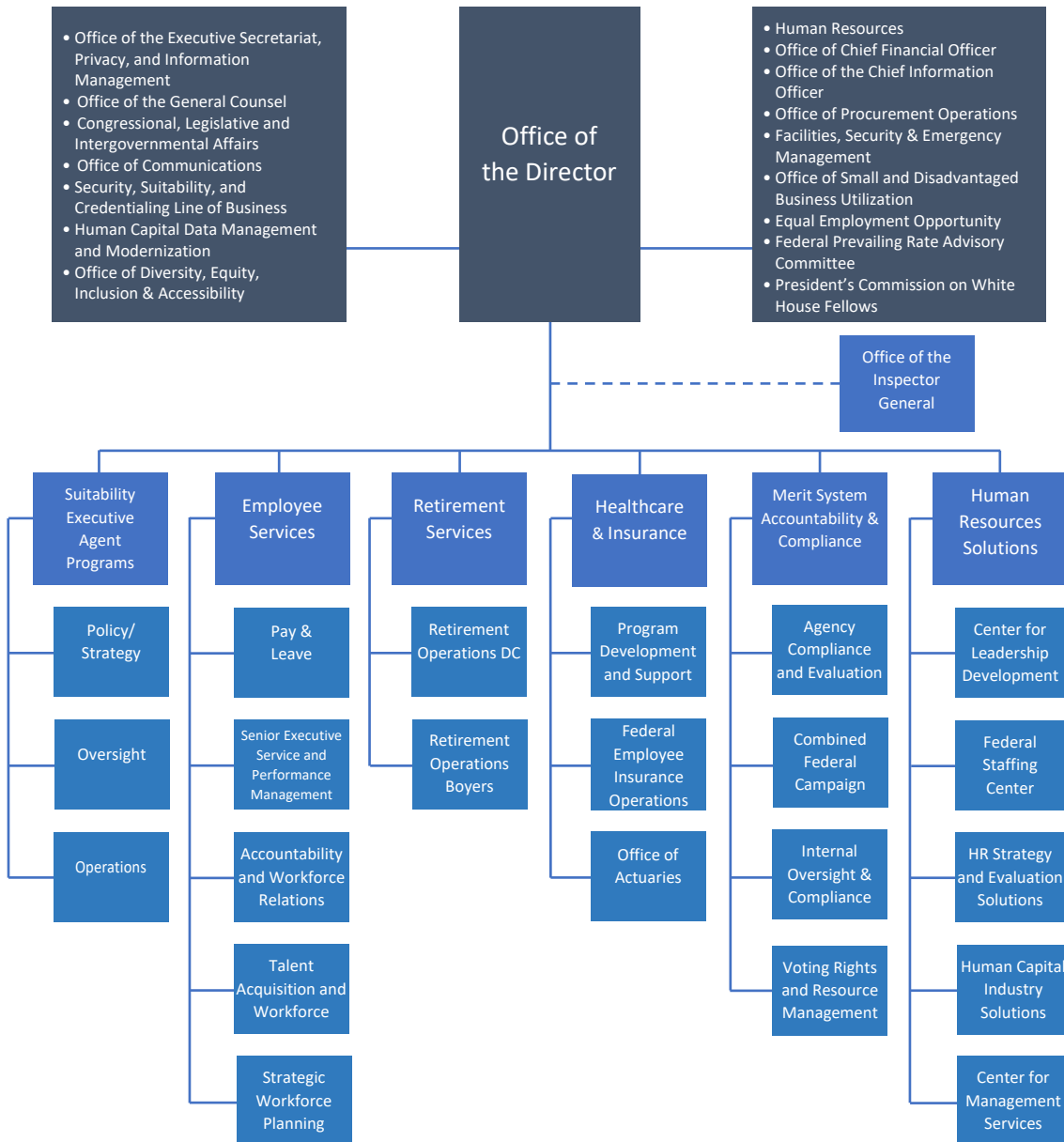
Salaries and expenses (including transfer of trust funds)

For necessary expenses of the Office of Inspector General in carrying out the provisions of the Inspector General Act of 1978, including services as authorized by 5 U.S.C. 3109, hire of passenger motor vehicles, [\$5,345,000]\$5,556,000, and in addition, not to exceed [\$29,565,300]\$35,163,000 for administrative expenses to audit, investigate, and provide other oversight of the Office of Personnel Management's retirement and insurance programs, to be transferred from the appropriate trust funds of the Office of Personnel Management, as determined by the Inspector General: Provided, That the Inspector General is authorized to rent conference rooms in the District of Columbia and elsewhere.

Note. A full-year 2022 appropriation for this account was not enacted at the time the budget was prepared; therefore, the budget assumes this account is operating under the Continuing Appropriations Act, 2022 (Division A of P.L. 117-43, as amended). The amounts included for 2022 reflect the annualized level provided by the continuing resolution.

Organizational Framework

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



OPM Budget FY 2022 & FY 2023 by Organization — All Resources

* This table includes revolving fund-financed organizations, common services funding, and Advances & Reimbursements. Therefore, this table varies from the tables in the Executive Summary section.

Organization	FY 2022 CBJ		FY 2023 CBJ		Variance	
	Dollars	FTE	Dollars	FTE	Dollars	FTE
Centrally Funded Items	\$5,194,937	0.0	\$5,394,937	0.0	\$200,000	0.0
Chief Human Capital Officer Council	\$0	0.0	\$53,278	0.0	\$53,278	0.0
Office of the Chief Information Officer	\$192,297,059	247.0	\$212,124,726	258.0	\$19,827,667	11.0
Congressional, Legislative and Intergovernmental Affairs	\$2,327,562	13.0	\$4,098,905	22.0	\$1,771,343	9.0
Employee Services	\$36,193,444	171.8	\$45,893,757	192.8	\$9,700,313	21.0
Equal Employment Opportunity	\$1,318,414	8.0	\$1,354,469	8.0	\$36,055	0.0
Facilities, Security & Emergency Management	\$14,388,135	71.0	\$16,012,155	75.0	\$1,624,020	4.0
Federal Prevailing Rate Advisory Committee	\$182,500	1.0	\$191,838	1.0	\$9,338	0.0
Healthcare & Insurance	\$38,058,381	154.1	\$45,701,957	179.2	\$7,643,576	25.2
HR Solutions	\$333,623,792	535.5	\$357,241,777	528.5	\$23,617,985	(7.0)
Merit System Accountability & Compliance	\$17,563,070	95.0	\$20,193,997	117.0	\$2,630,927	22.0
Office of Communications	\$2,151,544	10.5	\$3,504,972	14.5	\$1,353,428	4.0
Office of Procurement Operations	\$6,342,040	33.0	\$6,901,520	34.0	\$559,480	1.0
Office of Small and Disadvantaged Business Utilization	\$641,384	3.0	\$722,207	3.0	\$80,823	0.0
Office of the Chief Financial Officer	\$132,419,713	112.0	\$137,219,872	116.0	\$4,800,159	4.0
Office of the Director	\$7,642,104	30.0	\$6,164,198	20.0	(\$1,477,906)	(10.0)
Rent	\$27,286,000	0.0	\$27,286,000	0.0	\$0	0.0
Retirement Services	\$118,781,371	965.0	\$127,792,827	991.0	\$9,011,456	26.0
Suitability Executive Agent Programs	\$9,752,551	56.0	\$9,588,098	56.0	(\$164,453)	0.0
Security, Suitability and Credentialing Line of Business (SSCLOB)	\$8,398,000	11.0	\$8,441,144	11.0	\$43,144	0.0
White House Fellows	\$801,910	5.0	\$1,123,833	5.0	\$321,923	0.0

Organization	FY 2022 CBJ		FY 2023 CBJ		Variance	
	Dollars	FTE	Dollars	FTE	Dollars	FTE
OPM Human Resources	\$9,954,946	44.5	\$11,948,721	56.0	\$1,993,775	11.5
Office of the General Counsel	\$6,765,300	33.0	\$9,254,242	42.0	\$2,488,942	9.0
Office of the Inspector General	\$34,910,300	163.1	\$40,719,000	204.9	\$7,308,000	41.8
Office of Privacy and Information Management	\$5,508,065	15.0	\$0	0.0	(\$5,508,065)	(15.0)
Human Capital Data Management and Modernization	\$54,376,921	37.5	\$36,089,508	61.0	(\$18,287,413)	23.5
Office of Diversity, Equity, Inclusion and Accessibility	\$3,973,408	12.0	\$9,180,937	22.0	\$5,207,529	10.0
Office of the Executive Secretariat and Privacy and Information Management	\$0	0.0	\$8,337,783	28.0	\$8,337,783	28.0
OPM Total	\$1,070,852,851	2,826.9	\$1,152,536,658	3,045.9	\$83,183,106	219.0

OPM’s gross budget is expected to increase from FY 2022 to FY 2023 by \$83 million, which is in part due to Office of the Chief Information (OCIO)’s budget increasing by a net of \$20 million due to increased FTEs and IT support. Employee Services (ES) increased by \$10 million, which finances the staffing needed to service and collaborate with other Federal agencies in order to enhance the Federal Government’s strategic workforce planning and talent acquisition and the shared certificate platform to assess talent for coherent Federal hiring process – both generally and specifically targeted to supporting agencies in their hiring to implement the Bipartisan Infrastructure Act. Retirement Services (RS)’ budget increased by \$9 million for additional staffing support at the call center. HR Solutions (HRS) increased by \$24 million for anticipated new business. Office of the Inspector General (OIG) increased by \$7 million which is attributed to an increase in FTEs of 41.8. The remaining \$13 million increase will fund staffing and contracts across multiple organizations.

This section describes each organization and the key roles and responsibilities it plays in contributing to the achievement of OPM’s mission. OPM’s organizations are categorized into four different types of offices: Executive, Program, Mission Support, and Others, which are detailed below:

Executive Offices

Office of the Director (OD) provides guidance, leadership, and direction necessary to achieve OPM's mission to lead and serve the Federal Government by delivering policies and services to achieve a trusted, effective civilian workforce.

Office of the Executive Secretariat, Privacy, and Information Management (OESPIM) will be established to bring together the complementary functions of the Office of Privacy and Information Management (OPIM) and the Executive Secretariat, which had been in the Office of the Director. OPIM was originally established to elevate and co-locate certain important and complementary subject matter areas and, in so doing, call attention to their significance in the day-to-day business operations of OPM and facilitate proper resource allocation for the work performed. These functions include Privacy; Freedom of Information Act (FOIA); Records Management; Forms Management/Paperwork Reduction Act; and Controlled Unclassified Information. In the newly established OESPIM, led by an Senior Executive Service (SES) Executive Director, the OPIM functions will be combined with the Executive Secretariat functions, which include responsibility for coordination and review of agency correspondence, policy and program proposals, regulations, and legislation; serving as the agency's regulatory interface with the Office of Management and Budget and the Federal Register; providing administrative and resource management support for the OD and other executive offices; and coordinating OPM's international affairs activities and contacts. In addition, the agency Ombudsman function will be reestablished under OESPIM to provide a neutral, independent, and confidential resource for OPM customers and agency employees who raise issues of concern or complain that their requests are not being addressed in a timely manner.

Office of the General Counsel (OGC) provides legal advice and representation to the Director and OPM managers and leaders so they can work to provide the Federal Government an effective and trusted civilian workforce. OGC does this by rendering opinions, reviewing proposed policies and other work products, and commenting on their legal efficacy, serving as agency representatives in administrative litigation, and supporting the Department of Justice (DOJ) in its representation of the Government on matters concerning the civilian workforce. OGC also carries out several programmatic, substantive functions that fulfill other statutory or regulatory mandates and, thus, benefit other OPM offices or the Executive Branch as a whole. For example, OGC is responsible for promulgating Hatch Act regulations, administers the internal agency Hatch Act and ethics programs, and serves in a policy and legal role in the Government-wide function of determining which Merit Systems Protection Board and arbitral decisions are erroneous and have a substantial impact on civil service law, and, thus, merit

judicial review. Further, consistent with the Government in Ethics Act, OGC, along with DOJ, consults with the United States Office of Government Ethics (OGE) on any regulations related to the Standards of Conduct OGE plans to issue. OPM also administers OPM's internal program for handling claims lodged under the Federal Tort Claims Act and other statutes and determines when OPM personnel or documents should be made available in discovery to parties in litigation to which OPM is not a party.

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

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

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

Human Capital Data Management and Modernization (HCDMM) was established to lead the Government wide use of human capital data as a strategic asset through innovations in human

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

HCDMM supports this mission through the collection, management, and utilization of interoperable human capital data through the electronic Official Personnel Folder (eOPF) and the Enterprise Human Resources Integration (EHRI) Data Warehouse linked to Human Resources Line of Business (HRLOB) human capital services models - the Human Capital Business Reference Model (HCBRM), the Human Capital Federal Integrated Framework and the Human Capital Information Model. HCDMM's work encompasses overseeing governance related to human capital data management, including the Federal guides for working with and managing human capital data, requirements for data file submissions to OPM, protocols for human capital data releases, product development, statistical analyses, and data science.

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

Program Offices

Employee Services (ES) is OPM's workforce policy shop. ES administers statutory and regulatory provisions related to recruitment, hiring, classification, strategic workforce planning, pay, leave, performance management and recognition, leadership and employee development, reskilling, work/life/wellness programs, diversity and inclusion, labor and employee relations, 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 (FGLI) Program, the Federal Long-Term Care Insurance Program (FLTCIP), the Federal Employees Dental and Vision Insurance Program (FEDVIP), and the Federal Flexible Spending Account Program (FSAFEDS). HI is comprised of the Program Development and Support (PDS), Federal Employees Insurance Operations (FEIO) and the Office of the Actuaries divisions. PDS is responsible for extensive operational, analytical, and systems development and support; policy and program development and implementation; data collection and analysis; and stakeholder outreach and education for programs administered by HI. PDS also manages the annual Federal Benefits Open Season. FEIO is responsible for the contracting operations for all insurance programs, the Plan Performance Assessment function connecting health plan quality to carrier profit, the Audit Resolution & Compliance function facilitating and tracking audit responses and resolution, and the Contract Administration and Program Support responsible for leading projects important to insurance operations, including carrier brochure changes and contract amendments. The Office of the Actuaries determines the actuarial liabilities for the Retirement, Health and Life Insurance programs and provides supporting documentation as required by the annual audit of OPM's Consolidated Financial Statements.

Merit System Accountability & Compliance (MSAC) provides rigorous oversight to determine if Federal agency human resources programs are effective and efficient and comply with merit system principles and related civil service regulations. MSAC evaluates agencies' programs

through a combination of OPM-led evaluations and as participants in agency-led reviews. The evaluations may focus on all or some of the four systems of OPM's Human Capital Framework: (1) strategic planning and alignment of human resources to mission, (2) performance culture, (3) talent management, and (4) evaluation systems. MSAC reports may identify required corrective actions, which agencies must show evidence of implementing, as well as recommendations for agencies to improve their systems and procedures. MSAC also conducts special cross-cutting studies to assess the use of HR authorities and flexibilities across the Government. Moreover, MSAC reviews and renders decisions on agencies' requests to appoint current or former political appointees to positions in the competitive service, the non-political excepted service, or the senior executive service to verify that such appointments conform to applicable selection requirements and are free of political influence. MSAC is required to report to Congress on its review and determinations concerning these appointments. MSAC also adjudicates classification appeals, job grading appeals, Fair Labor Standards Act claims, compensation and leave claims, and declination of reasonable offer appeals (where the grade or pay is equal to or greater than the retained grade (5 CFR 536.402), all of which provides Federal employees with administrative procedural rights to challenge compensation and related agency decisions without having to resort to seeking redress in Federal courts. MSAC has Government-wide oversight of the Combined Federal Campaign (CFC) and the Voting Rights programs. The mission of the CFC is to promote and support philanthropy through a program that is employee focused, cost-efficient, and effective in providing all Federal employees and annuitants the opportunity to improve the quality of life for all. The Voting Rights Program deploys Federal observers to monitor polling sites (as determined by the Attorney General) and provides written reports to the Department of Justice. Internal Oversight and Compliance serves as the liaison between OPM program offices and oversight groups such as the OIG and GAO and helps to coordinate audit activities to resolve recommendations.

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

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

President's Commission on White House Fellows was founded in 1964 and is one of America's most prestigious programs for leadership and public service. White House Fellowships offer exceptional young 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.

Performance Budget by Strategic Goal

This section aligns OPM’s FY 2023 budget request to the agency’s strategic plan. Funding amounts, performance measures and targets, and next steps are detailed for each objective in the strategic plan. It is intended to meet the performance planning requirements of the Office of Management and Budget (OMB) Circular A-11, Part 6, Section 240 – Annual Performance Planning and Reporting.

The FY 2022 – FY 2026 OPM Strategic Plan includes four strategic goals to improve both program operations and cross-cutting management functions. The agency’s goals and objectives will guide efforts to accomplish OPM’s mission, which is, “We are champions of talent for the Federal Government. We lead Federal agencies in workforce policies, programs, and benefits in service to the American people” and achieve its vision, which is, “We will create a new vision of work, together. We will position the Federal Government as a model employer for past and present employees through innovation, inclusivity, and leadership. We will build a rewarding culture that empowers the workforce to solve some of our nation’s toughest challenges.”

Goals

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

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

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

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

Additional Mission Activities

Aligned to Key Functions

OPM performs certain functions as required by statute, regulation, or Executive Order that do not align directly with a specific strategic goal within the strategic plan. Such functions include, for example, the administration of the Combined Federal Campaign, providing voting rights observations for the Department of Justice, and operating the President’s Commission on White House Fellows.

Mission Support Activities

OPM has also included in its budgetary request funds for information technology, contracting, facilities and security, financial management, and overhead functions. These administrative and executive leadership activities are grouped in the strategic plan as capacity-enabling functions.

The following table shows the resources budgeted against each of OPM’s goals. All resources are shown for each goal, including financing from:

- Common Services, which is an internal fund comprised of contributions from all OPM’s funding sources to finance the administrative functions within the agency.

FY 2023 Budget Request by Goal and Fund — All Resources

Strategic Goals	Dollars	FTE
1 - Position the Federal Government as a model employer, improving the Government-wide satisfaction index score by 4 points	\$34,817,580	143.9
Salaries & Expenses	\$26,638,334	112.7
Trust Fund Annual	\$4,708,990	13.4
Common Services	\$1,209,349	6.0
Revolving Fund	\$1,578,698	8.3
Advances & Reimbursements Annual	\$344,126	1.5
5 U.S.C. § 8958(f)(2)(A) & 5 U.S.C. § 8988(f)(2)(A) Dental & Vision	\$233,044	1.5
5 U.S.C. § 9004(f)(B) - Long-Term Care	\$105,039	0.6
2 - Transform OPM’s organizational capacity and capability to better serve as the leader in Federal human capital management	\$139,740,636	196.2
Salaries & Expenses	\$27,300,034	29.2
IT Modernization S&E	\$6,700,000	0.0
Trust Fund Annual	\$172,898	1.0
Common Services	\$31,961,060	51.6
Revolving Fund	\$73,457,082	113.7
Advances & Reimbursements Annual	\$149,563	0.8

Strategic Goals	Dollars	FTE
3 - Create a human-centered customer experience by putting the needs of OPM’s customers at the center of OPM’s workforce services, policy, and oversight, increasing OPM’s customer satisfaction index score for targeted services to 4.3 out of 5	\$153,453,677	1,064.8
Salaries & Expenses	\$5,318,088	33.2
Trust Fund Annual	\$78,234,405	576.9
Common Services	\$2,863,704	1.0
Revolving Fund	\$5,794,880	10.6
5 U.S.C. § 8348 (a)(1)(B) - Retirement	\$60,134,718	435.1
FERCCA (P.L. 106-265) - Retirement	\$1,107,882	8.0
4 - Provide innovative and data-driven solutions to enable agencies to meet their missions, increasing the percentage of users throughout Government who agree that OPM offered innovative solutions while providing services or guidance by 4 points	\$36,516,560	108.1
Salaries & Expenses	\$19,016,294	87.2
Trust Fund Annual	\$126,178	0.2
Common Services	\$771,775	2.5
Revolving Fund	\$16,452,750	17.5
Advances & Reimbursements Annual	\$149,563	0.8
5 - Additional Mission and Mission Support Activities	\$747,289,205	1,327.9
Salaries & Expenses	\$99,148,793	253.0
IT Modernization S&E	\$12,673,000	5.1
Trust Fund Annual	\$56,523,551	180.8
Common Services	\$85,571,230	260.9
Revolving Fund	\$467,770,262	576.5
Advances & Reimbursements Annual	\$6,044,537	24.7
Advances & Reimbursements No Year	\$6,808,180	2.0
5 U.S.C. § 8958(f)(2)(A) & 5 U.S.C. § 8988(f)(2)(A) - Dental & Vision	\$8,756,860	20.2
5 U.S.C. § 9004(f)(B) - Long-Term Care	\$1,315,033	4.7
5 U.S.C. § 8348 (a)(1)(B) - Retirement	\$2,663,759	0.3
FERCCA (P.L. 106-265) - Retirement	\$14,000	0.0
Salaries & Expenses - OIG	\$5,556,000	23.9
Trust Fund Annual - OIG	\$35,163,000	181.0
OPM Total	\$1,111,817,658	2,841.0

Note: This table includes the budget of administrative activities funded by OPM’s Common Services. Revolving fund financing for Common Services is also reflected.

The following table is a more granular view of the prior table. It shows the operating resources budgeted to each objective within the goals, and includes financing from:

- Advances and Reimbursements from other agencies for services performed on behalf of those agencies or to finance shared commitments such as the Security, Suitability, and Credentialing Line of Business.
- Resources spent as Common Services, which is an internal fund comprised of contributions from all of OPM’s funding sources to finance the administrative functions of the agency.

FY 2023 Budget Request by Goal and Objective — All Resources

Strategic Goal	Goal Number	Objective	Dollars	FTE
1 - Position the Federal Government as a model employer, improving the Government-wide satisfaction index score by 4 points	1.1	Achieve a Federal workforce that is drawn from the diversity of America, exhibited at all levels of Government, by supporting agencies in fostering diverse, equitable, inclusive, and accessible workplaces. By FY 2026, increase a Government-wide Diversity, Equity, Inclusion, and Accessibility index score by 6 percentage points.	\$15,229,858	44.7
	1.2	Develop a Government-wide vision and strategy and implement policies and initiatives that embrace the future of work and position the Federal Government as a model employer with respect to hiring, talent development, competitive pay, benefits, and workplace flexibilities.	\$5,761,109	23.8
	1.3	Build the skills of the Federal workforce through hiring and training. By FY 2026, increase the Government-wide percentage of respondents who agree that their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals by 4 points.	\$12,330,774	71.2
	1.4	Champion the Federal workforce by engaging and recognizing Federal employees and elevating their work. By FY 2026, increase the number of social media engagements on recognition-focused content by 15 percent.	\$1,495,839	4.3
Strategic Goal Total			\$34,817,580	143.9

Strategic Goal	Goal Number	Objective	Dollars	FTE
2 - Transform OPM's organizational capacity and capability to better serve as the leader in Federal human capital management	2.1	Build the skills of the OPM workforce and attract skilled talent. By FY 2026, increase the percentage of OPM employees who agree that their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals by 3 percentage points.	\$9,771,069	45.0
	2.2	Improve OPM's relationships and standing as the human capital management thought leader. By FY 2026, increase the percent of CHCOs who strongly agree that OPM treats them as a strategic partner by 23 percentage points.	\$518,794	2.5
	2.3	Improve OPM's program efficacy through comprehensive risk management and contract monitoring across the agency. By FY 2026, achieve the OMB-set target for the percentage of spending under category management.	\$168,104	0.6
	2.4	Establish a sustainable funding and staffing model for OPM that better allows the agency to meet its mission. By FY 2026, increase the percentage of OPM managers who indicate that they have sufficient resources to get their jobs done by 4 percentage points.	\$3,234,192	1.0
	2.5	Modernize OPM IT by establishing an enterprise-wide approach, eliminating fragmentation, and aligning IT investments with core mission requirements. By FY 2026, increase the percentage of software projects implementing adequate incremental development to 95 percent.	\$114,814,061	141.0
	2.6	Promote a positive organizational culture where leadership drives an enterprise mindset, lives the OPM values, and supports employee engagement and professional growth. By FY 2026, increase OPM's Leaders Lead Score by 3 points.	\$11,234,416	6.2
	Strategic Goal Total			\$139,740,636

Strategic Goal	Goal Number	Objective	Dollars	FTE
3 - Create a human-centered customer experience by putting the needs of OPM's customers at the center of OPM's workforce services, policy, and oversight, increasing OPM's customer satisfaction index score for targeted services to 4.3 out of 5	3.1	Enhance the Retirement Services customer experience by providing timely, accurate, and responsive service that addresses the diverse needs of OPM's customers. By FY 2026, improve the customer satisfaction score to 4.2 out of 5.	\$139,483,811	1,019.7
	3.2	Create a personalized USAJOBS experience to help applicants find relevant opportunities. By FY 2026, improve applicant satisfaction to 4.1 out of 5 for the desktop platform and to 4.5 out of 5 for the mobile platform.	\$1,702,288	9.5
	3.3	Create a seamless customer and intermediary experience across OPM's policy, service, and oversight functions. By FY 2026, increase the average score for helpfulness of OPM human capital services in achieving human capital objectives to 4.5 out of 5.	\$11,440,663	31.5
	3.4	Transform the OPM website to a user-centric and user-friendly website. By FY 2026, achieve an average effectiveness score of 4 out of 5.	\$826,915	4.2
Strategic Goal Total			\$153,453,677	1,064.8

Strategic Goal	Goal Number	Objective	Dollars	FTE
4 - Provide innovative and data-driven solutions to enable agencies to meet their missions, increasing the percentage of users throughout Government who agree that OPM offered innovative solutions while providing services or guidance by 4 points	4.1	Foster a culture of creativity and innovation within OPM. By FY 2026, increase the percentage of employees who agree that innovation is valued by 4 points.	\$362,260	0.0
	4.2	Increase focus on Government-wide policy work by shifting more low-risk delegations of authorities to agencies.	\$3,249,385	20.6
	4.3	Expand the quality and use of OPM's Federal human capital data. By FY 2026, increase the percentage of CHCO survey respondents who agree that OPM provides agencies with high quality workforce data and information to be used in decision-making by 20 percentage points.	\$22,282,038	29.3
	4.4	Improve OPM's ability to provide strategic human capital management leadership to agencies through expansion of innovation, pilots, and identification of best practices across Government. By FY 2026, provide Federal agencies with 25 best practices.	\$4,910,933	25.2
	4.5	Revamp OPM's policy-making approach to be proactive, timely, systematic, and inclusive. By FY 2026, increase the percent of CHCOs who agree that OPM's policy approach is responsive to agency needs by 8 percentage points.	\$1,701,109	9.2
	4.6	Streamline Federal human capital regulations and guidance to reduce administrative burden and promote innovation while upholding merit system principles. By FY 2026, improve CHCO agreement that human capital policy changes resulted in less administrative burden to agencies by 8 percentage points.	\$4,010,835	23.9
	Strategic Goal Total			\$36,516,560

Strategic Goal	Goal Number	Objective	Dollars	FTE
Additional Mission and Mission Support Activities	5.1	Additional Mission Activities Aligned to Key Functions	\$543,962,818	892.1
	5.2	Additional Mission Support Activities	\$244,045,387	640.8
Strategic Goal Total			\$788,008,205	1,532.9
OPM Total			\$1,152,536,658	3,045.9

FY 2023 Budget Request by Goal and Organization — All Resources

The following table shows FY 2022 operating resources for each strategic goal by organization. This includes:

- Resources spent as Common Services which is an internal fund comprised of contributions from all of OPM’s funding sources to finance the administrative functions within the agency.

Organization Name	Goal 1 Description: Position the Federal Government as a model employer, improving the Government-wide satisfaction index score by 4 points	Goal 2 Description: Transform OPM’s organizational capacity and capability to better serve as the leader in Federal human capital management	Goal 3 Description: Create a human-centered customer experience by putting the needs of OPM’s customers at the center of OPM’s workforce services, policy, and oversight, increasing OPM’s customer satisfaction index score for targeted services to 4.3 out of 5	Goal 4 Description: Provide innovative and data-driven solutions to enable agencies to meet their missions, increasing the percentage of users throughout Government who agree that OPM offered innovative solutions while providing services or guidance by 4 points	Goal 5 Description: Additional Mission and Mission Support Activities	Total
Centrally Funded Items	\$0	\$0	\$0	\$0	\$5,394,937	\$5,394,937
Chief Human Capital Officer Council	\$0	\$0	\$0	\$0	\$53,278	\$53,278
Office of the Chief Information Officer	\$0	\$124,717,275	\$18,940,469	\$1,105,694	\$67,361,288	\$212,124,726
Congressional, Legislative and Intergovernmental Affairs	\$320,015	\$320,015	\$0	\$320,015	\$3,138,860	\$4,098,905
Employee Services	\$12,479,489	\$435,764	\$823,633	\$3,693,857	\$28,461,014	\$45,893,757
Equal Employment Opportunity	\$0	\$0	\$0	\$0	\$1,354,469	\$1,354,469
Facilities, Security & Emergency Management	\$0	\$0	\$0	\$0	\$16,012,155	\$16,012,155
Federal Prevailing Rate Advisory Committee	\$0	\$0	\$0	\$0	\$191,838	\$191,838

Organization Name	Goal 1 Description: Position the Federal Government as a model employer, improving the Government-wide satisfaction index score by 4 points	Goal 2 Description: Transform OPM's organizational capacity and capability to better serve as the leader in Federal human capital management	Goal 3 Description: Create a human-centered customer experience by putting the needs of OPM's customers at the center of OPM's workforce services, policy, and oversight, increasing OPM's customer satisfaction index score for targeted services to 4.3 out of 5	Goal 4 Description: Provide innovative and data-driven solutions to enable agencies to meet their missions, increasing the percentage of users throughout Government who agree that OPM offered innovative solutions while providing services or guidance by 4 points	Goal 5 Description: Additional Mission and Mission Support Activities	Total
Healthcare & Insurance	\$5,047,073	\$0	\$0	\$126,178	\$40,528,706	\$45,701,957
HR Solutions	\$1,415,635	\$0	\$1,831,631	\$475,000	\$353,519,511	\$357,241,777
Merit System Accountability & Compliance	\$2,785,366	\$0	\$2,599,222	\$7,929,039	\$6,880,370	\$20,193,997
Office of Communications	\$817,254	\$49,216	\$91,106	\$0	\$2,547,396	\$3,504,972
Office of Procurement Operations	\$0	\$82,278	\$0	\$0	\$6,819,242	\$6,901,520
Office of Small and Disadvantaged Business Utilization	\$0	\$0	\$0	\$0	\$722,207	\$722,207
Office of the Chief Financial Officer	\$203,153	\$3,297,448	\$87,736	\$151,691	\$133,479,844	\$137,219,872
Office of the Director	\$344,126	\$149,563	\$0	\$149,563	\$5,520,946	\$6,164,198
Rent	\$0	\$0	\$0	\$0	\$27,286,000	\$27,286,000
Retirement Services	\$0	\$0	\$127,792,827	\$0	\$0	\$127,792,827
Suitability Executive Agent Programs	\$163,063	\$157,477	\$0	\$128,224	\$9,139,334	\$9,588,098
Security, Suitability and Credentialing Line of Business(SSCLOB)	\$0	\$0	\$0	\$0	\$8,441,144	\$8,441,144
White House Fellows	\$0	\$0	\$0	\$0	\$1,123,833	\$1,123,833

Organization Name	Goal 1 Description: Position the Federal Government as a model employer, improving the Government-wide satisfaction index score by 4 points	Goal 2 Description: Transform OPM's organizational capacity and capability to better serve as the leader in Federal human capital management	Goal 3 Description: Create a human-centered customer experience by putting the needs of OPM's customers at the center of OPM's workforce services, policy, and oversight, increasing OPM's customer satisfaction index score for targeted services to 4.3 out of 5	Goal 4 Description: Provide innovative and data-driven solutions to enable agencies to meet their missions, increasing the percentage of users throughout Government who agree that OPM offered innovative solutions while providing services or guidance by 4 points	Goal 5 Description: Additional Mission and Mission Support Activities	Total
OPM Human Resources	\$1,006,196	\$10,435,340	\$0	\$247,771	\$259,414	\$11,948,721
Office of the General Counsel	\$0	\$0	\$0	\$0	\$9,254,242	\$9,254,242
Office of the Inspector General	\$0	\$0	\$0	\$0	\$40,719,000	\$40,719,000
Human Capital Data Management and Modernization	\$1,070,273	\$96,260	\$1,151,979	\$22,086,475	\$11,684,521	\$36,089,508
Office of Diversity, Equity, Inclusion and Accessibility	\$9,165,937	\$0	\$0	\$0	\$15,000	\$9,180,937
Office of the Executive Secretariat and Privacy and Information Management	\$0	\$0	\$135,074	\$103,053	\$8,099,656	\$8,337,783
OPM Total	\$34,817,580	\$139,740,636	\$153,453,677	\$36,516,560	\$788,008,205	\$1,152,536,658

Additional Mission Activities Aligned to Key Functions

OPM performs certain functions as required by statute, regulation, or Executive Order that do not align directly with a specific strategic goal within the strategic plan. These mandated functions also include programs that benefit the Government at-large, including the administration of the Combined Federal Campaign, providing voting rights observations for the Department of Justice, and operating the President's Commission on White House Fellows.

Key Functions

Human Capital Management Leadership

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

Policy

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

Services

OPM provides customized human capital services and training to Federal agencies to help maximize their organizational and individual performance and to drive their mission results. Utilizing the agency's internal human capital experts, shared service providers within

Government, and/or Government contractors, OPM's human resources solutions help agencies design effective organizations, recruit and hire top talent, develop and cultivate leaders, build Federal human resource professional capability, improve the performance management process, and achieve long-lasting human capital results.

OPM provides agencies with access to pre-competed private sector contractors through a unique partnership between OPM and GSA as part of the Government-wide Category Management effort. The private contractors, comprised of large and small companies, complement OPM's internal capabilities in the areas of training and development, human capital management, and organizational performance improvement. OPM's involvement facilitates the delivery of services that are both effective and compliant with operative civil service law.

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

OPM generates Government-wide benefits through Human Resources Information Technology consolidation, standardization, and modernization. OPM offers Federal systems such as Enterprise Human Resource Integration, USA Learning®, USA Staffing®, USA HireSM, and USA Performance®. OPM is also developing the necessary information technology infrastructure to facilitate the exchange of human resources data and information Government-wide, as appropriate. 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 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

Benefits for Federal Employees and Annuitants

OPM facilitates access to the high-caliber healthcare and 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, retirees, and their families, employees of tribes or tribal organizations, and other eligible persons.

In 2019, OPM also began offering dental and vision plans to 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, survivors, and family members. OPM also administers, develops, and provides Federal employees, retirees, and their families with benefits programs and services that offer choice, value, and quality to help maintain the Government's position as a competitive employer. Activities include record maintenance and service credit accounts prior to retirement; initial eligibility determinations at retirement; adjudication of annuity benefits based on age and service, disability, or death based on a myriad of statutes and regulations; post-retirement changes due to numerous life events;

health and life insurance enrollments; Federal and state tax deductions; as well as other payroll functions.

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.

Performance Budget Request by Objective, Organization and Fund – All Resources

Strategic Objectives	Organization	Fund	Dollars	FTE
Additional Mission and Mission Support Activities				
5.1 Additional Mission Activities Aligned to Key Functions			\$543,962,818	892.1
	Common Services (OPM)	Salaries & Expenses	\$28,467,457	321.9
	Common Services (OPM)	Trust Fund Annual	\$50,549,979	0.0
	Common Services (OPM)	5 U.S.C. § 8958(f)(2)(A) & 5 U.S.C. § 8988(f)(2)(A) - Dental & Vision	\$551,802	0.0
	Common Services (OPM)	5 U.S.C. § 9004(f)(B) - Long-Term Care	\$153,236	0.0
	Common Services (OPM)	5 U.S.C. § 8348 (a)(1)(B) - Retirement	\$13,007,149	0.0
	Common Services (OPM)	FERCCA (P.L. 106-265) - Retirement	\$294,229	0.0
	Centrally Funded Items	Salaries & Expenses	\$3,849,404	0.0
	Centrally Funded Items	Trust Fund Annual	\$759,533	0.0
	Centrally Funded Items	Common Services	\$786,000	0.0
	Office of the Chief Information Officer	Salaries & Expenses	\$1,883,890	0.0
	Employee Services	Salaries & Expenses	\$16,224,782	82.8
	Healthcare & Insurance	Trust Fund Annual	\$30,443,054	138.5
	Healthcare & Insurance	5 U.S.C. § 8958(f)(2)(A) & 5 U.S.C. § 8988(f)(2)(A) - Dental & Vision	\$8,715,860	20.2

Strategic Objectives	Organization	Fund	Dollars	FTE
	Healthcare & Insurance	5 U.S.C. § 9004(f)(B) - Long-Term Care	\$1,306,033	4.7
	Healthcare & Insurance	5 U.S.C. § 8348 (a)(1)(B) - Retirement	\$63,759	0.3
	HR Solutions	Revolving Fund	\$319,044,983	482.8
	Merit System Accountability & Compliance	Salaries & Expenses	\$3,203,789	14.0
	Merit System Accountability & Compliance	Common Services	\$1,471,067	9.0
	Merit System Accountability & Compliance	Advances & Reimbursements No Year	\$2,205,514	2.0
	Office of Small and Disadvantaged Business Utilization	Common Services	\$722,207	3.0
	Office of the Chief Financial Officer	Revolving Fund	\$86,323,869	4.0
	Rent	Salaries & Expenses	\$13,160,926	0.0
	Rent	Trust Fund Annual	\$13,061,074	0.0
	Rent	5 U.S.C. § 8958(f)(2)(A) & 5 U.S.C. § 8988(f)(2)(A) - Dental & Vision	\$41,000	0.0
	Rent	5 U.S.C. § 9004(f)(B) - Long-Term Care	\$9,000	0.0
	Rent	5 U.S.C. § 8348 (a)(1)(B) - Retirement	\$1,000,000	0.0
	Rent	FERCCA (P.L. 106-265) - Retirement	\$14,000	0.0
	Suitability Executive Agent Programs	Revolving Fund	\$9,139,334	53.9

Strategic Objectives	Organization	Fund	Dollars	FTE
	Security, Suitability and Credentialing Line of Business (SSCLOB)	Salaries & Expenses	\$556,000	0.0
	Security, Suitability and Credentialing Line of Business (SSCLOB)	Advances & Reimbursements Annual	\$3,282,478	11.0
	Security, Suitability and Credentialing Line of Business (SSCLOB)	Advances & Reimbursements No Year	\$4,602,666	0.0
	White House Fellows	Salaries & Expenses	\$1,123,833	5.0
	OPM Human Resources	Common Services	\$15,000	0.0
	Office of the General Counsel	Common Services	\$9,254,242	42.0
	Human Capital Data Management and Modernization	Salaries & Expenses	\$5,140,777	12.3
	Human Capital Data Management and Modernization	Revolving Fund	\$6,543,744	6.8
	Office of Diversity, Equity, Inclusion and Accessibility	Salaries & Expenses	\$15,000	0.0
OPM Total			\$543,962,818	892.1

Additional Mission Support Activities

OPM has also included in its budgetary request funds for information technology, contracting, facilities and security, financial management, and overhead functions that do not align directly with a specific strategic goal within the strategic plan.

Performance Budget Request by Objective, Organization and Fund – All Resources

Strategic Objectives	Organization	Fund	Dollars	FTE
Additional Mission and Mission Support Activities				
5.2 Additional Mission Support Activities			\$244,045,387	629.8
	Chief Human Capital Officer Council	Advances & Reimbursements Annual	\$53,278	0.0
	Office of the Chief Information Officer	Salaries & Expenses	\$24,590,828	54.0
	Office of the Chief Information Officer	IT Modernization S&E	\$3,800,000	0.0
	Office of the Chief Information Officer	Trust Fund Annual	\$2,408,379	0.0
	Office of the Chief Information Officer	Common Services	\$22,034,387	32.0
	Office of the Chief Information Officer	Revolving Fund	\$12,243,804	0.0
	Office of the Chief Information Officer	5 U.S.C. § 8348 (a)(1)(B) - Retirement	\$400,000	0.0
	Congressional, Legislative and Intergovernmental Affairs	Salaries & Expenses	\$3,138,860	17.5
	Employee Services	Salaries & Expenses	\$12,236,232	19.0
	Equal Employment Opportunity	Common Services	\$1,354,469	8.0
	Facilities, Security & Emergency Management	Common Services	\$13,335,874	61.3
	Facilities, Security & Emergency Management	Advances & Reimbursements Annual	\$2,676,281	13.7
	Federal Prevailing Rate Advisory Committee	Salaries & Expenses	\$191,838	1.0
	HR Solutions	Revolving Fund	\$34,474,528	29.0

Strategic Objectives	Organization	Fund	Dollars	FTE
	Office of Communications	Salaries & Expenses	\$2,547,396	12.9
	Office of the Executive Secretariat and Privacy and Information Management	Salaries & Expenses	\$2,185,044	11.5
	Office of the Executive Secretariat and Privacy and Information Management	Common Services	\$5,914,612	15.5
	Office of Procurement Operations	Salaries & Expenses	\$1,381,748	6.0
	Office of Procurement Operations	Common Services	\$5,437,494	27.7
	Office of the Chief Financial Officer	Salaries & Expenses	\$2,230,000	0.0
	Office of the Chief Financial Officer	IT Modernization S&E	\$8,873,000	5.1
	Office of the Chief Financial Officer	Trust Fund Annual	\$9,851,511	42.3
	Office of the Chief Financial Officer	Common Services	\$25,001,464	60.4
	Office of the Chief Financial Officer	5 U.S.C. § 8348 (a)(1)(B) - Retirement	\$1,200,000	0.0
	Office of the Director	Salaries & Expenses	\$5,488,446	17.0
	Office of the Director	Advances & Reimbursements Annual	\$32,500	0.0
	OPM Human Resources	Common Services	\$244,414	2.0
	Office of the Inspector General	Salaries & Expenses - OIG	\$5,556,000	23.9
	Office of the Inspector General	Trust Fund Annual - OIG	\$35,163,000	181.0
OPM Total			\$244,045,387	629.8

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

Performance Budget Request by Objective, Organization and Fund – All Resources

Strategic Objectives	Organization	Fund	Dollars	FTE
Position the Federal Government as a model employer, improving the Government-wide satisfaction index score by 4 points				
1.1 - Achieve a Federal workforce that is drawn from the diversity of America, exhibited at all levels of Government, by supporting agencies in fostering diverse, equitable, inclusive, and accessible workplaces. By FY 2026, increase a government-wide Diversity, Equity, Inclusion, and Accessibility index score by 6 percentage points.			\$15,229,858	44.7
	Employee Services	Salaries & Expenses	\$612,930	3.0
	Healthcare & Insurance	Trust Fund Annual	\$4,708,990	13.4
	Healthcare & Insurance	5 U.S.C. § 8958(f)(2)(A) & 5 U.S.C. §8988(f)(2)(A) - Dental & Vision	\$233,044	1.5
	Healthcare & Insurance	5 U.S.C. § 9004(f)(B)- Long-Term Care	\$105,039	0.6
	Office of the Chief Financial Officer	Common Services	\$203,153	1.0
	Office of the Director	Advances & Reimbursements Annual	\$149,563	0.8
	Suitability Executive Agent Programs	Revolving Fund	\$163,063	0.8
	OPM Human Resources	Common Services	\$240,691	1.0
	Human Capital Data Management and Modernization	Salaries & Expenses	\$925,881	4.8
	Office of Diversity, Equity, Inclusion and Accessibility	Salaries & Expenses	\$7,887,504	18.0
1.2 - Develop a government-wide vision and strategy and implement policies and initiatives that embrace the future of work and position the Federal Government as a model employer with respect to hiring, talent development, competitive pay, benefits, and workplace flexibilities.			\$5,761,109	23.8
	Congressional, Legislative and Intergovernmental Affairs	Salaries & Expenses	\$320,015	1.5
	Employee Services	Salaries & Expenses	\$3,374,735	15.5
	HR Solutions	Revolving Fund	\$200,000	0.0
	Merit System Accountability & Compliance	Salaries & Expenses	\$186,159	1.0

Strategic Objectives	Organization	Fund	Dollars	FTE
	Office of the Director	Advances & Reimbursements Annual	\$45,000	0.0
	OPM Human Resources	Common Services	\$212,375	1.0
	Human Capital Data Management and Modernization	Salaries & Expenses	\$144,392	0.8
	Office of Diversity, Equity, Inclusion and Accessibility	Salaries & Expenses	\$1,278,433	4.0
1.3 - Build the skills of the Federal workforce through hiring and training. By FY 2026, increase the Government-wide percentage of respondents who agree that their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals by 4 points.			\$12,330,774	71.2
	Employee Services	Salaries & Expenses	\$7,962,802	42.5
	HR Solutions	Revolving Fund	\$1,215,635	7.5
	Merit System Accountability & Compliance	Salaries & Expenses	\$2,599,207	18.2
	OPM Human Resources	Common Services	\$553,130	3.0
1.4 - Champion the Federal workforce by engaging and recognizing Federal employees and elevating their work. By FY 2026, increase the number of social media engagements on recognition-focused content by 15 percent.			\$1,495,839	4.3
	Employee Services	Salaries & Expenses	\$529,022	2.5
	Office of Communications	Salaries & Expenses	\$817,254	1.0
	Office of the Director	Advances & Reimbursements Annual	\$149,563	0.8
OPM Total			\$34,817,580	143.9

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

Strategic Objective Owner: Ana Mazzi, Acting Director, ODEIA; Principal Deputy Associate Director, MSAC

Deputy Strategic Objective Owner: Carmen Garcia, Deputy HR Director and Deputy Chief Human Capital Officer, OPM HR

Strategies

- Review policies and practices to eliminate potential barriers to equity, and develop plans to eliminate those within OPM's authority, in each of the following workforce functions: recruitment; hiring; promotion; retention; professional evaluations and rewards; professional development programs; the availability of mentoring programs or sponsorship initiatives, employee resource group and affinity group programs; temporary employee details and assignments
- Track demographic data and leverage expertise to look deeply at diversity, equity, inclusion, and accessibility across grade/pay levels and the employee lifecycle to the extent permitted by law
- Improve outreach and recruitment from historically underserved communities by promoting partnerships, paid internships, fellowships, and apprenticeships
- Utilize diversity, equity, inclusion, and accessibility assessment tool to evaluate agency recruitment, hiring, promotion, retention, professional development, pay equity, reasonable accommodations access, and training policies and practices for fairness and impartiality across all pay levels
- Assess potential barriers to access and advance employment opportunities (to include SES) and equity for employees with disabilities and develop plans to eliminate those barriers
- Assess potential barriers to employment for LGBTQ+ employees, including non-binary gender marker options in Federal hiring, employment, personnel vetting, and benefits enrollment paperwork and develop plans to eliminate any barriers identified and advance equities across the employment lifecycle

- Review job classification pay-setting regulations and guidance and draft proposals to promote pay equity across all levels of Government

FY 2022 and FY 2023 Next Steps:

Key Milestones	Implementing Organization(s)	Target Completion
Provide technical assistance and guidance on strategies to increase access to professional development programs	ODEIA	FY 2022
Provide guidance to agencies on maximizing employee resource groups throughout the Federal Government as resources for workforce functions	ODEIA	FY 2022
Issue guidance to agencies on collecting and reporting DEIA-related data	ES, OPM HR	FY 2022
Assess use by Federal agencies of DEIA leading practices and current state of DEIA to evaluate progress and inform Government-wide measures for dashboard	ODEIA	FY 2022
Collect agency feedback and identify how to share across Government	ODEIA	FY 2022
Determine Government-wide areas of opportunities to utilize diversity, equity, inclusion, and accessibility assessment tool	ODEIA	FY 2022
Issue policies to eliminate potential barriers to equity in workforce functions	ES	FY 2023
Collect demographic data from Federal agencies to look deeply at diversity, equity, inclusion, and accessibility across grade/pay levels and the employee lifecycle	ES, OPM HR	FY 2023
Coordinate Government-wide to facilitate recruitment of historically underrepresented groups	OPM HR, ES	FY 2023
Expand recruitment through outreach, marketing, and communications	ODEIA, ES	FY 2023
Conduct focus groups to identify potential barriers to accessibility and equity to employees with disabilities	ODEIA	FY 2023
Provide strategies to improve access and equity to employees with disabilities	ODEIA	FY 2023
Review and update, if necessary, 2017 guidance regarding the employment of transgender individuals	ODEIA, ES	FY 2023

Key Milestones	Implementing Organization(s)	Target Completion
Establish an inter-agency working group with VA, HHS, and OPM to establish a coordinated approach and alignment of efforts to promote equity in the Federal Employees Health Benefits Program for LGBTQ+ employees and their dependents	ODEIA, HI	FY 2023
Issue a comprehensive plan to address workplace harassment, including sexual harassment	ODEIA	FY 2023
Convene agency subject matter experts to review job classification pay-setting regulations and guidance to promote pay equity	ES	FY 2023
Conduct analysis to identify trends across the employee lifecycle and build supporting dashboards	ES, OPM HR, HCDMM	FY 2023
Conduct a formative evaluation to assess agency retirement readiness plans and programs and their effects on underserved communities to inform development of evidence-based education and future evaluations	OCFO	FY 2023
Establish a plan for Government-wide Sexual Orientation and Gender Identity data collection via HR Data Systems	ODEIA, HCDMM	FY 2023
Conduct assessment of bias in the personnel vetting process and identify adjustments needed to eliminate any barriers to transgender, gender non-conforming, and non-binary employees and applicants	SuitEA	FY 2023
Expand outreach to corporately promote public service careers, particularly with underserved communities	ES, ODEIA	FY 2023
Establish pilot program, particularly for underserved communities, to foster Federal career readiness with nonprofits, K-12 institutions, universities, and other Government agencies	ES, ODEIA	FY 2023
Establish system for agencies to report progress on Agency DEIA Strategic Plan Implementation	ODEIA	FY 2023
Collect and analyze data reported by agencies as part of Agency DEIA Strategic Plans	ODEIA, HCDMM	FY 2023
Provide guidance to agencies on climate and culture assessment, barrier analysis, and intersectionality	ODEIA	FY 2023

Performance Measures

_ * No historical results.

Performance Measures	FY 2017 Result	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Target	FY 2023 Target
Government-wide Diversity, Equity, Inclusion, and Accessibility index score	*	*	*	*	*	Establish Baseline	Establish Baseline + 3 percentage points

Performance Budget Request by Objective, Organization and Fund – All Resources

Strategic Objectives	Organization	Fund	Dollars	FTE
Position the Federal Government as a model employer, improving the Government-wide satisfaction index score by 4 points				
1.1 - Achieve a Federal workforce that is drawn from the diversity of America, exhibited at all levels of Government, by supporting agencies in fostering diverse, equitable, inclusive, and accessible workplaces. By FY 2026, increase a Government-wide Diversity, Equity, Inclusion, and Accessibility index score by 6 percentage points.			\$15,229,858	44.7
	Employee Services	Salaries & Expenses	\$612,930	3.0
	Healthcare & Insurance	Trust Fund Annual	\$4,708,990	13.4
	Healthcare & Insurance	5 U.S.C. § 8958(f)(2)(A) & 5 U.S.C. § 8988(f)(2)(A) - Dental & Vision	\$233,044	1.5
	Healthcare & Insurance	5 U.S.C. § 9004(f)(B) - Long-Term Care	\$105,039	0.6
	Office of the Chief Financial Officer	Common Services	\$203,153	1.0
	Office of the Director	Advances & Reimbursements Annual	\$149,563	0.8
	Suitability Executive Agent Programs	Revolving Fund	\$163,063	0.8
	OPM Human Resources	Common Services	\$240,691	1.0
	Human Capital Data Management and Modernization	Salaries & Expenses	\$925,881	4.8
	Diversity, Equity, Inclusion and Accessibility	Salaries & Expenses	\$7,887,504	18.0
OPM Total			\$15,229,858	44.7

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

Strategic Objective Owner: Margot Conrad, Senior Advisor to the Director & Executive Director, CHCOC

Deputy Strategic Objective Owner: Brenda Roberts, Deputy Associate Director, ES

Strategies

- Support agencies by providing human capital tools, guidance, and services as they transition to the post-reentry work environment
- Create a vision and strategy for how the Federal Government can be a model employer with respect to hiring, talent development, competitive pay, benefits, and workplace flexibilities in the years to come, in alignment with the President’s Management Agenda
- Develop and advance human capital policies to support the longer-term future of work
- Execute on the Government-wide vision and strategy through supporting agencies on human capital issues to prepare them for the future of work

FY 2022 and FY 2023 Next Steps:

Key Milestones	Implementing Organization(s)	Target Completion
Issue first iteration of re-entry toolkit with guidance and resources	ES, OC, CHCOC	FY 2022
Refine re-entry toolkit and OPM future of work website (adding to it based on agency needs)	ES, OC, OCIO, CHCOC	FY 2022
Evaluate and implement new or augmented consulting services that support agencies’ transitions to the post-reentry work environment	HRS	FY 2022
Hold external stakeholder visioning sessions (meetings, roundtables, events, etc.) on the future of work	ES, OD	FY 2022
Conduct research, interviews, and data analysis to inform vision and strategy for future of work	ES, HCDMM	FY 2022
Draft initial proposals and legislative language based on agency feedback and re-entry lessons learned	ES, CLIA, CHCOC	FY 2022

Key Milestones	Implementing Organization(s)	Target Completion
Publish report with vision and strategy for future of work	ES, HRS, MSAC, HCDMM, CHCOC, ODEIA	FY 2023
Develop a more robust set of legislative and regulatory recommendations based on the vision and strategy	ES, CLIA, CHCOC	FY 2023
Identify and design pilot or other case study opportunities, scope efforts, and secure funding	ES, HRS, OD, HCDMM, CHCOC	FY 2023
Develop an initial set of technical assistance and fee-for-service solutions to support agencies in preparing for the future of work	ES, HRS, OD	FY 2023
Identify workforce data and data analysis techniques to help agencies evaluate and understand the impact of human capital policy changes and decisions	ES, HCDMM	FY 2023
Develop plans and begin implementation of research and evaluation to identify lessons learned from the pandemic and transition to a hybrid work environment and implement and test pilots for the future of work	OCFO, OD, ES	FY 2023

Performance Measures

_ * No historical results.

Performance Measures	FY 2017 Result	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Target	FY 2023 Target
Percent of CHCOs who report they have the necessary guidance and resources from OPM to inform their future of work planning	_ *	_ *	_ *	_ *	_ *	Establish Baseline	Establish Baseline + 1 percentage point
Percent of CHCOs who report they find the services from OPM to inform their future of work planning helpful	_ *	_ *	_ *	_ *	_ *	Establish Baseline	Establish Baseline + 1 percentage point

Note: CHCOs are defined as the CHCOs and deputy CHCOs of the CHCO Act of 2002 agencies.

Performance Budget Request by Objective, Organization and Fund – All Resources

Strategic Objectives	Organization	Fund	Dollars	FTE
Position the Federal Government as a model employer, improving the Government-wide satisfaction index score by 4 points				
1.2 - Develop a Government-wide vision and strategy and implement policies and initiatives that embrace the future of work and position the Federal Government as a model employer with respect to hiring, talent development, competitive pay, benefits, and workplace flexibilities.			\$5,761,109	23.8
	Congressional, Legislative and Intergovernmental Affairs	Salaries & Expenses	\$320,015	1.5
	Employee Services	Salaries & Expenses	\$3,374,735	15.5
	HR Solutions	Revolving Fund	\$200,000	0.0
	Merit System Accountability & Compliance	Salaries & Expenses	\$186,159	1.0
	Office of the Director	Advances & Reimbursements Annual	\$45,000	0.0
	OPM Human Resources	Common Services	\$212,375	1.0
	Human Capital Data Management and Modernization	Salaries & Expenses	\$144,392	0.8
	Office of Diversity, Equity, Inclusion and Accessibility	Salaries & Expenses	\$1,278,433	4.0
OPM Total			\$5,761,109	23.8

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

Strategic Objective Owner: Kim Holden, Deputy Associate Director, ES

Deputy Strategic Objective Owners: Kim Wells, Survey Analysis Manager, ES; Ana Mazzi, Acting Director, ODEIA; Principal Deputy Associate Director, MSAC; Dianna Saxman, Deputy Associate Director, HRS; Yadira Guerrero, Chief Learning Officer

FY 2022 and FY 2023 Next Steps

Strategies

- Modernize the Federal workforce competency model
- Strengthen the Federal human resource, acquisitions, and cybersecurity workforce
- Facilitate recruiting and hiring of diverse, early career talent by implementing recently enacted statutory changes applicable to early career talent, modernizing the Pathways program, and designing innovative paid internship programs
- Launch a new initiative to promote innovation in Federal talent across Government by creating a new process to identify and develop, select, high-impact talent projects
- Implement improvements to the competitive hiring process, including adoption of new selection rules (for example, the “rule of many”)
- Expand training offerings for human capital professionals and leaders focused on customer service and problem solving
- Drive improvements to assessments used for Federal hiring by establishing Government-wide hiring assessment line of business and agency talent teams
- Leverage Competency Exploration for Development and Readiness tool to conduct Government-wide skill gaps analysis across multiple high-risk functions and develop resources to address identified skill gaps
- Create a talent surge playbook to support agencies to acquire the skillsets needed to achieve their missions
- Support agencies in advancing the implementation of skills-based hiring approaches to fill priority positions

FY 2022 and FY 2023 Next Steps:

Key Milestones	Implementing Organization(s)	Target Completion
Develop data and research on the current state of the Federal HR profession	ES, HRS	FY 2022
Analyze the research data on the current state of the Federal HR profession	ES, HRS	FY 2022
Finalize Hiring Authorities for College Graduate and Post-Secondary students	ES, HRS, MSAC	FY 2022
Refresh Pathways regulations	ES, HRS, MSAC	FY 2022
Issue guidance to finalize National Security Internships	ES, HRS, MSAC	FY 2022
Finalize Rule of Many Regulation	ES, HRS, MSAC	FY 2022
Establish the hiring assessment line of business	ES, HRS, MSAC	FY 2022
Develop guidance for the establishment of agency talent teams	ES, HRS, MSAC	FY 2022
Publish the talent surge playbook	ES, HRS, MSAC	FY 2022
Develop guidance for agencies on implementing skills-based hiring	ES, HRS, MSAC	FY 2022
Build updated competency models	ES, HRS, MSAC	FY 2023
Leverage Federal Action Skills Teams to identify strategies to close human resource, acquisitions, and cybersecurity skills gaps	ES, HRS, MSAC	FY 2023
Develop the Government-wide HR Internship Program	ES, HRS, MSAC	FY 2023
Modernize and update training delivery modes and methods so that training materials for human capital professionals and leaders are available on widely-accessible online platforms	ES, HRS, MSAC	FY 2023
Offer technical assistance on areas of deficiency identified by the failure rate on the Delegated Examining assessment	ES, HRS, MSAC	FY 2023
Develop employee and labor relations course offerings for human resources professionals	ES, HRS	FY 2023
Explore the feasibility of establishing a human resource professional credentialing certification	ES, HRS, MSAC	FY 2023
Develop a dynamic career path tool that shows progression at different stages and is integrated into Learning Management Systems and Individual Development Plans	ES, OPM HR	FY 2023

Key Milestones	Implementing Organization(s)	Target Completion
Develop draft framework for innovation in Federal talent initiative to include vision, charter, roles, and responsibilities	ES, HRS, MSAC	FY 2023
Implement at least 10 cross-agency actions for talent that use behavioral and technical assessments with Subject Matter Experts to deem applicants qualified	ES, HRS, MSAC	FY 2023
Establish Talent Network platform for cross-Government announcements	HRS, ES, MSAC	FY 2023
Establish team to manage quality and accuracy of certificates on a Talent Network for cross-Government announcements	HRS, ES, MSAC	FY 2023

Performance Measures

_ * No historical results.

Performance Measures	FY 2017 Result	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Target	FY 2023 Target
Percent of respondents who agree that their work units have the job-relevant knowledge and skills necessary to accomplish organizational goals	71%	80%	81%	82%	Expected April 2022	83%	84%
Average score for hiring manager satisfaction that applicants to human resources, acquisitions, and cybersecurity positions are referred in a timely manner with the necessary skills to perform the job	*	*	*	*	*	Establish Baseline	Establish Baseline + 0.01
Percent of vacancies using alternative assessments to replace or augment the self-report occupational questionnaire	0.79%	1.66%	3.58%	3.28%	6.26%	4.00%	7.00%

Note: The average score for hiring manager satisfaction that applicants to human resources, acquisitions, and cybersecurity positions are referred in a timely manner with the necessary skills to perform the job was not being tracked previous to FY 2022.

Performance Budget Request by Objective, Organization and Fund – All Resources

Strategic Objectives	Organization	Fund	Dollars	FTE
Position the Federal Government as a model employer, improving the Government-wide satisfaction index score by 4 points				
1.3 - Build the skills of the Federal workforce through hiring and training. By FY 2026, increase the Government-wide percentage of respondents who agree that their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals by 4 points.			\$12,330,774	71.2
	Employee Services	Salaries & Expenses	\$7,962,802	42.5
	HR Solutions	Revolving Fund	\$1,215,635	7.5
	Merit System Accountability & Compliance	Salaries & Expenses	\$2,599,207	18.2
	OPM Human Resources	Common Services	\$553,130	3.0
OPM Total			\$12,330,774	71.2

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

Strategic Objective Owner: Caroline Ciccone, Director, OC

Deputy Strategic Objective Owners: Laura Goulding, Deputy Director, OC; Margot Conrad, Senior Advisor to the Director & Executive Director, CHCOC; Tim Curry, Deputy Associate Director, ES; Alethea Predeoux, Director, CLIA

Strategies

- Share best practices related to engagement and recognition across Federal agencies through CHCOs, Federal Executive Boards, the White House, and other stakeholders with shared missions
- Increase attention to programs that regularly spotlight workers and union members at OPM and across the Federal Government throughout the year, culminating with Public Service Recognition Week
- Create an OPM-led interagency working group focused on recognizing and elevating the Federal workforce

FY 2022 and FY 2023 Next Steps

Key Milestones	Implementing Organization(s)	Target Completion
Develop a toolkit of best practices for managers and supervisors to better recognize high-performing employees	OPM HR, ES, CHCOC, OC	FY 2022
Share and socialize leading practices toolkit with the CHCO Council and other Federal agencies	OPM HR, ES, CHCOC, OC	FY 2022
Create a calendar of events/programs for spotlights	CHCOC, OD, OC, ES	FY 2022
Solicit and implement feedback from CHCO Council, Federal Executive Boards, unions, and good government groups	ES	FY 2022
Develop plan to develop an interagency working group focused on recognizing and elevating the Federal workforce	CHCOC, ES, OD	FY 2022
Gain buy-in from relevant key stakeholders outside of OPM	CHCOC, ES, OD	FY 2022
Carry out media campaign to share outcomes of leading practices toolkit at Federal agencies with key stakeholders and the public	OC	FY 2023
Establish interagency working group concentrating specifically on recognizing and elevating the Federal workforce	CHCOC, ES, OD	FY 2023

Performance Measures

_ * No historical results. This measure is defined as the number of total engagements on Federal employee spotlights shared by OPM on social media.

Performance Measures	FY 2017 Result	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Target	FY 2023 Target
Number of social media engagements on recognition-focused content	- *	- *	- *	- *	- *	Establish Baseline	Establish Baseline + 5%

Performance Budget Request by Objective, Organization and Fund – All Resources

Strategic Objectives	Organization	Fund	Dollars	FTE
Position the Federal Government as a model employer, improving the Government-wide satisfaction index score by 4 points				
1.4 - Champion the Federal workforce by engaging and recognizing Federal employees and elevating their work. By FY 2026, increase the number of social media engagements on recognition-focused content by 15 percent.			\$1,495,839	4.3
	Employee Services	Salaries & Expenses	\$529,022	2.5
	Office of Communications	Salaries & Expenses	\$817,254	1.0
	Office of the Director	Advances & Reimbursements Annual	\$149,563	0.8
OPM Total			\$1,495,839	4.3

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

Performance Budget Request by Objective, Organization and Fund – All Resources

Strategic Objectives	Organization	Fund	Dollars	FTE
Transform OPM’s organizational capacity and capability to better serve as the leader in Federal human capital management				
2.1 - Build the skills of the OPM workforce and attract skilled talent. By FY 2026, increase the percentage of OPM employees who agree that their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals by 3 percentage points.			\$9,771,069	45.0
	Employee Services	Salaries & Expenses	\$206,105	1.0
	OPM Human Resources	Common Services	\$9,564,964	44.0
2.2 - Improve OPM’s relationships and standing as the human capital management thought leader. By FY 2026, increase the percent of CHCOs who strongly agree that OPM treats them as a strategic partner by 23 percentage points.			\$518,794	2.5
	Congressional, Legislative and Intergovernmental Affairs	Salaries & Expenses	\$320,015	1.5
	Office of Communications	Salaries & Expenses	\$49,216	0.2
	Office of the Director	Advances & Reimbursements Annual	\$149,563	0.8
2.3 - Improve OPM’s program efficacy through comprehensive risk management and contract monitoring across the agency. By FY 2026, achieve the OMB-set target for the percentage of spending under category management.			\$168,104	0.6
	Office of the Chief Information Officer	Common Services	\$22,570	0.0
	Office of Procurement Operations	Common Services	\$82,278	0.3
	Office of the Chief Financial Officer	Common Services	\$63,256	0.3
2.4 - Establish a sustainable funding and staffing model for OPM that better allows the agency to meet its mission. By FY 2026, increase the percentage of OPM managers who indicate that they have sufficient resources to get their jobs done by 4 percentage points.			\$3,234,192	1.0
	Office of the Chief Financial Officer	Salaries & Expenses	\$800,000	0.0
	Office of the Chief Financial Officer	Common Services	\$2,434,192	1.0

Strategic Objectives	Organization	Fund	Dollars	FTE
2.5 - Modernize OPM IT by establishing an enterprise-wide approach, eliminating fragmentation, and aligning IT investments with core mission requirements. By FY 2026, increase the percentage of software projects implementing adequate incremental development to 95 percent.			\$114,814,061	141.0
	Office of the Chief Information Officer	Salaries & Expenses	\$17,920,690	25.0
	Office of the Chief Information Officer	IT Modernization S&E	\$6,700,000	0.0
	Office of the Chief Information Officer	Trust Fund Annual	\$172,898	1.0
	Office of the Chief Information Officer	Common Services	\$16,720,869	2.0
	Office of the Chief Information Officer	Revolving Fund	\$73,299,605	113.0
2.6 - Promote a positive organizational culture where leadership drives an enterprise mindset, lives the OPM values, and supports employee engagement and professional growth. By FY 2026, increase OPM's Leaders Lead Score by 3 points.			\$11,234,416	6.2
	Office of the Chief Information Officer	Salaries & Expenses	\$7,678,089	0.0
	Office of the Chief Information Officer	Common Services	\$2,202,555	0.0
	Employee Services	Salaries & Expenses	\$229,659	1.0
	Suitability Executive Agent Programs	Revolving Fund	\$157,477	0.7
	OPM Human Resources	Common Services	\$870,376	4.0
	Human Capital Data Management and Modernization	Salaries & Expenses	\$96,260	0.5
OPM Total			\$139,740,636	196.2

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

Strategic Objective Owner: Tyshawn Thomas, HR Director and Chief Human Capital Officer, OPM HR

Deputy Strategic Objective Owners: Dennis Coleman, Chief Management Officer, OD; Todd Anthony, Senior Procurement Executive and Director, OPO

Strategies

- Determine existing competency gaps between employees’ current skills and those skills required to achieve workforce planning, recruitment, retention, and talent development goals
- Create and implement targeted cross-functional developmental opportunities that align with talent management (or reskilling and upskilling) needs
- Leverage compensation, flexible work arrangements, and strategic hiring initiatives on an enterprise-level to attract a highly skilled and diverse OPM workforce
- Equip HR professionals with new tools and capabilities to effectively support mission needs through the creation of a dedicated talent team
- Accelerate hiring in areas within OPM necessary to deliver on key objectives within strategic plan

FY 2022 and FY 2023 Next Steps:

Key Milestones	Implementing Organization(s)	Target Completion
Begin to use data from the workforce planning study and workforce planning strategies to inform recruitment and retention efforts	OPM HR, OCFO	FY 2022
Identify and assess available work arrangements and work-life flexibilities offered to recruit/retain talent	OPM HR	FY 2022
Identify and assess available compensation options (for example, recruitment bonuses, student loan repayment, special pay incentives) currently used to attract for mission critical occupations	OPM HR	FY 2022

Key Milestones	Implementing Organization(s)	Target Completion
Identify stakeholders and skillsets necessary for talent team makeup	OPM HR, TBD	FY 2022
Draft communications plan and begin recruitment of talent team members	OPM HR	FY 2022
Determine talent needs of key objectives within the strategic plan	OPM HR	FY 2022
Develop a comprehensive talent planning strategy that identifies existing talent gaps, skills needed to support the strategic plan, and talent acquisition strategies	OPM HR	FY 2022
Develop competency gap assessment plan to include phased timeline, assessment tool, and approach (including specific workforces, job series, and critical positions)	OPM HR	FY 2023
Begin to execute agency-wide talent development plan	OPM HR, OCFO, OPO	FY 2023
Collect employee and leadership data on reskilling and upskilling needs and use competency data and employee feedback to identify top five agency needs	OPM HR	FY 2023
Conduct employee and leadership focus groups to create a framework for cross-functional development opportunities for each identified competency	OPM HR	FY 2023
Establish a communications plan aligned to launch platform and share opportunities	OPM HR, OC, OD	FY 2023
Gather available opportunities and deploy on an existing OPM platform to host the opportunities	OPM HR, HRS	FY 2023
Establish partnerships with recruitment sources to attract a more diverse applicant pool	OPM HR	FY 2023
Implement talent planning strategy	OPM HR	FY 2023

Performance Measures

_ * No historical results.

Performance Measures	FY 2017 Result	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Target	FY 2023 Target
Percent of respondents who agree that their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals	*	*	84.80%	85.80%	Expected April 2022	86.80%	87.80%

Performance Budget Request by Objective, Organization and Fund – All Resources

Strategic Objectives	Organization	Fund	Dollars	FTE
Transform OPM’s organizational capacity and capability to better serve as the leader in Federal human capital management				
2.1 - Build the skills of the OPM workforce and attract skilled talent. By FY 2026, increase the percentage of OPM employees who agree that their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals by 3 percentage points.			\$9,771,069	45.0
	Employee Services	Salaries & Expenses	\$206,105	1.0
	OPM Human Resources	Common Services	\$9,564,964	44.0
OPM Total			\$9,771,069	45.0

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

Strategic Objective Owner: Alethea Predeoux, Director, CLIA

Deputy Strategic Objective Owners: Margot Conrad, Senior Advisor to the Director & Executive Director, CHCOC; Laura Goulding, Deputy Director, OC

Strategies

- Re-affirm OPM’s role for the administration of human capital management for all Federal agencies by providing leadership, guidance, and oversight
- Increase engagement with the CHCO Council to improve OPM’s standing as the human capital thought leader across the Federal Government
- Proactively utilize the press to educate and inform the Federal workforce, agencies, stakeholders, and the public of OPM initiatives and policies

FY 2022 and FY 2023 Next Steps:

Key Milestones	Implementing Organization(s)	Target Completion
Invite agencies with employment systems outside of Title 5 to participate in meetings and workgroups, to foster meaningful dialog on human capital management	ES	FY 2022
Establish the human capital advisory committee/ framework for engaging with stakeholders	OD, CHCOOC, ES	FY 2022
Establish an Executive Steering Committee	OD, CHCO	FY 2022
Develop expanded press lists to use to pitch topics related to OPM mission	OC	FY 2022
Work with OPM stakeholders to develop press editorial calendar based on anticipated guidance, policies, or initiatives	OC	FY 2022
Update the CHCO Council charter	OD, CHCO	FY 2022
Pursue updates to the CHCO Council statute to strengthen the Council	OD, CHCOC	FY 2023
Develop first annual press report	OC	FY 2023

Performance Measures

_ * No historical results.

Performance Measures	FY 2017 Result	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Target	FY 2023 Target
Percent of CHCOs indicating that OPM treats them as strategic partners	_ *	_ *	_ *	_ *	_ *	Establish Baseline	Establish Baseline + 1 percentage point

Note: This measure was not being tracked previous to FY 2022.

Note: CHCOs are defined as the CHCOs and deputy CHCOs of the CHCO Act of 2002 agencies.

Performance Budget Request by Objective, Organization and Fund – All Resources

Strategic Objectives	Organization	Fund	Dollars	FTE
Transform OPM’s organizational capacity and capability to better serve as the leader in Federal human capital management				
2.2 - Improve OPM’s relationships and standing as the human capital management thought leader. By FY 2026, increase the percent of CHCOs who strongly agree that OPM treats them as a strategic partner by 23 percentage points.			\$518,794	2.5
	Congressional, Legislative and Intergovernmental Affairs	Salaries & Expenses	\$320,015	1.5
	Office of Communications	Salaries & Expenses	\$49,216	0.2
	Office of the Director	Advances & Reimbursements Annual	\$149,563	0.8
OPM Total			\$518,794	2.5

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

Strategic Objective Owner: Todd Anthony, Director, OPO

Deputy Strategic Objective Owners: Ed DeHarde, Assistant Director, HI; Melvin Brown, Acting Principal Deputy Chief Information Officer, OCIO; Ken Munson, Senior Program Analyst, HRS

Strategies

- Establish a disciplined enterprise acquisition planning process to drive cost efficiencies, reduce risk, and eliminate redundant procurements
- Improve OPM compliance with past performance reporting requirements by providing timely and meaningful feedback on contractor performance
- Improve OPM’s contract spend that is actively managed according to supply chain and category management principles

FY 2022 and FY 2023 Next Steps:

Key Milestones	Implementing Organization(s)	Target Completion
Develop Plan of Action and Milestones for development and rollout of OPM Enterprise Acquisition Policy (EAP)	OPO, OD, OCFO, OCIO	FY 2022
Draft Enterprise Acquisition Policy	OPO, OD, OCFO, OCIO	FY 2022
Obtain approval of Enterprise Acquisition Policy by OPM senior leadership	OPO, OESPIM, OD	FY 2022
Rollout Enterprise Acquisition Policy to align with OCFO Budget Formulation/Operating Plan processes	OPO, OCFO, OD, OCIO	FY 2022
Develop Plan of Actions and Milestones, create training, toolbox job aids, and collaboration site to improve OPM compliance with past performance reporting requirements	OPO, OCIO	FY 2022
Deliver Contractor Performance Assessment Reporting System refresher training to all Contracting Officer’s Representatives	OPO, OCIO	FY 2022
Begin to complete backlog of overdue reports in Contractor Performance Assessment Reporting System	OPM-wide	FY 2022
Launch category management/ OPM spend under management SharePoint site on Procurement Center to provide transparency and real time updates	OPO, OCIO	FY 2022
Start migration of Tier 3- unmanaged spend to Tier 1 and Best In Class managed spend	OPO	FY 2023

Performance Measures

_ * No historical results.

Performance Measures	FY 2017 Result	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Target	FY 2023 Target
Percent of OPM's spend under management (SUM)	- *	- *	- *	- *	- *	OMB-set Target	OMB-set Target
Percent of contract actions in compliance with Government-wide past performance reporting requirements	- *	- *	40.27%	47.73%	30%	70%	73%

Performance Budget Request by Objective, Organization and Fund – All Resources

Strategic Objectives	Organization	Fund	Dollars	FTE
Transform OPM's organizational capacity and capability to better serve as the leader in Federal human capital management				
2.3 - Improve OPM's program efficacy through comprehensive risk management and contract monitoring across the agency. By FY 2026, achieve the OMB-set target for the percentage of spending under category management.			\$168,104	0.6
	Office of the Chief Information Officer	Common Services	\$22,570	0.0
	Office of Procurement Operations	Common Services	\$82,278	0.3
	Office of the Chief Financial Officer	Common Services	\$63,256	0.3
OPM Total			\$168,104	0.6

Note: The percent of spend under management was previously measured as the percent of OMB targets achieved. The historical results are as follows: 256 percent (FY 2019), 96.1 percent (FY2020), 51.1 percent (FY 2021). The measure definition changed in FY 2022.

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

Strategic Objective Owner: Doug Glen, Chief Financial Officer, OCFO

Deputy Strategic Objective Owners: Melissa Ford, Associate CFO for Budget & Performance, OCFO; Jane Lee, Senior Advisor to the Director, OD; Dennis Coleman, Chief Management Officer, OD

Strategies

- Implement a process and structure that enhances labor code management and reporting across the agency
- Leverage enhanced reporting and external studies to support future budget justifications
- Provide OPM supervisors and managers with educational materials about the budget formulation process, resource allocation, and execution
- Work with OMB and Congress to identify alternative funding sources

FY 2022 and FY 2023 Next Steps:

Key Milestones	Implementing Organization(s)	Target Completion
Develop processes to oversee labor code management	OCFO	FY 2022
Streamline the existing number of labor codes	OCFO	FY 2022
Design approach to improve accuracy of labor code use and reporting	OCFO	FY 2022
Restructure labor code management team	OCFO	FY 2022
Execute annual assessment for monitoring of labor codes	OCFO	FY 2022
Leverage outcomes of workforce analysis to inform long-term resource requirements for OPM human capital	OCFO, OPM HR	FY 2022
Develop and implement tool that tracks billets (actual positions that exist within an organization) across the agency (including vacancies and grade levels)	OCFO, OPM HR	FY 2022

Key Milestones	Implementing Organization(s)	Target Completion
Conduct an annual workforce assessment to assess if there is adequate coverage to support critical functions	OCFO, OPM HR	FY 2022
Provide managers with training on the annual budget cycle via workshops and documentation	OCFO	FY 2022
Upon approval, execute Technology Modernization Fund resources as planned and report progress	OCFO, OCIO	FY 2022
Provide tools, reports, and guidance to inform the budget formulation and execution process on the CFO Portal	OCFO	FY 2023
Design alternative service delivery solutions for Defense Counterintelligence Security Agency IT support	OD	FY 2023
Establish IT Working Capital Fund	OCFO, OCIO	FY 2023

Performance Measures

_ * No historical results.

Performance Measures	FY 2017 Result	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Target	FY 2023 Target
Percent of OPM managers who indicate that they have sufficient resources to get their job done	43.10%	46%	54.10%	_ *	_ *	Establish Baseline	Establish Baseline + 1 percentage point
Percent of OPM staff who indicate that they have sufficient resources to get their job done	57.60%	59.40%	62.00%	_ *	_ *	Establish Baseline	Establish Baseline + 1 percentage point

Note: FY 2020 and FY 2021 results for these measures are unavailable because the corresponding survey item was not included in the FY 2020 and FY 2021 OPM FEVS.

Performance Budget Request by Objective, Organization and Fund – All Resources

Strategic Objectives	Organization	Fund	Dollars	FTE
Transform OPM’s organizational capacity and capability to better serve as the leader in Federal human capital management				
2.4 - Establish a sustainable funding and staffing model for OPM that better allows the agency to meet its mission. By FY 2026, increase the percentage of OPM managers who indicate that they have sufficient resources to get their jobs done by 4 percentage points.			\$3,234,192	1.0
	Office of the Chief Financial Officer	Salaries & Expenses	\$800,000	0.0
	Office of the Chief Financial Officer	Common Services	\$2,434,192	1.0
OPM Total			\$3,234,192	1.0

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

Strategic Objective Owner: Guy Cavallo, Chief Information Officer, OCIO

Deputy Strategic Objective Owners: Curtis Mejeur, Senior Advisor, OD; Cord Chase, Chief Information Security Officer, OCIO; Scott Knell, Chief Technology Officer, OCIO; Shreena Lyons, Director of Contracting, OPO

Strategies

- Complete transition of ongoing IT operational support to Defense Counterintelligence Security Agency (DCSA)
- Analyze OPM's spending patterns, through the effective implementation of OMB's mandated Technology Business Management, to leverage its purchasing power through development and execution of strategic sourcing procurement vehicles and policies
- Improve IT governance processes to better align with modernization strategy and governmental best practices
- Conduct discovery sessions with programs to build a mutual understanding of current systems' capabilities and program offices' needs
- Evaluate IT systems for risk, consolidation, and modernization potential, developing an enterprise roadmap, and modernization timeline
- Upskill the workforce through cloud training and activities
- Improve agile software development and operations through adoption of best practices and tools
- Expand and leverage cloud services to enhance employee productivity and cybersecurity protections

FY 2022 and FY 2023 Next Steps:

Key Milestones	Implementing Organization(s)	Target Completion
Complete DCSA Security Operations Monitoring and Response	OCIO	FY 2022
Integrate strategic sourcing procurement vehicles and policies into agency budgeting process to maximize awareness and adoption	OCIO, OCFO	FY 2022
Integrate IT governance processes with agency budgeting process	OCIO, OCFO	FY 2022
Streamline OCIO technology review process by implementing a case management solution for tracking acquisitions and their status, which will produce the necessary approval documentation once cleared	OCIO	FY 2022
Implement the necessary actions to raise the OPM FITARA scorecard grade by a full grade	OCIO	FY 2022
Conduct initial technology discovery sessions with all program offices	OCIO	FY 2022
Complete user experience journey maps across all program areas	OCIO	FY 2022
Identify and integrate elements of the user experience future state journey map into operational processes	OCIO, OCFO	FY 2022
Stand up Enterprise Architect role and operations	OCIO	FY 2022
Complete engineering, security, privacy, and architecture review for all High Value Assets	OCIO	FY 2022
Establish core cloud training for OCIO	OCIO	FY 2022
Establish a Development, Security, and Operations team	OCIO	FY 2022
Complete DCSA Operations Support inclusive of active directory and administering Routers and Switches	OCIO	FY 2022
Establish enterprise standards for technology purchases taking into effect the risk to supply chain and cybersecurity threats	OCIO	FY 2022
Designate an Enterprise Software Manager, as required by the Megabyte Act of 2016 and implement the necessary oversight and approval processes to eliminate the purchase of duplicative technologies	OCIO	FY 2022

Key Milestones	Implementing Organization(s)	Target Completion
Implement an OCIO Audit team to focus upon resolving audit findings and improving OCIO operations to minimize future findings	OCIO	FY 2022
Leverage cloud technologies to improve the reliability and availability of OPM applications, while also enhancing cybersecurity protections	OCIO	FY 2022
Implement a Digital Services Team to build new applications to replace legacy applications	OCIO	FY 2022
Complete engineering, security, privacy, and architecture review for all OPM systems	OCIO	FY 2023
Establish cloud/technology training offering for OPM	OCIO	FY 2023
Establish Development, Security, and Operations platforms for continuous integration and deployment and test automation	OCIO	FY 2023

Performance Measures

_ * No historical results.

Performance Measures	FY 2017 Result	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Target	FY 2023 Target
Percent of software projects implementing adequate incremental development	100%	100%	97%	89%	90%	92%	94%
Score for utilization of the working capital fund to support IT modernization and security	*	1.0	1.0	1.0	2.75	2.75	2.81

Performance Budget Request by Objective, Organization and Fund – All Resources

Strategic Objectives	Organization	Fund	Dollars	FTE
Transform OPM’s organizational capacity and capability to better serve as the leader in Federal human capital management				
2.5 - Modernize OPM IT by establishing an enterprise-wide approach, eliminating fragmentation, and aligning IT investments with core mission requirements. By FY 2026, increase the percentage of software projects implementing adequate incremental development to 95 percent.			\$114,814,061	141.0
	Office of the Chief Information Officer	Salaries & Expenses	\$17,920,690	25.0
	Office of the Chief Information Officer	IT Modernization S&E	\$6,700,000	0.0
	Office of the Chief Information Officer	Trust Fund Annual	\$172,898	1.0
	Office of the Chief Information Officer	Common Services	\$16,720,869	2.0
	Office of the Chief Information Officer	Revolving Fund	\$73,299,605	113.0
OPM Total			\$114,814,061	141.0

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

Strategic Objective Owner: Dennis Coleman, Chief Management Officer, OD

Deputy Strategic Objective Owners: Tyshawn Thomas, HR Director and Chief Human Capital Officer, OPM HR; David Padrino, Executive Director, HCDMM

Strategies

- Increase leadership awareness of corporate citizenship and an enterprise-wide mindset
- Develop a set of guiding principles for an enterprise-wide leadership mindset
- Increase communication to employees focusing on the strategic goals and objectives
- Strengthen customer engagement with OPM system users and stakeholders during design, requirements, and testing phases to improve system quality and adoption
- Strengthen Diversity Equity Inclusion and Accessibility (DEIA) within OPM, addressing all aspects of the employee lifecycle

FY 2022 and FY 2023 Next Steps:

Key Milestones	Implementing Organization(s)	Target Completion
Obtain senior leadership approval of corporate citizenship element	OPM HR, OD, ODEIA, OCFO	FY 2022
Define and add supervisory performance element that focuses on corporate citizenship and breaking down silos	OPM HR, OD, ODEIA, OCFO	FY 2022
Develop communication and implementation strategy for new supervisory performance element	OPM HR, OD, ODEIA, OCFO	FY 2022
Identify the guiding principles for enterprise-wide leadership mindset (such as level of engagement and consideration of long-term planning)	HCDMM	FY 2022
Develop communication and implementation strategy to promote enterprise-wide leadership mindset for stakeholders	OESPIM, OC	FY 2022
Assess results against enterprise-wide checklist	HCDMM	FY 2022

Key Milestones	Implementing Organization(s)	Target Completion
Develop standardized onboarding process to include strategic plan elements and connectedness to jobs and organization	OC, OPM HR	FY 2022
Partner with front-line employees to increase engagement, input, and promotion on strategic objective progress and development	OC, OPM HR	FY 2022
Establish linkages between the OPM strategic plan and employee performance plan elements	OD, OC, OPM HR	FY 2022
Develop and implement standardized approach based on best practices to engage OPM stakeholders during major system changes	OCIO, HCDMM, OPM HR, OCFO	FY 2022
Collect stakeholder feedback (for example, interviews, focus groups, surveys) on approach impact	OCIO, HCDMM, OPM HR, OCFO	FY 2022
Develop DEIA Strategic Plan with activities focused on Recruitment, Onboarding, Development, and Retention, such as engagement and upward mobility	OPM HR, ODEIA, OCFO	FY 2022
Conduct an agency wide DEIA assessment	OPM HR, OD, ODEIA	FY 2022
Implement the new DEIA supervisory performance element and capture performance data	OPM HR	FY 2022
Develop internal DEIA team by recruiting and hiring DEIA team members and experts	OPM HR, ODEIA	FY 2022
Assess element results to determine increased targets	OPM HR, OD	FY 2023
Hold employee feedback sessions focusing on the strategic plan	OPM HR	FY 2023
Reassess and revise approach as needed considering new enterprise mindset guidelines	OCIO, HCDMM, OPM HR, OCFO	FY 2023
Begin implementation of the OPM DEIA Strategic Plan	OPM HR, ES, SuitEA	FY 2023

Performance Measures

_ * No historical results.

Performance Measures	FY 2017 Result	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Target	FY 2023 Target
OPM Leaders Lead score	_ *	59	61	64	Expected March 2022	65	65.5

Performance Budget Request by Objective, Organization and Fund – All Resources

Strategic Objectives	Organization	Fund	Dollars	FTE
Transform OPM’s organizational capacity and capability to better serve as the leader in Federal human capital management				
2.6 - Promote a positive organizational culture where leadership drives an enterprise mindset, lives the OPM values, and supports employee engagement and professional growth. By FY 2026, increase OPM’s Leaders Lead Score by 3 points.			\$11,234,416	6.2
	Office of the Chief Information Officer	Salaries & Expenses	\$7,678,089	0.0
	Office of the Chief Information Officer	Common Services	\$2,202,555	0.0
	Employee Services	Salaries & Expenses	\$229,659	1.0
	Suitability Executive Agent Programs	Revolving Fund	\$157,477	0.7
	OPM Human Resources	Common Services	\$870,376	4.0
	Human Capital Data Management and Modernization	Salaries & Expenses	\$96,260	0.5
OPM Total			\$11,234,416	6.2

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

Performance Budget Request by Objective, Organization and Fund – All Resources

Strategic Objectives	Organization	Fund	Dollars	FTE
Create a human-centered customer experience by putting the needs of OPM’s customers at the center of OPM’s workforce services, policy, and oversight, increasing OPM’s customer satisfaction index score for targeted services to 4.3 out of 5				
3.1 - Enhance the Retirement Services customer experience by providing timely, accurate, and responsive service that addresses the diverse needs of OPM’s customers. By FY 2026, improve the customer satisfaction score to 4.2 out of 5.			\$139,483,811	1,019.7
	Office of the Chief Information Officer	Salaries & Expenses	\$343,837	2.0
	Office of the Chief Information Officer	Trust Fund Annual	\$8,589,404	27.6
	Office of the Chief Information Officer	Common Services	\$175,968	0.0
	Office of the Chief Information Officer	5 U.S.C. § 8348 (a)(1)(B) - Retirement	\$3,094,774	1.4
	Retirement Services	Trust Fund Annual	\$69,337,202	547.9
	Retirement Services	5 U.S.C. § 8348 (a)(1)(B) - Retirement	\$56,834,744	432.8
	Retirement Services	FERCCA (P.L. 106-265) - Retirement	\$1,107,882	8.0
3.2 - Create a personalized USAJOBS experience to help applicants find relevant opportunities. By FY 2026, improve applicant satisfaction to 4.1 out of 5 for the desktop platform and to 4.5 out of 5 for the mobile platform.			\$1,702,288	9.5
	Employee Services	Salaries & Expenses	\$70,657	0.3
	HR Solutions	Revolving Fund	\$1,631,631	9.2

Strategic Objectives	Organization	Fund	Dollars	FTE
3.3 - Create a seamless customer and intermediary experience across OPM’s policy, service, and oversight functions. By FY 2026, increase the average score for helpfulness of OPM human capital services in achieving human capital objectives to 4.5 out of 5.			\$11,440,663	31.5
	Office of the Chief Information Officer	Salaries & Expenses	\$400,000	0.0
	Office of the Chief Information Officer	Common Services	\$2,600,000	0.0
	Office of the Chief Information Officer	Revolving Fund	\$3,736,486	0.0
	Employee Services	Salaries & Expenses	\$752,976	7.0
	HR Solutions	Revolving Fund	\$200,000	0.0
	Merit System Accountability & Compliance	Salaries & Expenses	\$2,599,222	18.2
	Human Capital Data Management and Modernization	Salaries & Expenses	\$925,216	4.9
	Human Capital Data Management and Modernization	Revolving Fund	\$226,763	1.4
3.4 - Transform the OPM website to a user-centric and user-friendly website. By FY 2026, achieve an average effectiveness score of 4 out of 5.			\$826,915	4.2
	Office of Communications	Salaries & Expenses	\$91,106	0.4
	Office of the Executive Secretariat and Privacy and Information Management	Salaries & Expenses	\$135,074	0.5
	Office of the Chief Financial Officer	Common Services	\$87,736	1.0
	Retirement Services	Trust Fund Annual	\$307,799	1.4
	Retirement Services	5 U.S.C. § 8348 (a)(1)(B) - Retirement	\$205,200	0.9
OPM Total			\$153,453,677	1,064.8

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

Strategic Objective Owner: Nick Ashenden, Deputy Associate Director, RS

Deputy Strategic Objective Owner: Lori Amos, Deputy Associate Director for Retirement Operations, RS; Guy Cavallo, Chief Information Officer, OCIO; Curtis Mejeur, Senior Advisor to the Director for Technology & Delivery, OD

Strategies

- Improve customer service delivery of Retirement Services personnel through training and continuous development
- Develop and upgrade user interfaces, modernize system components, and enhance data integration of Retirement Services systems to improve customer service
- Increase Agency Benefits Officers’ knowledge through training and collaboration for a seamless transition from their agency to OPM
- Strengthen customer engagement with annuitants to enhance the customer experience

FY 2022 and FY 2023 Next Steps:

Key Milestones	Implementing Organization(s)	Target Completion
Create a plan to engage agency benefits officers to improve the communication of the retirement application process and identify training needs	RS	FY 2022
Implement Contact Center as a Service cloud-based telephony solution	RS, OCIO, OPO	FY 2022
Create a training plan to standardize, approve, and conduct training for Retirement Services personnel on foundational Retirement Services courses	RS	FY 2023
Create a virtual library of training resources for Retirement Services personnel	RS	FY 2023

Key Milestones	Implementing Organization(s)	Target Completion
Update OPM Retirement Services public facing web content and frequently asked questions	RS, OCIO	FY 2023
Introduce new technologies to improve retirement case management and annuity benefit calculations	OCIO, RS	FY 2023
Enhance capabilities of Services Online to increase customer self-service options	OCIO, RS	FY 2023
Conduct communications assessment for annuitants and survivors	RS	FY 2023

Performance Measures

_ * No historical results

^In FY 2019, only Q3 and Q4 data was available.

†In FY 2020, only Q1, Q3, and Q4 data was available.

Performance Measures	FY 2017 Result	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Target	FY 2023 Target
Average number of minutes to answer phone calls (Cumulative)	_ *	_ *	_ *	_ *	_ *	5.00	5.00
Average number of days to process retirement cases	67.0	58.6	55.7	68.5	78.96	60.00	60.00
Average satisfaction score for services received from Retirement Services	_ *	_ *	4.10 [^]	4.12 [†]	3.92	4.00	4.05

Note: OPM re-baselined results for the average number of minutes to answer phone calls (cumulative) measure in light of the implementation of the new cloud-based contact center solution, which allows more callers into the queue.

Performance Budget Request by Objective, Organization and Fund – All Resources

Strategic Objectives	Organization	Fund	Dollars	FTE
Create a human-centered customer experience by putting the needs of OPM’s customers at the center of OPM’s workforce services, policy, and oversight, increasing OPM’s customer satisfaction index score for targeted services to 4.3 out of 5				
3.1 - Enhance the Retirement Services customer experience by providing timely, accurate, and responsive service that addresses the diverse needs of OPM’s customers. By FY 2026, improve the customer satisfaction score to 4.2 out of 5.			\$139,483,811	1,019.7
	Office of the Chief Information Officer	Salaries & Expenses	\$343,837	2.0
	Office of the Chief Information Officer	Trust Fund Annual	\$8,589,404	27.6
	Office of the Chief Information Officer	Common Services	\$175,968	0.0
	Office of the Chief Information Officer	5 U.S.C. § 8348 (a)(1)(B) - Retirement	\$3,094,774	1.4
	Retirement Services	Trust Fund Annual	\$69,337,202	547.9
	Retirement Services	5 U.S.C. § 8348 (a)(1)(B) - Retirement	\$56,834,744	432.8
	Retirement Services	FERCCA (P.L. 106-265) - Retirement	\$1,107,882	8.0
OPM Total			\$139,483,811	1,019.7

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

Strategic Objective Owner: Dianna Saxman, Deputy Associate Director, HRS

Deputy Strategic Objective Owner: Kim Holden, Deputy Associate Director, ES; MC Price, Associate CIO, OCIO; Curtis Mejeur, Senior Advisor to the Director for Technology & Delivery, OD

Strategies

- Conduct end-to-end user research on the applicant experience to drive development priorities and make USAJOBS refinements to improve satisfaction
- Increase stakeholder access to USAJOBS data to drive improvements to the Federal hiring process
- Collaborate with GSA’s login.gov team to improve the USAJOBS authentication experience
- Implement USAJOBS IT modernization efforts to leverage technology and process advancements
- Improve USAJOBS Voice of Customer sourcing and support mechanisms

FY 2022 and FY 2023 Next Steps:

Key Milestones	Implementing Organization(s)	Target Completion
Implement Minimum Profile and Job Opportunity Announcement template enhancements (based on U.S. Digital Service template)	HRS	FY 2022
Assess pilot results for Job Status Applicant Counts feature and develop a plan for expansion	HRS	FY 2022
Conduct a USAJOBS service equity assessment	HRS	FY 2022
Deliver real-time access to USAJOBS data via the OPM Talent Acquisition dashboard for OPM	HRS	FY 2022
Implement OPM Talent Acquisition Business Intelligence tool with USAJOBS data for Federal agencies	OCIO, HRS	FY 2022
Conduct a usability audit and document recommendations to improve the USAJOBS authentication experience	HRS	FY 2022

Key Milestones	Implementing Organization(s)	Target Completion
Develop plan to transition GSA login.gov help desk support for USAJOBS to OPM	OCIO	FY 2022
Establish a recurring evaluation meeting with GSA to share feedback	HRS	FY 2022
Evaluate Search Engine Optimization and Machine Learning/Artificial Intelligence technologies for search experience improvements to increase personalization	OCIO, HRS	FY 2022
Understand the pre-USAJOBS experience and identify recommendations for action	OCIO, HRS	FY 2022
Obtain agreement on the USAJOBS roadmap with key stakeholders, including a plan to migrate USAJOBS components to the cloud	OCIO, HRS	FY 2022
Consolidate OPM Talent Acquisition help desks and modernize user support by conducting market research on an applicant chat bot	HRS, OCIO	FY 2022
Enhance USAJOBS applicant communications by developing a video series, planning an outreach campaign for underserved communities, and conducting research to create an early-career marketplace	ES, HRS	FY 2022
Complete the implementation of the OPM Talent Acquisition data lake	OCIO	FY 2023
Refine applicant and hiring manager surveys to improve data collection to drive additional insights	ES, HRS	FY 2023
Conduct updated benchmarking evaluation to identify leading private sector practices that could be applied to USAJOBS	HRS	FY 2023

Performance Measures

_ * No historical results

Performance Measures	FY 2017 Result	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Target	FY 2023 Target
Average overall satisfaction score with USAJOBS (desktop)	_ *	_ *	3.80	3.87	3.87	3.90	3.95
Average ease score (desktop)	_ *	_ *	3.64	3.73	3.74	3.76	3.77
Average efficiency score (desktop)	_ *	_ *	3.59	3.70	3.74	3.76	3.77
Average transparency score (desktop)	_ *	_ *	3.99	4.10	4.16	4.17	4.18
Average website helpfulness score (desktop)	_ *	_ *	3.77	3.86	3.84	3.86	3.86
Average trust score (desktop)	_ *	_ *	3.67	3.75	3.75	3.76	3.77
Average effectiveness score (desktop)	_ *	_ *	3.64	3.72	3.77	3.77	3.78
Average overall satisfaction score with USAJOBS (mobile)	_ *	_ *	4.27	4.27	4.21	4.22	4.23
Average trust score (mobile)	_ *	_ *	4.13	4.14	4.11	4.12	4.13
Average effectiveness score (mobile)	_ *	_ *	4.10	4.09	4.11	4.11	4.12
Average ease score (mobile)	_ *	_ *	4.13	4.14	4.09	4.10	4.11
Average efficiency score (mobile)	_ *	_ *	4.03	4.03	4.08	4.05	4.06
Average transparency score (mobile)	_ *	_ *	4.38	4.39	4.39	4.41	4.42
Average website helpfulness score (mobile)	_ *	_ *	4.22	4.22	4.14	4.17	4.18

Performance Budget Request by Objective, Organization and Fund – All Resources

Strategic Objectives	Organization	Fund	Dollars	FTE
Create a human-centered customer experience by putting the needs of OPM’s customers at the center of OPM’s workforce services, policy, and oversight, increasing OPM’s customer satisfaction index score for targeted services to 4.3 out of 5				
3.2 - Create a personalized USAJOBS experience to help applicants find relevant opportunities. By FY 2026, improve applicant satisfaction to 4.1 out of 5 for the desktop platform and to 4.5 out of 5 for the mobile platform.			\$1,702,288	9.5
	Employee Services	Salaries & Expenses	\$70,657	0.3
	HR Solutions	Revolving Fund	\$1,631,631	9.2
OPM Total			\$1,702,288	9.5

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

Strategic Objective Owner: Dennis Coleman, Chief Management Officer

Deputy Strategic Objective Owners: Jason Barke, Group Manager, Strategic Workforce Planning, ES; Ana Mazzi, Acting Director, ODEIA; Principal Deputy Associate Director, MSAC; Reggie Brown, Principal Deputy Associate Director, HRS

Strategies

- Establish a customer experience infrastructure with the organizational power to coordinate agency efforts to create consistent, shared language, goals, and measures around customer experience, with the influence to require adherence
- Promote collaboration across programs when developing and issuing policy and providing guidance and services to agencies in a timely fashion
- Review and modify oversight evaluation methodology to incorporate strategic, data-driven, and performance-oriented evaluations that focus on Government-wide, systemic issues
- Create blended interpretation, technical assistance, consulting, learning, and oversight product and service offerings to meet agency needs across the talent lifecycle
- Deliver strategic support and guidance to agencies that are part of an expected, comprehensive catalog of services OPM typically provides

FY 2022 and FY 2023 Next Steps:

Key Milestones	Implementing Organization(s)	Target Completion
Implement data-driven evaluation methodology	MSAC	FY 2022
Create listening channels to better understand agency needs	ES, HRS, MSAC	FY 2022
Partner across OPM to provide programmatic support to IJJA-impacted agencies, providing a seamless, unified customer experience, to facilitate completion of agency Talent Surge Hiring Plans	ES, HRS, MSAC, ODEIA	FY 2022
Conduct webinar series with agencies on the Human Capital Operating Plan regarding components setting targets, defining measures, and reviewing criteria	ES, HRS, MSAC	FY 2022

Key Milestones	Implementing Organization(s)	Target Completion
Provide feedback to agencies on Human Capital Operating Plans, identifying strengths and opportunities for improvement	ES, MSAC	FY 2022
Engage stakeholders, including customers and intermediaries, on OPM's delivery of service and support, as well as service needs	ES, HRS, MSAC	FY 2023
Establish a regular and recurring cross-organizational meeting to share policy, guidance, and services provided to agencies	MSAC, ES, HRS	FY 2023
Launch agency-wide evaluations focused on the implementation of select human capital framework systems requirements and focus areas and how agencies use data to make human capital management decisions	MSAC	FY 2023
Research technology, Artificial Intelligence, and Business Intelligence to automate rules-based, repetitive, transactional activities and administrative tasks to reduce staff time on low impact work	ES, HRS, MSAC, HCDMM, OCIO	FY 2023
Develop and provide solutions that align with expressed agency needs gathered through the listening channels	ES, HRS, MSAC	FY 2023
Develop web-based innovative, dynamic, and interactive catalogue of OPM tools, services, and resources	ES, HRS, MSAC	FY 2023

Performance Measures

_ * No historical results

^ OPM identified FY 2021 results for this measure well into FY 2022, and after the completion of target setting for FY 2022 and FY 2023.

Performance Measures	FY 2017 Result	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Target	FY 2023 Target
Average score for helpfulness of OPM human capital services in achieving human capital objectives	_ *	_ *	_ *	_ *	4.31	Establish Baseline	4.32

Note: This measure was previously tracked as percent of users throughout government who agree that OPM human capital services are helpful in achieving their human capital objectives. The result for FY 2019 was 87.4 percent and the FY 2020 result was 92.5 percent.

Performance Budget Request by Objective, Organization and Fund – All Resources

Strategic Objectives	Organization	Fund	Dollars	FTE
Create a human-centered customer experience by putting the needs of OPM’s customers at the center of OPM’s workforce services, policy, and oversight, increasing OPM’s customer satisfaction index score for targeted services to 4.3 out of 5				
3.3 - Create a seamless customer and intermediary experience across OPM’s policy, service, and oversight functions. By FY 2026, increase the average score for helpfulness of OPM human capital services in achieving human capital objectives to 4.5 out of 5.			\$11,440,663	31.5
	Office of the Chief Information Officer	Salaries & Expenses	\$400,000	0.0
	Office of the Chief Information Officer	Common Services	\$2,600,000	0.0
	Office of the Chief Information Officer	Revolving Fund	\$3,736,486	0.0
	Employee Services	Salaries & Expenses	\$752,976	7.0
	HR Solutions	Revolving Fund	\$200,000	0.0
	Merit System Accountability & Compliance	Salaries & Expenses	\$2,599,222	18.2
	Human Capital Data Management and Modernization	Salaries & Expenses	\$925,216	4.9
	Human Capital Data Management and Modernization	Revolving Fund	\$226,763	1.4
OPM Total			\$11,440,663	31.5

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

Strategic Objective Owner: Caroline Ciccone, Director, OC

Deputy Strategic Objective Owners: Melvin Brown, Principal Deputy Chief Information Officer, OCIO; Kellie Riley, Director, OPIM; Lori Amos, Deputy Associate Director, RS

Strategies

- Strengthen customer engagement with OPM stakeholders during design, requirements development, and testing to improve system quality and adoption
- Create an OPM Digital Governance Board to advance the creation, maintenance, and update of digital tools across the agency
- Increase employee education on human-centered design principles, plain language, privacy, and accessibility to facilitate the creation of clear and consistent website program content and digital tools
- Use human-centered design principles to create a site that is designed for external customers (rather than for OPM program offices), helps customers efficiently obtain the information they need, and creates opportunities for feedback
- Migrate to a cloud hosted OPM.gov platform to allow for elasticity as demand increases or decreases, delivering a positive customer experience during peak usage
- Implement a modern content management platform to more easily update and maintain the content on OPM.gov
- Establish a unified approach to the development and maintenance of web content

FY 2022 and FY 2023 Next Steps

Key Milestones	Implementing Organization(s)	Target Completion
Conduct customer experience research	OCIO	FY 2022
Develop customer experience feedback loop	OCIO	FY 2022
Evaluate Paperwork Reduction Act requirements for the customer experience research and obtain OMB clearance where applicable	OCIO, OESPIM	FY 2022
Evaluate Privacy Act requirements in the context of the customer experience research and feedback and develop, clear, and publish a system of records notice where applicable	OCIO, OESPIM	FY 2022
Identify key program office participation and representation for the Digital Governance Board	OC	FY 2022
Obtain approval of Digital Governance Board charter and goals	OC, OCIO	FY 2022
Develop human centered design and plain language guidance and resources to for internal use	OC, OESPIM, OCIO	FY 2022
Rollout accessibility policy agency-wide	OC	FY 2022
Establish privacy policy regarding posting public-facing content	OESPIM, OC	FY 2022
Conduct user testing with various customer groups	OCIO	FY 2022
Collect baseline data and information on current user experience	OCIO	FY 2022
Evaluate Paperwork Reduction Act requirements for the user testing and obtain OMB clearance where applicable	OESPIM, OCIO	FY 2022
Evaluate Privacy Act requirements in the context of the user testing and develop, clear, and publish a system of records notice where applicable	OESPIM, OCIO	FY 2022
Establish content style guide	OC, OCIO	FY 2022
Establish privacy guidelines for posting public-facing content	OESPIM, Digital Governance Board	FY 2022
Conduct user research to inform functionality of a new Federal Employee Health Benefits Decision Support Tool and develop an evaluation protocol to assess the effect on user experience and plan selection	HI, OCFO	FY 2023
Review current clearance process for web content and identify opportunities for improvement	OC, OESPIM, Digital Governance Board	FY 2023

Performance Measures

_ * No historical results

Performance Measures	FY 2017 Result	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Target	FY 2023 Target
Average effectiveness score	_ *	_ *	_ *	_ *	_ *	Establish Baseline	Establish Baseline + .1
Average ease score	_ *	_ *	_ *	_ *	_ *	Establish Baseline	Establish Baseline + .1

Performance Budget Request by Objective, Organization and Fund – All Resources

Strategic Objectives	Organization	Fund	Dollars	FTE
Create a human-centered customer experience by putting the needs of OPM’s customers at the center of OPM’s workforce services, policy, and oversight, increasing OPM’s customer satisfaction index score for targeted services to 4.3 out of 5				
3.4 - Transform the OPM website to a user-centric and user-friendly website. By FY 2026, achieve an average effectiveness score of 4 out of 5.			\$826,915	4.2
	Office of Communications	Salaries & Expenses	\$91,106	0.4
	Office of the Executive Secretariat and Privacy and Information Management	Salaries & Expenses	\$135,074	0.5
	Office of the Chief Financial Officer	Common Services	\$87,736	1.0
	Retirement Services	Trust Fund Annual	\$307,799	1.4
	Retirement Services	5 U.S.C. § 8348 (a)(1)(B) - Retirement	\$205,200	0.9
OPM Total			\$826,915	4.2

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

Performance Budget Request by Objective, Organization and Fund – All Resources

Strategic Objectives	Organization	Fund	Dollars	FTE
Provide innovative and data-driven solutions to enable agencies to meet their missions, increasing the percentage of users throughout Government who agree that OPM offered innovative solutions while providing services or guidance by 4 points				
4.1 - Foster a culture of creativity and innovation within OPM. By FY 2026, increase the percentage of employees who agree that innovation is valued by 4 points.			\$362,260	0.0
	Office of the Chief Information Officer	Common Services	\$237,260	0.0
	HR Solutions	Revolving Fund	\$125,000	0.0
4.2 - Increase focus on Government-wide policy work by shifting more low-risk delegations of authorities to agencies.			\$3,249,385	20.6
	Congressional, Legislative and Intergovernmental Affairs	Salaries & Expenses	\$320,015	1.5
	Employee Services	Salaries & Expenses	\$70,657	0.3
	Merit System Accountability & Compliance	Salaries & Expenses	\$2,730,489	18.2
	Suitability Executive Agent Programs	Revolving Fund	\$128,224	0.6
4.3 - Expand the quality and use of OPM’s Federal human capital data. By FY 2026, increase the percentage of CHCO survey respondents who agree that OPM provides agencies with high quality workforce data and information to be used in decision-making by 20 percentage points.			\$22,282,038	29.3
	Office of the Chief Information Officer	Common Services	\$32,000	0.0
	Office of the Chief Information Officer	Revolving Fund	\$836,434	0.0
	Employee Services	Salaries & Expenses	\$1,016,916	5.0
	HR Solutions	Revolving Fund	\$200,000	0.0
	Office of the Executive Secretariat and Privacy and Information Management	Common Services	\$103,053	0.5
	Human Capital Data Management and Modernization	Salaries & Expenses	\$5,571,914	9.4
	Human Capital Data Management and Modernization	Revolving Fund	\$14,521,721	14.5

Strategic Objectives	Organization	Fund	Dollars	FTE
4.4 - Improve OPM’s ability to provide strategic human capital management leadership to agencies through expansion of innovation, pilots, and identification of best practices across Government. By FY 2026, provide Federal agencies with 25 best practices.			\$4,910,933	25.2
	Employee Services	Salaries & Expenses	\$964,017	4.5
	Merit System Accountability & Compliance	Salaries & Expenses	\$2,599,300	18.2
	Human Capital Data Management and Modernization	Salaries & Expenses	\$1,347,616	2.5
4.5 - Revamp OPM’s policy-making approach to be proactive, timely, systematic, and inclusive. By FY 2026, increase the percent of CHCOs who agree that OPM’s policy approach is responsive to agency needs by 8 percentage points.			\$1,701,109	9.2
	Employee Services	Salaries & Expenses	\$1,269,387	7.0
	Healthcare & Insurance	Trust Fund Annual	\$126,178	0.2
	Office of the Chief Financial Officer	Common Services	\$151,691	1.0
	Human Capital Data Management and Modernization	Salaries & Expenses	\$153,853	1.0
4.6 - Streamline Federal human capital regulations and guidance to reduce administrative burden and promote innovation while upholding merit system principles. By FY 2026, improve CHCO agreement that human capital policy changes resulted in less administrative burden to agencies by 8 percentage points.			\$4,010,835	23.9
	Employee Services	Salaries & Expenses	\$372,880	1.5
	HR Solutions	Revolving Fund	\$150,000	0.0
	Merit System Accountability & Compliance	Salaries & Expenses	\$2,599,250	18.2
	Office of the Director	Advances & Reimbursements Annual	\$149,563	0.8
	OPM Human Resources	Common Services	\$247,771	1.0
	Human Capital Data Management and Modernization	Revolving Fund	\$491,371	2.4
OPM Total			\$36,516,560	108.1

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

Strategic Objective Owner: Anne Harkavy, Chief of Staff, OD

Deputy Strategic Objective Owners: John Gill, Deputy Director, HRS; Curtis Mejeur, Senior Advisor, OD

Strategies

- Build leader mindsets, skills, and behaviors that foster innovation in offices, including senior leaders’ abilities to model professional vulnerability, risks, failures, and lessons learned
- Design forums that encourage cross-organizational communication and collaboration where OPM employees can interact with others and learn from creative leaders
- Reward or recognize employees and teams for innovation and creativity in a manner that celebrates attempts and positive outcomes

FY 2022 and FY 2023 Next Steps:

Key Milestones	Implementing Organization(s)	Target Completion
Lead minimum of one innovation study as a pilot	OD	FY 2022
Conduct pilot postmortem and lead outbrief across the organization	OD	FY 2022
Design types of forums/Idea Center	OD	FY 2022
Develop forum structure and/or Idea Center concept of operation	OD	FY 2022
Pilot one Innovation Forum	Designee	FY 2022
Pilot Idea Center with three use cases	OD	FY 2022
Produce innovation tool kit and provide training to OPM leadership	HRS	FY 2022
Design employee and team rewards/recognition types within OPM’s existing award structures and recognition processes	OD	FY 2022

Key Milestones	Implementing Organization(s)	Target Completion
Socialize recognition structures and process with senior leaders	OD	FY 2022
Debrief “lessons learned” from Pilot forum- Leaders lead briefs	OD	FY 2022
Roll out postmortems to the workforce	OD	FY 2023
Plan and execute forums	HRS	FY 2023
Debrief lessons learned from forums	OD	FY 2023
Implement recognition structures and processes	OD	FY 2023
Apply and re-program existing learning products and mechanisms	HRS	FY 2023

Performance Measures

_ * No historical results

Performance Measures	FY 2017 Result	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Target	FY 2023 Target
Percent of OPM employees who agree that innovation is valued where they work	_ *	_ *	_ *	_ *	Expected April 2022	Establish Baseline	Establish Baseline + 3 percentage points
Percent of OPM leaders trained in innovation techniques	_ *	_ *	_ *	_ *	_ *	Establish Baseline	Establish Baseline + 25 percent of leaders trained

Note: The percent of OPM employees who agree that innovation is valued where they work was not measured previous to FY 2021.

Note: The percent of OPM leaders trained in innovation techniques was not being tracked previous to FY 2022.

Performance Budget Request by Objective, Organization and Fund – All Resources

Strategic Objectives	Organization	Fund	Dollars	FTE
Provide innovative and data-driven solutions to enable agencies to meet their missions, increasing the percentage of users throughout Government who agree that OPM offered innovative solutions while providing services or guidance by 4 points				
4.1 - Foster a culture of creativity and innovation within OPM. By FY 2026, increase the percentage of employees who agree that innovation is valued by 4 points.			\$362,260	0.0
	Office of the Chief Information Officer	Common Services	\$237,260	0.0
	HR Solutions	Revolving Fund	\$125,000	0.0
OPM Total			\$362,260	0.0

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

Strategic Objective Owner: Mark Lambert, Associate Director, MSAC

Deputy Strategic Objective Owners: Ana Mazzi, Acting Director, ODEIA; Principal Deputy Associate Director, MSAC; Lisa Loss, Director, SuitEA; Alethea Predeoux, Director, CLIA; Kim Holden, Deputy Associate Director, ES; Lynn Eisenberg, General Counsel, OGC

Strategies

- Identify maximum number of low-risk transactional activities for which OPM is responsible that are appropriate for delegation to agencies, and delegate those that can be done administratively
- Collaborate with OMB and Congress to enact legislation to authorize OPM to delegate to agencies low-risk transactions that Congress authorized only OPM to carry out and OPM identified as appropriate for agencies to do
- Provide agencies guidance and optimal training to use in exercising delegations
- Evaluate agency use and compliance with laws, regulations, policies/procedures, and merit system principles

FY 2022 and FY 2023 Next Steps:

Key Milestones	Implementing Organization(s)	Target Completion
Complete review of transactional approval activities, including those identified by the National Academy of Public Administration	ES, MSAC, SuitEA	FY 2022
Obtain and complete review of list of delegations CHCOs are seeking for inclusion in draft legislation	ES, MSAC, SuitEA	FY 2022
Identify and assess the transactional approval activities that are appropriate for Congress to authorize OPM to delegate to agencies in proposed legislation	ES, MSAC, SuitEA	FY 2022
Incorporate proposals to delegate authorities into OPM legislative agenda	CLIA	FY 2022
Draft proposed legislation to authorize OPM to delegate to agencies low-risk transactions	ES, MSAC, SuitEA, CLIA	FY 2022
Delegate selected authorities via updated Delegated Examining Agreements or other memorandum of understanding	ES, MSAC, SuitEA, OGC	FY 2023
Align delegated activities to USAStaffing	HRS, ES, MSAC	FY 2023
Obtain OPM clearance of proposed legislation	ES, MSAC, SuitEA, CLIA, OGC	FY 2023
Submit draft legislation to OMB for interagency review and comment	ES, MSAC, SuitEA, CLIA, OGC	FY 2023
Submit draft legislation to Congress for review, to sponsor, and enact	ES, MSAC, SuitEA, CLIA, OGC	FY 2023

Performance Measures

_ * No historical results

Performance Measures	FY 2017 Result	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Target	FY 2023 Target
Percent of low-risk delegations with errors identified through OPM or agency led evaluations	_ *	_ *	_ *	_ *	_ *	Establish Baseline	Establish Baseline - 5 percentage points
Percent of CHCOs who agree that OPM provides appropriate delegations to agencies	_ *	_ *	_ *	_ *	_ *	Establish Baseline	Establish Baseline + 3 percentage points
Number of low-risk delegations granted to agencies	_ *	_ *	_ *	_ *	_ *	Establish Baseline	Establish Baseline + 3 percentage points

Note: These measures were not being tracked previous to FY 2022.

Performance Budget Request by Objective, Organization and Fund – All Resources

Strategic Objectives	Organization	Fund	Dollars	FTE
Provide innovative and data-driven solutions to enable agencies to meet their missions, increasing the percentage of users throughout Government who agree that OPM offered innovative solutions while providing services or guidance by 4 points				
4.2 - Increase focus on Government-wide policy work by shifting more low-risk delegations of authorities to agencies.			\$3,249,385	20.6
	Congressional, Legislative and Intergovernmental Affairs	Salaries & Expenses	\$320,015	1.5
	Employee Services	Salaries & Expenses	\$70,657	0.3
	Merit System Accountability & Compliance	Salaries & Expenses	\$2,730,489	18.2
	Suitability Executive Agent Programs	Revolving Fund	\$128,224	0.6
OPM Total			\$3,249,385	20.6

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

Strategic Objective Owner: Theodore Kaouk, Chief Data Officer, HCDMM

Deputy Strategic Objective Owners: Kellie Riley, Chief Privacy Officer, OESPIM; Lance Harris, Manager, HCDMM

Strategies:

- Develop and advance an OPM enterprise data strategy using the Federal Data Strategy framework
- Advance data quality, timeliness, and accessibility of key data assets to internal and external customers
- Upgrade user interfaces, two-way data integration, and other capabilities of priority systems
- Expand accessibility of HR analytics via reports, tools and services that support critical external customer decision making for talent needs
- Build and expand OPM’s capacity to use advanced analytical tools and methods like Artificial Intelligence and Machine Learning in support of customer goals
- Improve OPM-wide data governance, including data privacy considerations, across all critical data efforts
- Develop the Human Capital Federal Information Business Framework and Human Capital Information Model to provide standardized human capital lifecycle functional, operational, and data components to the extent possible

FY 2022 and FY 2023 Next Steps:

Key Milestones	Implementing Organization(s)	Target Completion
Leverage external customer and internal OPM-wide engagement to identify 5-7 short-term and long-term value adding data strategy initiatives that balance impact and feasibility	HCDMM	FY 2022
Formally launch short term data strategy initiatives	HCDMM	FY 2022
Build internal tools, conduct process improvement and drive organizational alignment to improve EHRI data quality and timeliness	HCDMM, OCIO	FY 2022
Build Application Programming Interface data gateway to provide agencies with easier, more rapid access to data	HCDMM, OCIO, and OC	FY 2022
Build Application Programming Interfaces to enable agencies to access bulk talent acquisition data	HRS, OCIO	FY 2022
Develop and make available to agencies a comprehensive HR dynamic dashboard covering applicant, workforce, and survey-based data	HCDMM, OCIO	FY 2022
Develop and deploy talent acquisition-focused dashboards to agencies	HRS	FY 2022
Complete the Human Capital Federal Integrated Business Framework for Human Capital Business Reference Model A2 Talent Acquisition, which will define service delivery for this function	HCDMM	FY 2022
Complete development of cloud-based data science environment at OPM	OCIO	FY 2022
Develop and launch data skills training program for skills maintenance and upskilling, to include establishing communities of practice for analytical tools	HRS, HCDMM	FY 2022
Build updated data management governance in concert with the OPM enterprise data strategy effort	HCDMM, OESPIM	FY 2022
Publish Framework covering agency-specific functionality per the Human Capital Business Reference Model	HCDMM	FY 2022
Hold quarterly Office Hours sessions to provide expertise when customer-prioritized OPM systems adopt the Human Capital Information Model or HR offices adopt the Human Capital Business Reference Model/Human Capital-Federal Integrated Business Framework	HCDMM	FY 2022
Modernize eOPF platform to deliver better customer interface and enable more efficient processing at key “moments that matter”	HCDMM, ES	FY 2023
Digitize and streamline navigation for the Guide to Processing Personnel Actions for HR community	HCDMM, ES	FY 2023

Key Milestones	Implementing Organization(s)	Target Completion
Pilot a machine learning model related to the Federal hiring process	HRS	FY 2023
Finalize policies to govern internal and external data use that addresses access, use, privacy and security and ethical approaches for Artificial Intelligence	OESPIM, HCDMM	FY 2023
Complete Privacy Threshold Analysis, and as appropriate, Privacy Impact Assessments for the tools and systems developed or updated, such as the Application Program Interface feeds from EHRI, dashboards, machine learning models and pilots, and data science cloud environment	OESPIM, HCDMM, HRS	FY 2023
Publish Human Capital Information Model (including registry, domain values, and forms mapping) covering agency-specific functionality per the Human Capital Business Reference Model	HCDMM	FY 2023
Implement the strategy to promote and educate agencies on the use of demonstration projects through webinars and stakeholder events	ES	FY 2023
Stand up a marketplace of human capital management data analytic / data visualization services and apps, based on ongoing data analytic platform and dashboard work	HCDMM	FY 2023
Build an inventory of agency human capital management systems and agency HR IT modernization roadmaps	HCDMM	FY 2023

Performance Measures

_ * No historical results

Performance Measures	FY 2017 Result	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Target	FY 2023 Target
Percent of CHCOs who agree that OPM provides agencies with high quality workforce data and information for decision-making	_ *	_ *	_ *	_ *	_ *	Establish Baseline	Establish Baseline + 5 percentage points
Number of users of OPM's publicly available human capital data sets/files	_ *	_ *	_ *	_ *	_ *	Establish Baseline	Establish Baseline + 5 percent
Number of users of OPM's human capital dashboards	_ *	_ *	_ *	_ *	_ *	Establish Baseline	Establish Baseline + 5 percent

Note: These measures were not being tracked previous to FY 2022.

Note: CHCOs are defined as the CHCOs and deputy CHCOs of the CHCO Act of 2002 agencies.

Performance Budget Request by Objective, Organization and Fund – All Resources

Strategic Objectives	Organization	Fund	Dollars	FTE
Provide innovative and data-driven solutions to enable agencies to meet their missions, increasing the percentage of users throughout Government who agree that OPM offered innovative solutions while providing services or guidance by 4 points				
4.3 - Expand the quality and use of OPM’s Federal human capital data. By FY 2026, increase the percentage of CHCO survey respondents who agree that OPM provides agencies with high quality workforce data and information to be used in decision-making by 20 percentage points.			\$22,282,038	29.3
	Office of the Chief Information Officer	Common Services	\$32,000	0.0
	Office of the Chief Information Officer	Revolving Fund	\$836,434	0.0
	Employee Services	Salaries & Expenses	\$1,016,916	5.0
	HR Solutions	Revolving Fund	\$200,000	0.0
	Office of the Executive Secretariat and Privacy and Information Management	Common Services	\$103,053	0.5
	Human Capital Data Management and Modernization	Salaries & Expenses	\$5,571,914	9.4
	Human Capital Data Management and Modernization	Revolving Fund	\$14,521,721	14.5
OPM Total			\$22,282,038	29.3

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

Strategic Objective Owner: Jason Barke, Manager, ES

Deputy Strategic Objective Owners: Arianne Miller, Managing Director, HRS; Tyshawn Thomas, HR Director and Chief Human Capital Officer, OPM HR; Mark Lambert, Associate Director, MSAC; Lynn Eisenberg, General Counsel, OGC

Strategies:

- Identify key human capital strategies through research and successful practices that support improvements across the human capital management lifecycle, which may include creating or amending policy and developing or amending guidance
- Improve the visibility and highlight the value of research programs and demonstration projects to boost Federal agencies’ awareness of these options
- Identify best practices across Government and create a repository of best practices for agencies to access on a designated portal

FY 2022 and FY 2023 Next Steps:

Key Milestones	Implementing Organization(s)	Target Completion
Review innovative approaches to strategic human capital management, leading practices and lessons learned from industry and the public sector	ES, HRS, MSAC, CHCOC, HCDMM	FY 2022
Leverage external expertise to explore innovative technological strategies	ES, HRS, MSAC, CHCOC, HCDMM	FY 2022
Develop a draft of key human capital strategies to create policy guidance and share information	ES, HRS, MSAC, CHCOC, HCDMM	FY 2022
Establish a cross-cutting taskforce including stakeholders from the CHCO Council and other human capital leadership agencies to obtain feedback on the key human capital strategies	ES, HRS, MSAC, CHCOC, HCDMM	FY 2022
Hold virtual events, including design activities to identify promising research and rethink Federal human capital management policies and processes	ES, HRS, MSAC, CHCOC, HCDMM	FY 2023

Key Milestones	Implementing Organization(s)	Target Completion
Conduct user research by working alongside a selection of programs as they seek to operationalize guidance to understand and address barriers (real and perceived), communication gaps, and sources of friction	ES, HRS, MSAC, CHCOC, HCDMM	FY 2023
Review current demonstration projects and research other viable options to target for demonstration projects	ES	FY 2022
Review current demonstration authority to determine if it can be streamlined through policy or legislation	ES	FY 2022
Develop a strategy to promote and educate agencies on the feasibility of using a demonstration project	ES	FY 2022
Work with CHCOs and agency stakeholders to determine and collect leading practices around human capital management	ES, HRS, MSAC	FY 2022
Develop a portal to share leading practices and implement a process to keep it updated	ES, OCIO	FY 2022
Populate the portal with agency best practices and highlight through webinars and stakeholder events	ES	FY 2023
Stand up a practice to assist agencies with HR IT modernization planning and build an HR IT modernization playbook, in partnership with GSA Centers of Excellence	HCDMM	FY 2023
Execute joint business case agreements with Federal Shared Service Providers to stand up and operationalize the HR Quality Services Management Office Marketplace	HCDMM	FY 2023

Performance Measures

_ * No historical results

Performance Measures	FY 2017 Result	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Target	FY 2023 Target
Number of leading practices shared with Federal agencies	_ *	_ *	_ *	_ *	_ *	5	5

Note: This measure was not being tracked previous to FY 2022.

Performance Budget Request by Objective, Organization and Fund – All Resources

Strategic Objectives	Organization	Fund	Dollars	FTE
Provide innovative and data-driven solutions to enable agencies to meet their missions, increasing the percentage of users throughout Government who agree that OPM offered innovative solutions while providing services or guidance by 4 points				
4.4 - Improve OPM’s ability to provide strategic human capital management leadership to agencies through expansion of innovation, pilots, and identification of best practices across Government. By FY 2026, provide Federal agencies with 25 best practices.			\$4,910,933	25.2
	Employee Services	Salaries & Expenses	\$964,017	4.5
	Merit System Accountability & Compliance	Salaries & Expenses	\$2,599,300	18.2
	Human Capital Data Management and Modernization	Salaries & Expenses	\$1,347,616	2.5
OPM Total			\$4,910,933	25.2

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

Strategic Objective Owner: David Marsh, Deputy Chief of Staff, OD

Deputy Strategic Objective Owners: Lynn Eisenberg, General Counsel, OGC; Margot Conrad, Senior Advisor to the Director & Executive Director, CHCOC; Laurie Bodenheimer, Director, HI; Robert Shriver, Associate Director, ES

Strategies:

- Engage agency partners and stakeholders to collect input for the development of policies in human capital areas
- Develop processes to streamline internal OPM clearance
- Expand the agency’s overall competencies in regulatory development and analysis
- Empower a team led by a senior official(s) to track and coordinate policy development across OPM
- Develop processes to coordinate OPM’s internal policy development process with plans to socialize the policy with internal and external key stakeholders
- Systematize OPM’s ability to collect input from stakeholders and use evidence to inform and evaluate policy prioritization, development, and implementation
- Build higher level relationships between OPM leadership and leadership of other agencies and the White House to understand core talent priorities and concerns
- Strengthen OPM’s capacity to increase awareness and understanding of OPM policies and programs among key stakeholders and customers

FY 2022 and FY 2023 Next Steps:

Key Milestones	Implementing Organization(s)	Target Completion
Develop process to utilize the CHCO Council meetings to facilitate open dialog in an effort to improve relationships, foster collaboration, and share information on best practices, innovation and lessons learned	ES, OD	FY 2022
Develop process to consult with human capital experts working at the leading edge of their profession by hosting virtual meetings to collect input for the development of policies in human capital areas, and collect feedback from stakeholders on key human capital strategies	ES, OD	FY 2022
Develop, socialize, and pilot internal processes to identify priority projects—with a particular focus on identifying and prioritizing priority policy during clearance process	OD, ES, OESPIM, OGC	FY 2022
Align document management system reporting with new processes to determine baseline and create targets for timeliness of priority policy development	OESPIM	FY 2022
Identify short term additional training, resources, or surge capacity to expand regulatory capacity in key program offices	OPM HR, OCFO	FY 2022
Identify existing senior staff who can serve as core policy coordination function	OD, OESPIM	FY 2022
Modify clearance process to identify necessary information for OC to inform release of policy processes	OC	FY 2022
Develop checklist to help program offices identify opportunities to reach impacted stakeholders with their policy guidance	OC	FY 2022
Develop informal processes to gather regular qualitative input from CHCOs and other stakeholders to inform policy prioritization	CHCOC, ES	FY 2022
Develop processes that inform impacted stakeholders of policy that impacts them and shows how OPM policy was responsive to their input	ES, CHCOC	FY 2022
Leverage the President’s Management Council to identify Deputy Secretary-level talent priorities	OD	FY 2022
Develop processes to incorporate feedback from CHCO Council into OPM policy making	CHCOC, CHCO	FY 2022
Streamline or update program delegations	OD	FY 2023

Key Milestones	Implementing Organization(s)	Target Completion
Survey program leadership and drivers to identify priority skills and supports needed to effectively serve as drivers	OESPIM	FY 2023
Develop additional resources and tools for drivers informed by input	OESPIM, OD	FY 2023
Hire additional staff to expand regulatory capabilities	ES, OESPIM	FY 2023
Expand OPM's public engagement capabilities to increase impact and awareness of policies among key stakeholders	OD, OC, CLIA	FY 2023
Develop processes to better leverage evidence to inform policy development, measure outcomes or impact of OPM policy, and share impact with impacted stakeholders	ES, HCDMM	FY 2023
Conduct preliminary analyses to evaluate the effect of the Federal Employee Paid Leave Act on Federal employees' use of leave, retention, career advancement, and performance	ES, HCDMM, OCFO	FY 2023

Performance Measures

_ * No historical results

Performance Measures	FY 2017 Result	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Target	FY 2023 Target
Percent of priority policy guidance issued by the deadline	_ *	_ *	_ *	_ *	100.00%	Establish Baseline	Establish Baseline + 5 percentage points
Percent of CHCOs who agree that OPM's policy approach is responsive to agency needs	_ *	_ *	_ *	_ *	_ *	Establish Baseline	Establish Baseline + 5 percentage points

Performance Budget Request by Objective, Organization and Fund – All Resources

Strategic Objectives	Organization	Fund	Dollars	FTE
Provide innovative and data-driven solutions to enable agencies to meet their missions, increasing the percentage of users throughout Government who agree that OPM offered innovative solutions while providing services or guidance by 4 points				
4.5 - Revamp OPM’s policy-making approach to be proactive, timely, systematic, and inclusive. By FY 2026, increase the percent of CHCOs who agree that OPM’s policy approach is responsive to agency needs by 8 percentage points.			\$1,701,109	9.2
	Employee Services	Salaries & Expenses	\$1,269,387	7.0
	Healthcare & Insurance	Trust Fund Annual	\$126,178	0.2
	Office of the Chief Financial Officer	Common Services	\$151,691	1.0
	Human Capital Data Management and Modernization	Salaries & Expenses	\$153,853	1.0
OPM Total			\$1,701,109	9.2

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

Strategic Objective Owner: Jason Barke, Manager, ES

Deputy Strategic Objective Owners: Timothy Heath, Accountability Group Manager, MSAC; April Davis, Manager, ES; Arianne Miller, Managing Director, HRS; Laura Knowles, Manager, HRS

Strategies:

- Review Federal human capital regulations and guidance usage by agencies to identify high level strategic changes to streamline and simplify human capital management
- Determine what current regulations or guidance needs to be modified to be effective in reducing the burden on agencies, while upholding merit system principles

FY 2022 and FY 2023 Next Steps:

Key Milestones	Implementing Organization(s)	Target Completion
Review Federal regulations and identify the most frequently used or highly valued regulations using internal systems and data as well as supplementary user research	MSAC, ES, OCFO, OPM HR, HRS	FY 2022
Develop a draft plan for strategic changes to streamline the Human Capital System	ES, MSAC	FY 2022
Establish a cross-organizational taskforce to obtain feedback on the identified frequently used regulations or highly valued regulations and the planned approach to improvement	OPM HR, HRS, ES, MSAC, HCDMM; CHCOC	FY 2022
Conduct virtual design sessions with stakeholders to establish requirements and data modeling	OPM HR, HRS, ES, MSAC, HCDMM; CHCOC	FY 2022

Key Milestones	Implementing Organization(s)	Target Completion
Conduct agency user research in order to understand and address agencies' real and perceived barriers, communication gaps, and sources of friction in operationalizing guidance	OPM HR, HRS, ES, MSAC, HCDMM; CHCOC	FY 2022
Conduct stakeholder events and agency engagement to determine which regulations agencies consider burdensome	MSAC, ES, OCFO, OPM HR, HRS	FY 2022
Develop a draft plan to address agencies' concerns, including a process of obtaining and incorporating stakeholder feedback on the draft plan	ES, MSAC	FY 2022
Draft recommendations for decentralizing and innovating human capital regulations and guidance	ES, MSAC, OGC, HRS, CHCOC	FY 2023
Finalize plan and strategy	ES, MSAC, OGC, HRS, CHCOC	FY 2023
Hold virtual webinars to communicate and collect feedback on the strategy, policy, tools, and guidance with agencies	OPM HR, HRS, ES, MSAC, HCDMM, CHCOC	FY 2023
Complete enhancements to human capital data analysis and reporting capabilities	OPM HR, HRS, ES, MSAC, HCDMM, CHCOC	FY 2023
Determine the feasibility of eliminating or revising those regulations, guidance or policy	OPM HR, HRS, ES, MSAC, HCDMM, CHCOC	FY 2023
Implement recommendations, including demonstrations of select changes to test the process and generate more detailed operational guidance	OPM HR, HRS, ES, MSAC, HCDMM, CHCOC	FY 2023

Performance Measures

_ * No historical results

Performance Measures	FY 2017 Result	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Target	FY 2023 Target
Percent of CHCOs who agree that the human capital management system changes resulted in less administrative burden to agencies	_ *	_ *	_ *	_ *	_ *	Establish Baseline	Establish Baseline + 5 percentage points

Note: This measure was not being tracked previous to FY 2022.

Note: CHCOs are defined as the CHCOs and deputy CHCOs of the CHCO Act of 2002 agencies.

Performance Budget Request by Objective, Organization and Fund – All Resources

Strategic Objectives	Organization	Fund	Dollars	FTE
Provide innovative and data-driven solutions to enable agencies to meet their missions, increasing the percentage of users throughout Government who agree that OPM offered innovative solutions while providing services or guidance by 4 points				
4.6 - Streamline Federal human capital regulations and guidance to reduce administrative burden and promote innovation while upholding merit system principles. By FY 2026, improve CHCO agreement that human capital policy changes resulted in less administrative burden to agencies by 8 percentage points.			\$4,010,835	23.9
	Employee Services	Salaries & Expenses	\$372,880	1.5
	HR Solutions	Revolving Fund	\$150,000	0.0
	Merit System Accountability & Compliance	Salaries & Expenses	\$2,599,250	18.2
	Office of the Director	Advances & Reimbursements Annual	\$149,563	0.8
	OPM Human Resources	Common Services	\$247,771	1.0
	Human Capital Data Management and Modernization	Revolving Fund	\$491,371	2.4
OPM Total			\$4,010,835	23.9

Earned Benefits Trust Funds

OPM administers the following Earned Benefits Trust Funds:

- FEHB – Federal Employees Health Benefits Fund;
- FEGLI – Federal Employees’ Life Insurance Fund;
- CSRDF – Civil Service Retirement and Disability Fund; and
- PSRHB – Postal Service Retiree Health Benefits Fund.

OPM also manages the risk reserve account for the Federal flexible spending account program (FSAFEDS). These trust funds are among the largest held by the United States Government. For FY 2023, the net assets combined total is \$1.1 trillion, receipts total \$189 billion, and outlays total \$174 billion. These trust funds will finance: the retirement program for 2.8 million Federal civilian employees and provide retirement benefits for more than 2.8 million retirees and survivors; finance the health insurance for 8.1 million employees, retirees, and their family members; and provide life insurance coverage for 4.3 million employees and retirees.

FY 2023 All Earned Benefits Funds (millions)

	CSRDF	FEHB/REHB	FEGLI	PSRHF	FSAFEDS	Total
FY 2023 Start of Year Fund Balance	\$1,008,374	\$26,649	\$50,003	\$35,579	\$56	\$1,120,661
FY 2023 Receipts	\$119,685	\$63,522	\$5,045	\$809	\$21	\$189,082
FY 2023 Outlays	\$102,827	\$62,655	\$3,655	\$4,403	\$10	\$173,550
FY 2023 End of Year Fund Balance	\$1,025,232	\$27,190	\$51,393	\$31,985	\$67	\$1,135,867
FY 2023 Participants:						
Actives (Millions)	2,486	2,201	2,730			
Annuitants (Millions)	2,815	1,965	1,742			

Trust Fund Financing

A key component of OPM’s mission is to: administer retirement; health benefits; long-term care insurance; life insurance; dental and vision benefits; and flexible spending accounts for Federal employees, retirees, and their beneficiaries; and to maintain the integrity of these programs.

The table below highlights the receipts and outlays for the Federal health benefit fund.

Employee Health Benefits Fund & Retired Employees Health Benefits Fund (millions)

	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate	FY 2022 – 2023 Variance
Start of Year Balance	\$26,272	\$25,184	\$26,649	\$1,465
Receipts from the Public	\$17,778	\$18,770	\$19,689	\$919
Receipts from Federal Sources	\$40,445	\$42,102	\$43,382	\$1,280
Interest Earnings	\$435	\$425	\$451	\$26
Change in Uncollected Customer Payments	\$0	\$0	\$0	\$0
Total Program Outlays	\$58,911	\$59,972	\$62,655	\$2,683
End of Year Balance	\$25,184	\$26,649	\$27,190	\$1,007

Employees Health Benefits Fund

The Employees Health Benefits (FEHB) Fund is a revolving Trust Fund created by the Federal Employees Health Benefits Act of 1959. It finances the largest employer-sponsored group health insurance program in the world. The fund exists to collect and disburse health insurance premiums to private insurers who participate in the FEHB Program and to maintain program reserves. Federal employees can choose from among Fee-for-Service (FFS) plans, Health Maintenance Organizations (HMO) plans, Consumer Driven Health plans, and High Deductible plans. The number and type of plans available vary by region or locality.

The FEHB fund provides for the cost of health benefits for:

- active employees;
- employees who retired after June 1960, or their survivors;
- annuitants transferred from the Retired Employees Health Benefits (REHB) program as authorized by Public Law (P.L.) 93-246;
- employees of Indian tribes or tribal organizations carrying out programs under the Indian Self-Determination and Education Assistance Act or the Tribally Controlled Schools Act of 1988 and urban Indian organizations carrying out programs under Title V of the Indian Health Care Improvement Act; and
- eligible family members.

It also provides for OPM expenses to administer the program.

Retired Employees Health Benefits Fund

The Retired Employees Health Benefits (REHB) Fund, created by the Retired Federal Employees Health Benefits Act of 1960, provides for the costs of:

- retired employees and survivors who were enrolled in a Government-sponsored uniform health benefits plan;
- Government contributions to retired employees and survivors who retain or purchase private health insurance; and
- OPM expenses to administer the program.

The REHB program is closed to new enrollees and its enrolled population is dwindling. The projected population is 60 for FY 2022 and 49 for FY 2023.

The FEHB and REHB funds are financed by:

- premium withholdings from active employees and annuitants;
- agency contributions to premiums for active employees;
- Government contributions to premiums for annuitants;
- premium collections from tribal organizations and their employees; and
- contributions made by the United States Postal Service in accordance with the provisions of Public Law 101-508.

OPM maintains a contingency reserve that is funded by employee and Government contributions that may be used to defray future cost increases or provide increased benefits. OPM makes payments to carriers from this reserve whenever carrier-held reserves fall below levels prescribed by OPM regulations or when carriers can demonstrate good cause, such as unexpected claims experience or variations from expected community rates. In determining a biweekly subscription rate to cover program costs, 1.0 percent is added for administrative expenses and 3.0 percent is added for a contingency reserve held by OPM for each carrier. OPM is authorized to transfer unused administrative reserve funds to the contingency reserve.

Employees Life Insurance Fund (millions)

	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate	FY 2022- 2023 Variance
Start of Year Balance	\$47,753	\$48,570	\$50,003	\$1,433
Receipts from the Public	\$3,186	\$3,458	\$3,676	\$218
Receipts from Federal Sources	\$626	\$637	\$666	\$29
Interest Earnings	\$1,009	\$662	\$703	\$41
Change in Uncollected Customer Payments	\$0	\$0	\$0	\$0
Total Program Outlays	\$3,799	\$3,572	\$3,655	\$83
End of Year Balance	\$48,775	\$49,755	\$51,393	\$1,638

The FEGLI fund finances payments for Employees' Life Insurance. FEGLI was established by the passage of the Federal Employees' Group Life Insurance Act of 1954 (P.L. 83-598), on August 17, 1954. FEGLI is group term life insurance, meaning it does not build cash values or paid-up insurance values. The cost of Basic Insurance coverage is shared by non-Postal employees (2/3), and the Federal Government (1/3). Optional and certain post-retirement basic coverage are paid entirely by enrollees.

The FEGLI program is an employer-sponsored life insurance Trust Fund program. This program provides benefit payments to beneficiaries following the death of employees, retired employees, and eligible family members. Employees also have an additional accidental death and dismemberment benefit. It is the largest group life insurance program in the world, covering more than four million Federal employees and retirees, and many of their family members. The above table highlights the estimated receipts and outlays for the Federal life insurance fund.

Civil Service Retirement and Disability Fund (millions)

	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate	FY 2022 – 2023 Variance
Start of Year Balance	\$962,083	\$986,457	\$1,008,374	\$21,917
Receipts from the Public	\$5,568	\$6,306	\$6,829	\$523
Receipts from Federal Sources	\$87,837	\$91,845	\$93,823	\$1,978
Interest Earnings	\$23,188	\$21,096	\$19,033	(\$2,063)
Total Program Outlays	\$92,219	\$97,330	\$102,827	\$5,497
End of Year Balance	\$986,457	\$1,008,374	\$1,025,232	\$16,858

The Civil Service Retirement and Disability Fund (CSRDF) is the oldest and largest of the four trust funds administered by OPM. The fund is financed and structured very differently from the other three trust funds. It is characterized by permanent indefinite budget authority. Budget authority is the authority to incur obligations and pay expenses which become available to an agency during any fiscal year. Once approved, permanent budget authority is permanently available for all future years. Indefinite budget authority is used when the precise amount of budget authority required cannot be forecasted in advance and must be determined at some future point in time (for example, when actual receipts and expenses become known). The above table highlights the receipts and outlays for the Federal retirement and disability fund.

The CSRDF finances two Federal civilian retirement systems: the Civil Service Retirement System (CSRS) established on May 22, 1920, and the Federal Employees Retirement System (FERS) established on June 6, 1986. CSRS is largely a defined benefit plan, covering Federal employees hired prior to 1984. Some CSRS employees (CSRS-Offset) participate in the Social Security system. FERS is one element of a three-tiered pension program that uses Social Security as a base, provides an additional basic benefit, and includes a Thrift Savings Plan. FERS covers employees hired after 1983 and formerly CSRS-covered employees who elected to join FERS. For FY 2023, it is estimated that employees will contribute \$6.5 billion to finance FERS and CSRS retirement benefits. Those contributions will come in the form of salary withholdings of 0.8 percent for most employees under FERS-Regular, 3.1 and 4.4 percent for FERS Revised Annuity Employees (FERS-RAE) and FERS Further Revised Annuity Employees (FERS-FRAE) employees, and 7.0 percent for those enrolled in CSRS.

CSRS has been financed under a statutory funding method passed by the Congress in 1969. This funding method is based on the “static” economic assumptions of no future inflation, no future general schedule salary increases, and a 5.0 percent interest rate. Under CSRS, regular employees contribute 7.0 percent of pay. Law enforcement officers, firefighters, and congressional employees contribute an extra 0.5 percent of pay, and members of the Congress an extra 1.0 percent of pay. Under the static funding method for CSRS, the Treasury also pays interest on any static unfunded liabilities that are not being financed by the Postal Service. The Treasury also makes payments to amortize, over a 30-year period, any increases in the static unfunded liability due to salary increases for non-Postal employees that occurred during the year, and pays for the cost of any benefits attributable to military service for both Postal and Non-Postal employees that were paid out during the year.

FERS is funded under a dynamic entry age normal funding method as prescribed in Chapter 84 of Title 5, United States Code. Employees and agencies together contribute the full amount of the dynamic normal cost rate. The normal cost rate is for the defined benefit plan only and does not include the cost of Social Security or the Thrift Savings Plan. FERS regular employees contribute a percentage of salary of 0.8 percent that, combined with the 6.2 percent tax rate under the Old Age, Survivors and Disability Insurance portion of Social Security, is equal to the contribution rate for CSRS employees of 7.0 percent. Greater employee contribution rates apply for FERS-RAE, and FERS-FRAE.

In FY 2022, the normal cost rates are as follows: Regular FERS Non-Postal employees (other than RAE and FRAE), the normal cost rate will be 19.2 percent of pay (employee’s share, 0.8 percent, and employer’s share, 18.4 percent); Regular FERS Postal employees will be 17.0 percent of pay (employee’s share, 0.8 percent, and employer’s share, 16.2 percent); FERS-RAE Non-Postal employees, the normal cost rate will be 19.7 percent of pay (employee’s share, 3.1 percent, and employer’s share, 16.6 percent); FERS-RAE Postal employees will be 17.5 percent of pay (employee’s share, 3.1 percent, and employer’s share, 14.4 percent); FERS-FRAE Non-Postal employees, the normal cost rate will be 19.9 percent of pay (employee’s share, 4.4 percent, employer’s share, 16.6 percent, and less excess of 1.1 percent to be credited back to the assets of the CSRDF); FERS-FRAE Postal employees will be 17.8 percent of pay (employee’s share, 4.4 percent, and employer’s share, 13.4 percent).

In FY 2023, OPM’s Office of the Actuaries, do not anticipate contribution rates to change.

Postal Service Retiree Health Benefits Fund (millions)

	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate	FY 2022 – 2023 Variance
Start of Year Balance	\$41,868	\$38,849	\$35,579	(\$3,270)
Receipts from the Public (Postal Service)	\$0	\$0	\$0	\$0
Receipts from Federal Sources	\$0	\$0	\$0	\$0
Interest Earnings	\$1,021	\$910	\$809	(\$101)
Total Program Outlays	\$4,040	\$4,180	\$4,403	\$223
End of Year Balance	\$38,849	\$35,579	\$31,985	(\$3,594)

This account receives from the Postal Service: 1) the pension savings provided to the Postal Service by the Postal Civil Service Retirement System Funding Reform Act of 2003 (P.L.108–18) that were held in escrow during 2006; 2) payments defined within P.L.109–435, and modified

by P.L. 111–68, to begin the liquidation of the Postal Service's unfunded liability for post-retirement health benefits; and 3) beginning in 2017, payments for the actuarial cost of Postal Service contributions for the post-retirement health benefits for its current employees. This account also receives any surplus resources of the Civil Service Retirement and Disability Fund that are not needed to finance future retirement benefits under the Civil Service Retirement System to current or former employees of the Postal Service that are attributable to civilian employment with the Postal Service. The above table highlights the receipts and outlays for the Postal retiree health benefit fund.

Effective FY 2017, as provided under the current law, the Postal Service stopped paying annual premium costs for its current annuitants and these premium payments are paid directly from the Postal Service Retiree Health Benefits Fund. Payments for a proportion of the premium costs of Postal Service annuitants' pre-1971 service continues to be paid by the General Fund of the Treasury through the Government Payment for Annuitants, Employees Health Benefits account.

Federal Flexible Spending Account Program (millions)

	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate	FY 2022 – 2023 Variance
Start of Year Balance	\$67	\$59	\$56	(\$3)
Receipts from the Public	\$3	\$7	\$20	\$13
Receipts from Federal Sources	\$1	\$1	\$1	\$0
Program Obligations (Mandatory)	\$3	\$8	\$7	(\$1)
Agency Administrator Cost and Program	\$9	\$3	\$3	\$0
End of Year Balance	\$59	\$56	\$67	\$11

The Federal Flexible Spending Account Program (FSAFEDS) is a voluntary tax-advantaged benefit plan established under Section 125 of the Internal Revenue Code. These accounts allow Federal employees to pay for eligible out-of-pocket health care and dependent care expenses with pre-tax dollars. The average person will save about 30.0 percent on dependent care and health care expenses after taxes.

There are three types of accounts under the FSAFEDS:

1. Health Care Flexible Spending Accounts (HCFSA);
2. Limited Expense Health Care Flexible Spending Account (LEX HCFSA); and

3. Dependent Care Flexible Spending Account (DCFSA).

The funds cannot be transferred between accounts. In 2021, DCFSA had a minimum annual election of \$100 and \$10,500 maximum (\$5,250 for married couples, filing separately). HCFSA and LEX HCFSA had a minimum annual election of \$100 and \$2,750 maximum. There are currently 488,171 unique participants (548,609 total accounts) in the FSAFEDS program with a little over 457,437 HCFSA, 11,788 LEX HCFSA, and 79,384 in DCFSA.

The Risk Reserve account contains the accumulated balance of fees which are collected from reserve fees and forfeited funds. The reserve fees are from employing agencies whose employees participate in the FSAFEDS and from forfeitures of these FSAFEDS participants who have unclaimed balances. The agency fees are calculated based on the number of employees from each agency participating in the program. Resources are obligated to indemnify the FSAFEDS program administrator when claims against FSA accounts exceed resources contributed to the accounts from participating employees (early in the program year). Once account contributions exceed benefits, the FSAFEDS program administrator reimburses the reserve account. Account resources are also used for the agency’s administration of the program. The above table highlights the receipts and obligations for the FSAFEDS.

OPM’s actuaries have determined that the current value of the risk reserve account is more than sufficient to indemnify the program administrator. Since FY 2013, OPM has used risk reserves to offset agency fees paid to the program administrator to reduce the surplus balance and meet its target account level.

Payment Accounts

OPM receives “such sums as necessary” mandatory appropriations for payments from the General Fund to the Civil Service Retirement and Disability Fund, the Employees Health Benefits Fund, and the Employees Group Life Insurance Fund. The purposes and amount of these payments are described in this section.

Government Payment for Annuitants, Employees Health Benefits (millions)

	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate	FY 2022 – 2023 Variance
Budget Authority	\$13,595	\$14,330	\$14,571	\$241
Obligations	\$13,595	\$14,330	\$14,571	\$241
Outlays	\$13,523	\$15,913	\$14,571	(\$1,342)

This appropriation funds the Government’s share of health benefit costs for annuitants and survivors. OPM requests the appropriation necessary to pay this contribution to the Employees Health Benefits Fund and the Retired Employees Health Benefits Fund. This appropriation covers:

- the Government’s share of the cost of health insurance for annuitants as defined in sections 8901 and 8906 of Title 5, United States Code;
- the Government’s share of the cost of health insurance for annuitants (who were retired when the Federal employee’s health benefits law became effective), as defined in the Retired Federal Employees Health Benefits Act of 1960; and
- the Government’s contribution for payment of administrative expenses incurred by OPM in administration of the Retired Federal Employees Health Benefits Act.

For FY 2023, budget authority and obligations will increase by \$241 million due to projected growth in the cost of health insurance and in the number of annuitants with FEHB coverage.

Funds appropriated to this account remain available until expended for the purpose of funding the Government’s share of health benefits costs for annuitants and survivors who no longer have an agency to contribute the employer’s share. OPM has the authority to notify the Secretary of the Treasury of “such sums as may be necessary” to carry out these provisions.

Government Payment for Annuitants, Employees Life Insurance (millions)

	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate	FY 2022- 2023 Variance
Budget Authority	\$41	\$40	\$41	\$1
Obligations	\$41	\$40	\$41	\$1
Outlays	\$40	\$40	\$41	\$1

P.L. 96-427, Federal Employees’ Group Life Insurance Act of 1980, enacted October 10, 1980, requires that all employees under age 65 who retired on or after January 1, 1990, continue to make contributions toward their basic life insurance coverage (currently \$0.33 per month for each \$1,000 of coverage). As with active Federal employees, the Government is required to contribute one-third of the cost of the premium (currently \$0.17 per month for each \$1,000 of coverage) for basic coverage for annuitants. OPM, acting as the payroll office on behalf of Federal retirees, is requesting the funds necessary to make the required Government contribution for annuitants’ post-retirement basic life coverage.

For FY 2023, budget authority and obligations will increase \$1.0 million due to the number of annuitants under age 65 with FEGLI coverage.

Funds appropriated to this account remain available until expended for the sole purpose of financing post- retirement life insurance benefits. OPM notifies the Secretary of the Treasury of “such sums as may be necessary” to carry out these provisions each fiscal year.

Payment to the Civil Service Retirement and Disability Fund (millions)

	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate	FY 2022 – 2023 Variance
Budget Authority	\$45,975	\$45,935	\$46,035	\$100
Obligations	\$45,975	\$45,935	\$46,035	\$100
Outlays	\$45,975	\$45,935	\$46,035	\$100

The Payment to the Civil Service Retirement and Disability Fund (CSRDF) consists of an appropriation and a permanent indefinite authorization to pay the Government’s share of retirement costs as defined in the Civil Service Retirement Amendments of 1969 (P.L. 91-93), the Federal Employees Retirement Act of 1986 (P.L. 99-335), and the Civil Service Retirement Spouse Equity Act of 1985 (P.L. 98-615). The payment is made directly from the General Fund of the U.S. Treasury into the Civil Service Retirement and Disability Fund and is in addition to appropriated funds that will be contributed from agency budgets.

Detail of Payment Account (millions)

	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate	FY 2022 – 2023 Variance
Current Appropriation	\$18,786	\$18,400	\$18,000	(\$400)
Permanent Indefinite Authorization	\$27,154	\$27,500	\$28,000	\$500
Payment for Spouse Equity	\$35	\$35	\$35	\$0
Total	\$45,975	\$45,935	\$46,035	\$100

Current Appropriation: Payment of Government Share of Retirement Costs

P.L. 91-93 provides for an annual appropriation to amortize, over a 30-year period, all increases in Civil Service Retirement System costs resulting from acts of Congress granting new or liberalized benefits, extensions of coverage, or pay raises, exclusive of the effects of cost-of-living adjustments (COLAs). OPM notifies the Secretary of the Treasury each year of “such sums as may be necessary” to carry out these provisions.

Permanent Indefinite Authorization: Transfers for Interest on Static Unfunded Liability and Payment of Military Service Annuities

P.L. 91-93 also provides permanent indefinite authorization for the Secretary of the Treasury to transfer, on an annual basis, an amount equal to 5.0 percent interest on the Civil Service Retirement System's current static unfunded liability, which is calculated based on static economic assumptions and annuity disbursements attributable to credit for military service. These values reflect the additional liability for military service credit of former United States Postal Service employees. This provision was enacted by the Postal Accountability and Enhancement Act (P.L.109-435).

For FY 2023, the Permanent Indefinite Authorization will increase \$500 million due to an increase in the amount of interest to be transferred from the Treasury.

Payment for Spouse Equity

P.L. 98-615 provides the Secretary of the Treasury to transfer an amount equal to the annuities granted to eligible former spouses of annuitants who died between September 1978 and May 1985 who did not elect survivor coverage.

Revolving Fund Activities

Pursuant to Title 5, U.S.C. §1304 (e) (1), OPM is authorized to use Revolving Funds without fiscal year limitations to conduct background investigations, training, and other personnel management services that OPM is authorized or required to perform on a reimbursable basis. Under this guidance, OPM operates several programs, which are funded by fees or reimbursement payments collected from other agencies and other payments.

The following programs are authorized to use Revolving Funds:

- Suitability Executive Agent
- Human Resources Solutions
- Enterprise Human Resources Integration
- Human Resources Line of Business
- Human Resources Solutions Information Technology Program Management Office; and
- Credit Monitoring and Identity Protection Services

The following table discusses the business lines followed by a detailed description of the activities supported by OPM’s Revolving Fund, which is aligned with OPM’s statutory authority.

OPM Budget Authority	FY 2023 CBJ
Suitability Executive Agent	\$9,588,098
Human Resources Solutions	\$357,241,777
Enterprise Human Resources Integration	\$18,633,599
HR Line of Business	\$3,150,000
Human Resources Solutions Information Technology Program Management Office	\$90,116,329
Credit Monitoring	\$86,323,869
OPM Total	\$565,053,672

Suitability Executive Agent

Pursuant to Executive Order 13467, as amended, the OPM Director is the Suitability & Credentialing Executive Agent, with specific Government-wide responsibilities. Suitability Executive Agent Programs (SuitEA) was established as a distinct program office within OPM in December 2016 to strengthen the effectiveness of suitability and credentialing vetting across the Government by providing a focal point within OPM for leadership, process improvement,

and modernization while continuing to perform adjudicative operations benefitting Federal agencies.

SuitEA carries out its responsibilities through a policy office responsible for business transformation and modernization of the Government-wide suitability and credentialing program, supported by an adjudicative operations staff that takes Government-wide actions to promote the efficiency and protect the integrity of Federal agencies' operations, and an oversight team that conducts assessments of Federal agencies' performance and makes recommendations for improvement.

SuitEA is part of the OPM revolving fund, and as such acts as a fee-for-service program. The intent is to operate on a break-even basis and keep costs down while providing the highest level of service. Resources collected for this program include those used for SuitEA's adjudicative operations staff who review investigations submitted by Federal agencies. They identify those cases potentially warranting an action by OPM and gather evidence needed to take an action and defend it in the event of an appeal to the Merit Systems Protection Board. When an applicant or appointee seeking employment with a federal agency has committed falsification or fraud in the hiring process or has committed pre-employment conduct that is incompatible with the integrity or efficiency of the service, SuitEA may take a government-wide action to debar the individual from holding any covered position throughout Government for up to three years. Covered positions are those in the competitive service, the excepted service that can non-competitively convert to the competitive service, or a career appointment to the Senior Executive Service (SES). This action promotes the efficiency and integrity of the agency with whom the individual sought employment as well as all other agencies employing competitive service employees as it prevents or removes an unsuitable individual from placement in a position. SuitEA conducts supplemental inquiries needed for issue resolution and must gather evidence that meets the requirements established through precedential case law. If the case does not warrant OPM adjudication after issue resolution, SuitEA will send the additional information obtained to the agency for adjudication if appropriate. There is a regulatory time limitation for taking suitability actions which makes it imperative that the cases are identified and quickly upon completion.

Similarly, SuitEA reviews background investigations for positions under OPM's jurisdiction that involve major issues to include material intentional falsification or fraud or deception in examination of appointment. This may include the applicant or appointee who has committed a serious criminal offense or who has altered or submitted altered documents, misrepresented a

college degree through the purchase of the degree through a bogus educational institution, and/or lied about a material fact on application paperwork. Upon receipt, SuitEA staff will review the case; conduct issue resolution; issue written notification about the issues of concern to the subject of the investigation; process subject requests for the materials relied upon; take suitability actions which may include canceling eligibilities or reinstatement rights, imposing debarment from Federal employment, and/or directing removal; and support the Office of General Counsel when OPM suitability actions are appealed.

Resources also go towards government-wide suitability training programs that SuitEA developed and offers for suitability and fitness adjudicators. These classes are compliant with the National Training Standards for Suitability Adjudicators. In FY 2021, SuitEA continued to lead an effort to revise the National Training Standards for Suitability and Security Adjudicators and Background Investigations by considering impacts to the existing standards due to new Trusted Workforce 2.0 related policies, and these efforts will continue in FY 2022 and FY 2023 as the policies and new processes are finalized. Delivery of compliant training to Federal agencies' adjudicators promotes uniform decision making across Government, professional development of the suitability and fitness workforce, and reciprocal recognition of favorable determinations. In FY 2021, SuitEA began work to incorporate change management strategies in updating the training approach to support the Trusted Workforce 2.0 vetting program transformation, including taking steps to develop training for credentialing adjudicators. These efforts will continue through FY 2022 and into FY 2023 as new policies and practices are developed and issued in support of the Trusted Workforce 2.0 effort. In FY 2021, SuitEA expanded training offerings by including the use of virtual delivery. Virtual delivery of training has proven to be highly effective and has allowed SuitEA to increase the number of courses offered due to recognized cost savings by eliminating travel for instructors and reducing the need for supplies to produce hard copy versions of training materials. Agencies also have seen a savings by not needing to transport students to the courses. SuitEA plans to continue training virtually and will consider whether to offer a combination of virtual and in-person classroom training, post-pandemic. SuitEA also offers virtual refresher training sessions to stakeholders. These periodic sessions offer retraining on key aspects of delegated functions and aim to keep practitioners' knowledge up to date. Starting in FY 2021, attendees of the SuitEA-offered Fundamentals of Suitability for Suitability and Fitness Adjudicators and Suitability Action Procedures for Suitability Adjudicators course were no longer charged a per student fee. Instead, training related costs were built into the SuitEA budget. Each year an analysis will be conducted to determine increases or decreases in training demand, and the budget allocations will adjust accordingly.

SuitEA operates a suitability helpline and suitability and credentialing email boxes to provide customer support on technical and interpretative matters related to suitability, fitness, and credentialing. SuitEA also maintains a distribution list of agency contacts for regular two-way communication to support Federal agency suitability, fitness, and credentialing programs. SuitEA provides this network of contacts a quarterly newsletter covering current events and other matters of interest to the Suitability/Fitness and Credentialing community. SuitEA acts on behalf of agencies by providing requirements for the systems used to support position designation, adjudication, and reciprocity management for Federal employees and contractors.

Beginning in FY 2021, SuitEA took steps to continue improving the quality of delegated suitability adjudications government-wide by issuing guidance that promotes greater consistency in how adjudicators apply suitability criteria when addressing conduct associated with emerging societal trends or conditions. In February 2021, SuitEA issued supplemental guidance for assessing suitability of applicants based upon prior marijuana usage and a reminder on drug free workplace policies. These efforts to align guidance to societal trends and conditions will continue in FY 2022 and 2023 as SuitEA prepares and issues updated supplemental guidance to its Suitability regulations. SuitEA will also continue to be proactive and agile in issuing government-wide guidance to assist in unprecedented situations. In FY 2020, at the onset of the COVID-19 pandemic, SuitEA issued temporary vetting measures to enable agencies to continue to onboard new personnel by delaying fingerprints submissions, in coordination with complementary guidance from the Federal OCIO. The updated guidance and processes continued through FY 2021, and SuitEA will continue to monitor the impact of COVID-19 safety measures on personnel vetting requirements and issue guidance to assist agencies, as necessary. In FY 2022, SuitEA will explore whether some of the flexibilities offered during COVID-19 maximum telework posture may be permanently implemented to facilitate the onboarding process, particularly when processing workers who live in remote areas where it is not practical for them to travel to the agency for in-person on-boarding and/or identity proofing. Should permanent changes be feasible, SuitEA will seek to implement any needed policy guidance in FY 2022 and FY 2023.

In accordance with the roadmap for a transformed Government-wide approach to suitability, fitness, credentialing, and security vetting developed with the Office of the Director of National Intelligence (ODNI) and the Performance Accountability Council (PAC) as part of the Trusted Workforce 2.0 initiative, SuitEA has continued to co-lead efforts to develop transformational outcome-based policy. The “Federal Personnel Vetting Core Doctrine,” developed and issued in the Federal Register by SuitEA and ODNI, became effective in February 2021. It lays out the

foundational level of policy framework describing the philosophy for a transformational Federal personnel vetting program for the Executive Branch by defining the personnel vetting mission, its guiding principles, key supporting processes, and policy priorities. SuitEA, working with the PAC and ODNI, will work with agencies through the transition as they implement personnel vetting capabilities in FY 2022 and FY 2023.

Further policy development and phased implementation of the roadmap will continue in FY 2022. In FY 2021 and FY 2022 SuitEA will propose amendments to its regulations to bring about greater consistency in determinations of fitness for positions outside of the competitive service. This will further increase agency confidence in making reciprocal determinations and improve mobility for Federal employees or applicants wishing to re-enter service for or on behalf of the Federal Government. Concurrently, through the regulatory process, in FY 2021 and FY 2022 SuitEA will propose regulations for continuous vetting for low-risk and public trust positions to allow movement away from traditional periodic reinvestigations and assist agencies in better mitigating risk. In FY 2022 and FY 2023, SuitEA will work to implement government-wide guidance and training for regulatory changes arising from changes to vetting policy that will occur through rulemaking.

Additionally, in FY 2022, SuitEA will identify and propose changes to information collections to support Trusted Workforce policy and process changes as well as to elicit potential domestic terrorism involvement, consistent with the National Strategy for Countering Domestic Terrorism. SuitEA will seek implementation of such changes in the business systems supporting Federal vetting by FY 2023.

In FY 2021, SuitEA issued and implemented updated credentialing standards procedures for issuing personal identity verification (PIV) credentials under Homeland Security Presidential Directive-12 and new requirements for suspension or revocation of eligibility for PIV credentials. The procedures in this guidance standardized appeals procedures for PIV denials, clarified the applicability of PIV determinations to short-term population, and introduced the concept of suspension / revocation of PIV eligibility. The existing OPM credentialing guidance documents are being consolidated and will be proposed in regulation through the Notice of Proposed Rule Making to be published in late FY 2021 and will be under consideration in FY 2022. Once final, SuitEA will distribute a Credentialing Handbook and Best Practices guide to stakeholders in FY 2023.

SuitEA continues to provide requirements for the new supporting IT Enterprise architecture for Federal personnel vetting. In FY 2021, FY 2022, and FY 2023, as the Department of Defense's

updated background investigation system is being built, SuitEA will continue to contribute requirements to meet the needs of security, suitability, and credentialing (SSC) programs and promote accessibility to shared service offerings. As OPM transitions to the FY 2022 – 2026 Strategic Plan, SuitEA will continue to work with ES and HRS to identify ways to integrate and improve the flow of HR and vetting related data in a manner that will improve efficiencies for agencies in hiring and personnel vetting, building on the work begun under Goal 1 of the FY 2018 – 2022 Strategic Plan.

Beginning in FY 2022, SuitEA will contribute to Goals 1, 2, and 4 of the FY 2022 – 2026 Strategic Plan, specifically to the following objectives as described:

Objective 1.1-Achieve a Federal workforce that is drawn from the diversity of America by supporting agencies in fostering diverse, equitable, inclusive and accessible workplaces;

In FY 2022 and FY 2023, SuitEA will contribute to Objective 1.1 through suitability and credentialing program government-wide efforts and by advancing internal OPM DEIA as a model agency through the SuitEA director's sponsorship of the Adelante Employee Resource Group (ERG). In accordance with the requirements in Executive Order 14035, working with the PAC and ODNI, SuitEA will work towards steps to mitigate possible barriers in background investigation processes for LGBTQ+ employees and applicants, in particular transgender, gender non-conforming, and non-binary employees and applicants by seeking to identify and effect changes aimed at eliminating possible bias in the vetting process. This will involve coordinating with agencies regarding their efforts to implement the Executive Order and to consider where to effect changes, such as any needed adjustments to the identity credentialing process so that the Federal systems account for the needs of transgender, gender non-conforming, and non-binary employees and applicants. SuitEA is also working to implement President Biden's National Security Memorandum – 3 on strengthening the national security workforce, which tasked the PAC with assessing elimination of bias in the security clearance process. Measures to accomplish this task are under development and will be undertaken in FY 2022 and FY 2023.

Objective 2.6 –Promote a positive organizational culture where senior leadership lives OPM values, drives an enterprise mindset and supports employee engagement.

In FY 2022, SuitEA supervisors will work with employees to identify ways to promote a positive organizational culture within SuitEA and across organizational boundaries within OPM, with a specific focus on actions that reflect OPM's values of Respect, Innovation, Service, and Excellence. This will include an examination of ways to foster DEIA within SuitEA. In addition, in

FY 2022, SuitEA supervisors will identify means so that SuitEA continues to operate within an OPM enterprise mindset, including collaboration and communication among different work units to achieve agency goals.

Objective 4.2 - Improve efficiency of Government-wide policy work by shifting to more strategic, risk-based delegations of authorities to agencies, increasing the percentage of low-risk, high-volume transactions delegated to agencies.

SuitEA, as a deputy objective owner for Strategic Objective 4.2, will work with other OPM program offices to implement recommendations by the National Academy of Public Administration (NAPA) in their report of the study of OPM, its mission, organizational structure, and challenges. Specifically, NAPA recommended that OPM adopt a more decentralized and risk-based approach to executing its transactional approval and oversight responsibilities by delegating, to the maximum extent possible, decision-making authorities to agencies and conducting cyclical reviews to facilitate compliance with relevant laws, regulations, and policy guidance. NAPA also recommended that Congress review and amend statutory mandates requiring OPM to conduct transactional approval and oversight and, to the maximum extent practical, authorize OPM to develop an alternative approach to carrying out its transactional approval and oversight responsibilities. In FY 2022, SuitEA will work with MSAC, ES, and OGC to complete a review of transactional approval activities, including those identified by NAPA, and will obtain and complete a review of delegated authorities the Chief Human Capital Officers are seeking. These reviews will inform identification and assessment of transactional approval activities that OPM agrees are appropriate for OPM to delegate where it may do so and those that may be appropriate for Congress to authorize OPM to delegate. In FY 2022, SuitEA will assist ES, MSAC, CLIA, and OGC in drafting proposed legislation where needed, and in FY 2023 OPM will submit draft legislation to OMB for review and comment and to Congress for review, sponsorship, and enactment. Should the assessment reveal any transactional approval authorities under SuitEA's purview that could be appropriately delegated to agencies without Congressional authorization, SuitEA will consider executing such delegations in FY 2023. As applicable, in FY 2023 SuitEA will work with customer agencies to support their needs should they take on additional suitability and/or credentialing functions as delegated by OPM as well as to perform oversight of delegated functions.

Human Resource Solutions

Human Resources Solutions (HRS) provides customized human capital and training products and services to support Federal agencies in meeting their mission objectives. Internal HRS human capital experts, private sector strategic partners, or a combination of both, deliver HRS services to help agencies meet their human capital management requirements. HRS primarily serves cabinet-level, small, and independent agencies across the Federal government. State, local, tribal, and international governments also benefit from HRS offerings. Pending funding availability, HRS will be supporting the implementation of the Infrastructure Investment and Jobs Act (IIJA), P.L. 117-58 (Nov. 15, 2021), also referred to as the Bipartisan Infrastructure Law (BIL), a once-in-a-generation investment in our nation's infrastructure and competitiveness in coordination with multiple OPM divisions in FY 2023. A major factor contributing to successful implementation of the IIJA will be the ability of IIJA agencies to surge their recruitment and hiring activities immediately to fill a variety of essential positions including mission-driven roles.

HRS will provide guidance and project management expertise to IIJA agencies important role in supporting IIJA agencies' talent acquisition, hiring, and training needs. HRS will leverage partnership with hiring agencies to recruit critical occupations, help IIJA agencies build high-performing staff capacity through technical training courses and on-the-job activities, host a series of webinars for the IIJA agencies that cover topics within the Talent Surge Executive Playbook to assist with the development of Hiring Surge Plans in collaboration with MSAC and ES, develop career summary pages to showcase the mission, people, opportunities, and resources available to recruit new talent into Federal service, pilot and establish sponsor level partnerships with a variety of national organizations, universities, and Federal agencies to promote IIJA occupations and source candidates to build a pipeline for IIJA opportunities, assist in establishing an OPM enterprise analytics platform to enable integration of IIJA data across programs, improving the timeliness and accessibility of key data assets through dashboards/data products to improve agency decision-making, develop creative strategy, and provide other practical solutions to meet the six tasked agencies' (USDA, Commerce, Energy, EPA, Interior, and DOT) needs.

Center for Leadership Development (CLD) (Strategic Goal 5.1 Additional Mission Activities)

The Center for Leadership Development consists of the Federal Executive Institute (FEI), Eastern and Western Management Development Centers, the Federal Human Resources Institute (FHRI), the Presidential Management Fellows program (PMF), the Lab@OPM, the Performance

and Process Improvement Program (PPIP), and USALearning® (USAL). CLD's Development programs offer open-enrollment (interagency) and custom (single-agency) learning opportunities delivered in virtual, residential, and blended modalities. During the pandemic environment all programs were offered virtually. CLD expects residential programs to return as the primary delivery mode, while continuing to offer virtual deliveries until other modalities can be safely resumed. The CLD programs and courses are designed to provide leadership or professional development to government employees at various stages of their Federal careers and provide agencies flexibility and capacity to offer a complete range of leadership and professional development. CLD leadership and professional development solutions. CLD partners regularly with other OPM entities and agencies to provide blended services.

CLD expects the leadership development divisions to sustain the rebound from FY 2020 and FY 2021 pandemic-related reductions, delivering on both typical and carry-over demand. The Leadership for a Democratic Society (LDS) program will be delivered in residence at full capacity and CLD expects to maintain all long-standing custom program customers and grow the number of offerings based on demand.

CLD's professional development programs continue to grow towards business maturity. The Lab@OPM, helps agencies develop innovative solutions and build individual human-centered design capabilities. Demand and delivery on project-based work is expected to grow. The Federal HR Institute and Process & Performance Improvement Program (PPIP) both expect to educate a larger number of Federal employees in FY 2023 and expand the number of agency-specific learning solutions offered.

The USALearning (USAL) program provides Software-as-a-Service via assisted acquisition. Since 2004, USAL provided domain expertise to customers procuring e-Learning products and services. Operating centrally as a Shared Service Center helps government to achieve the known economies of scale from centralization. The delayed award of USAL's primary vendor contract reduced USAL's new business expectations. The program, while fully cost recoverable, expects sales and revenue to remain flat near FY 2022 levels until a multi-year award is established.

The PMF program was established by Executive Order in 1977 to attract outstanding men and women from a variety of academic disciplines and career paths to Federal service.

CLD's pricing structure is a full cost recovery model. Before the beginning of each fiscal year, CLD analyzes the planned delivery schedule for the year, based on past and projected customer needs, and uses prescribed costing tools to determine fixed price tuitions for all deliverables.

Pricing for CLD products and services are based on one of four models:

- Fixed price for interagency catalog courses and PMF fees based on individual program expenses
- Customized/single agency solutions and project-based interventions based on customer specifications
- Direct vendor costs for services requested plus an 8 percent to 15 percent fee (USAL); and
- PMF fee held constant at FY 2022 price of \$8,000.

Federal Staffing Center (OPM Strategic Plan Objective 1.3, 2.5, 3.2 and 5.1

Additional Mission Activities):

The Federal Staffing Center (FSC) partners with agencies to hire high-quality and diverse talent to meet their missions by providing the full range of talent acquisition products and services in alignment with the Acquire stage of the Human Resource (HR) lifecycle. FSC comprises a nationwide network of HR professionals, business analysts, project managers, IT professionals, and data analysts who deliver talent acquisition solutions across four main programs:

USAJOBS[®], USA Staffing[®], USA HireSM, and Staff Acquisition.

- FSC is primarily Federal staff with some contractor support.
- FSC is closely integrated with OPM OCIO, OGC, OPO, Policy, and Oversight divisions.
- FSC's positioning allows them flexibility to address the scope and complexity of human capital needs across government.
- FSC Services facilitate continuity of operations for agencies responding to mission changes.

FSC has a government-wide impact. In FY 2020, the most recent reporting period available, USAJOBS had over 331 thousand job opportunity announcements and 18 million applications started, with 245 thousand applications processed in USA Staffing. FSC's talent acquisition solutions supported government wide COVID-19 hiring, the Department of Health and Human Services unaccompanied minor volunteer effort, modernization of National Aeronautics and Space Administration (NASA)'s astronaut recruitment and evaluation process, as well as expanding USA Hire assessments to implement Federal Supervisory and Executive assessments.

In FY 2023, FSC will continue to focus on activities to advance Administration and OPM priorities, supporting agencies in implementing Executive Order 13932 (Modernizing and

Reforming the Assessment and Hiring of Federal Job Candidates) and serving as a goal owner for OPM Strategic Objective 3.2: Enhance the customer experience for USAJOBS, improving satisfaction by 4 points.

USAJOBS

USAJOBS, the Federal Government’s official employment site, connects applicants with Federal employment opportunities across the United States and around the world. USAJOBS offers applicants a central, online repository for finding job opportunities across government and enables agencies to identify and conduct strategic recruitment activities (including resume mining) via its Agency Talent Portal. USAJOBS also provides the Open Opportunities capability, which facilitates the movement of current Federal employees throughout government to close skill gaps through detail opportunities.

Key priorities: Implementing multiple activities supporting OPM Strategic Objective 3.2

USA Staffing

USA Staffing, the Federal Government’s Talent Acquisition System, facilitates the complex Federal hiring process and policies by positioning agencies to recruit, assess, certify, select, and onboard quality candidates for Federal job opportunities. USA Staffing allows agencies to develop and post job opportunity announcements via USAJOBS, create competency-based assessment tools and position descriptions, review application documents online, rate and rank applications, send applicant notifications, electronically refer candidates to hiring officials for review and selection, audit certificates online, create an online recruitment case file with annotations, select and onboard new hires, and perform advanced analytics on all aspects of the hiring process. Customer agencies have unlimited use of USA Staffing and its online training modules, help desk support, reporting, and data interconnections.

Key priorities: Building the US Digital Service (USDS) Subject Matter Expert Qualification Assessments (SME-QA) resume review tool, developing the Candidate Inventory feature, and completing customer agency transitions to USA Staffing (including Treasury, Energy, Labor, Transportation Security Administration, Intelligence Community).

USA Hire

USA Hire is USA Staffing’s online assessment platform, delivering high quality, professionally developed assessments via enabling technologies in both proctored and un-proctored environments to aid in agency hiring decisions. Standard assessments are available “off-the-shelf” for 118 common job series. Agencies can also use USA Hire to automate existing

assessment content or to develop new online assessments. USA Hire's established contract enables USA Hire to deliver new capabilities for customer agencies, including mobile testing, remote proctoring, and online interviewing.

Key priorities: Migrating customers to the online testing platform and continuing to support agencies in implementing Executive Order 13932 on modernizing the assessment and hiring of Federal job candidates by helping agencies expand the use of valid, competency-based assessments.

Staff Acquisition Group

Staff Acquisition provides end-to-end talent acquisition services to agencies, including hiring and HR consulting, strategic staffing, onboarding, recruitment and branding, and HR technical staffing training. The team supports key initiatives including the CyberCorps®: Scholarship for Service Program and Delegated Examining certification training. Staff Acquisition's operating model includes services primarily provided by Federal staffing specialists. Key priorities: Supporting the Administration's hiring priorities and participating in the U.S. Government Accountability Office (GAO) audit of the Scholarship for Service Program.

FSC Fee Structures:

FSC uses two main fee structures: user fees (systems) and fixed rate (talent acquisition services). User fees are annual subscriptions based on the number of customer licensed HR users. License numbers are flexible, and volume discounts are offered, allowing agencies to change the number of licenses in proportion to annual hiring trends. All prices are based on a full-cost recovery model.

USAJOBS pricing model is based on organization FTE numbers, with a minimum \$5,000 fee. However, for agencies using USAJOBS on a limited basis, FSC offers an option with a flat \$500 fee.

- Fee structure one: \$500 flat annual fee. Allows posting of five (5) or less job postings per year. Access limited to job postings only, no other capabilities are available.
- Fee structure two: \$5,000 minimum annual fee, total fee based on customer FTE numbers. Includes use of USAJOBS for unlimited job postings, access to resume mining and posting events (e.g., recruitment events), and sharing of agency job postings via Job Announcement API with third party vendors (e.g. Indeed.com, Google Careers).

USA Staffing charges a per-user fee for all-inclusive access to the system. License numbers are flexible, allowing agencies to change the number of licenses in proportion to anticipated system

usage. The USA Staffing license fee is \$8,866, a one percent increase from FY 2022. A growing customer base enables FSC to achieve greater economies of scale and spreads fixed expenses across a larger customer base.

USA Hire uses a mix of fees structures based on the type of assessment: 1) fee based on a percentage of the USA Staffing user fee; 2) fixed rates; and 3) per applicant testing fees. Fees are annual with the ability to add funds as needed to cover per applicant testing.

Staff Acquisition's pricing structure is based on the time and resources associated with delivering staffing services through completing tasks within a hiring action. Time for each task varies depending on the scope, volume, and complexity of work. The time associated with tasks are averaged across a sample group and used to determine the cost of that activity using Staff Acquisition's consultant rate. The consultant rate incorporates the average value of resources (salaries, benefits, recurring costs and infrastructure support) required to deliver work.

HR Strategy and Evaluation Solutions (HRSES) (Strategic Goal 5.1 Additional Mission Activities):

HR Strategy and Evaluation Solutions (HRSES) provides organizationally-and individually-focused strategies to help agencies plan and position for maximum performance. HRSES includes the Assessment and Evaluation Branch (AEB) and HR Strategy (HRSTRAT). HRSES consulting and assessment services are mature and are expected to fully cover all associated costs. The USA Performance (USAP) software-as-a-service offering is still building a customer base. HRSES expects expenses for USAP to continue to exceed revenue, as the program continues to invest in the development, enhancement, maintenance, and operations of the system. HRSES expects to continually expand the USA Performance user base to meet break-even user license revenue levels and mature its business model.

Pricing for HRSES products and services are based on one of three models:

- Fixed price for off the shelf products and services, to include user licenses for software-as-a-service based on user base size and aggregated program costs;
- Customized solutions built upon existing products and services priced by customer specifications; and
- Services and consultation available on retainer.

HRSES pricing is typically scalable, based on quantities of specific products or services (ex. number of participants being assessed) and the selection of optional services. Pricing for products and services are primarily driven by labor costs for each product or service plus an overhead expense allocation to achieve full cost recovery.

Human Capital Industry Solutions (HCIS) (Strategic Goal 5.1 Additional Mission Activities):

The HCIS program employs public/private partnerships to deliver private sector human capital and training services, along with the associated assisted acquisition and program management services, to Federal agencies. The program provides Federal agencies with an expedited procurement process using, since 2017, three Multiple Awards, Indefinite Delivery/Indefinite Quantity (MA/IDIQ) contract vehicles (HCaTS Unrestricted, HCaTS Small Business, and HCaTS 8(a)) in the areas of (1) Training and Development, (2) Human Capital Strategy and (3) Organizational Performance Improvement.

The HCIS program supports government customers with high-performing and cost-effective task orders to develop, deploy, transform, and improve human capital services through its consolidated, pre-negotiated acquisition vehicles and program management services. HCIS supports the continual improvement of human capital and training investments throughout the Federal government by embracing evolving human capital and training practices and policies. HCIS plays a vital role in fulfilling OPM's mandate to provide these services to agencies under 5 U.S.C. §§ 1104, 1304, and 4116, as well as Executive Order 11348.

However, due to changes in the business environment, strategies are under review to determine if expansion of using additional acquisition vehicles would improve program ability to support customers. Specifically, HCIS has observed other Federal agencies move to provide assisted acquisition services as well as a trend towards increased reliance on internal contracting offices rather than engaging external acquisition support. The latter is often the result of policy or recognition that the potential client has an existing cost allocation for their internal contracting activity. Unfortunately, agencies that use internal contracting offices or receive non-OPM support do not benefit from the human capital knowledge of OPM.

The HCIS costs associated with delivering assisted acquisition services to Federal agencies for acquiring human capital and training services from strategic partners are recovered through an established assisted acquisition services fee schedule. The fee covers the assisted acquisition and project management services costs. The graduated fee may be adjusted over time to enable the program to generate the right mix of demand and supply to recover total costs.

Pricing

HCIS uses a tiered pricing structure for assisted services. In addition, a Contract Access Fee (CAF) of 0.75 percent is assessed on every project whether through HCaTS Assisted or Direct. The tiers consist of the following:

- \$20M+: 3 percent
- \$10M to \$19.999M: 5 percent
- \$2.5M to \$9.999M: 7 percent
- \$500K to \$2.499M: 10 percent

Center for Management Services (HRS Support Programs) (Strategic Goal 5.2 Additional Mission Support Activities):

The Center for Management Services (CMS) supports HRS service delivery across the enterprise providing corporate-level resource management, business development, and enterprise business services. The net effect of CMS services is an HRS enterprise-wide approach to the management of its people, finances, outreach, and effective management of cross-practice area initiatives.

Financials

Value of Anticipated Agreements

- FY 2023 = \$359.6 million
- FY 2024 = \$376.0 million
- FY 2025 = \$389.8 million

New Business Justification

CLD

FHRI will expand to four HR curriculum levels available to the Federal community and actively market to become the preferred HR skills training provider to government HR professionals.

The Innovation Lab will deliver on increased demand in relation to administration priorities around enhancing the Federal customer experience.

CLD will offer additional leadership development courses to deliver on pent up residential training demand in the post-COVID environment.

CLD will expand student evaluation and assessment capabilities to better analyze its programs effectiveness and to provide additional information for programmatic decisions.

FSC

Improve the USAJOBS customer experience. As a designated High Impact Service Provider (HISP), USAJOBS will leverage user research, iterative prototyping, and testing to deliver value added features. USAJOBS will expand recruitment tools and streamline processes so agencies can use USAJOBS to attract high-quality and diverse talent. This includes evaluating the use and perceptions with the Applicant Count feature, designing efficiencies for the new user experience by creating a Minimum Profile, and implementing job opportunity announcement template enhancements based on USDS research and testing conducted with the SME-QA project. They will also continue to expand the Agency Talent Portal and Open Opportunities capabilities to maximize agencies' ability to draw talent through agency, career, and program-specific communities and talent networks.

Help agencies optimize USA Staffing capabilities. USA Staffing will complete multiple agency transitions to the system (including Treasury, Energy, Labor, Transportation Security Administration, and the Intelligence Community), positioning agencies to fully leverage the system's end-to-end talent acquisition capabilities. USA Staffing will focus on several in-progress enhancements to help agencies meet critical hiring requirements, including interconnecting with the new USA Hire platform, maturing the classification capability and deploying a new business intelligence tool to enhance reporting capabilities. Additionally, we will grow our partnership with the USDS to build a Subject Matter Expert Qualification Assessment (SME-QA) resume review tool in USA Staffing.

Migrate agencies to the new USA Hire online testing platform and expand agencies' use of modern, competency-based assessments. In FY 2021, USA Hire established a new 8-year contract for \$200 million that includes a range of capabilities including mobile testing, remote proctoring, and online interviewing. In FY 2023, USA Hire will continue agency migration to the new online testing platform. With these expanded capabilities and newly available Supervisor and Executive Assessment batteries, USA Hire is positioned for growth and will continue supporting agencies in implementing modern, competency-based assessments in alignment with the Executive Order on Modernizing and Reforming the Assessment and Hiring of Federal Job Candidates.

Support Administration and OPM hiring priorities. Staff Acquisition will leverage both its Federal resources and contracting partnership with the General Services Administration to

continue supporting government talent acquisition goals, including providing surge staffing and recruitment and branding support for agencies. Additionally, in partnership with the National Science Foundation, Staff Acquisition will expand the Scholarship for Service Program and participate in a GAO audit of the program.

Provide Applicant Flow Data to inform diversity recruitment. USA Staffing will expand the Applicant Flow Data provided to agencies to include additional data items and hiring phases. Additionally, OPM will work with the Equal Employment Opportunity Commission to expand the resources and training provided to agencies to collect, analyze, and use Applicant Flow Data to identify potential barriers in the hiring process and inform recruitment efforts.

HRSES

In partnership with HR Solutions' FSC and CLD, HRSES will expand its IT systems capabilities – namely USA Performance – and the products and services delivered using those systems. It expects to aggressively grow its user sales in FY 2023 through FY 2025. Key anticipated clients for software-as-a-service plus associated consulting include the Departments of Transportation, Justice, Veterans Affairs, and Homeland Security.

HRSES will continue to build new content for the USA Hire online assessment platform, providing more online assessment options for agencies.

HRSES will increase its partnership with FSC to integrate the classification component of USA Staffing with customer agency classification functions to fully implement while updating their position description libraries.

HRSES will capitalize on its capability in change management and telework management to capture significant business as the Federal government returns to physical workspaces post-COVID.

HRSES will expand its existing change management offerings to include capabilities from across HR Solutions to increase the Federal government's ability to manage and execute major organizational changes brought on by a new future of work and new organizational processes/structures to support it.

HCIS

HCIS conducts business development based on intelligence gathered by HRS practice areas as well as through participation with HRS business development activities. The program focuses first on the exercising of option periods for work with existing clients and then on new work with existing clients as this has been demonstrated to yield the most positive results.

Enterprise Human Resources Integration (EHRI)

The electronic Official Personnel Folder (eOPF) is a sub-program to the EHR major investment supporting the e-Government initiative to leverage the benefits of information technology, as required by the E-Government Act of 2002. The goal of eOPF is to streamline and automate the collection, aggregation, and maintenance of official career lifecycle documents created during Federal employment. The investment broadly supports the OPM mission by enabling the agency to provide the Federal HR community and employees with access to employee data to improve workforce planning for hiring, skills development, retention strategies, and Government-wide policy.

The eOPF system is a web-based application that stores, processes, and displays career lifecycle documents of all current Federal Employees. The system replaced several manual HR processes by automating numerous agency HR processes and creating a streamlined Federal HR document system for all Federal employees. The eOPF covers Title 5 Executive Branch departments and agencies, with some exceptions, as well as some components of the Legislative, Judiciary, and other independent agencies and organizations, with a total user population of 2.4 million. The eOPF application is provided through a fee-for-service arrangement with participating agencies. The FY 2023 budget is expected to be \$18,506,825 for eOPF support and scanning services. The reason for the decrease is the result of a reduction in cost of the eOPF license rate agreement by 40 percent in FY 2022. The decrease derived from a reduction in operating costs through contract expense reduction, a shift to in-house technology development and the replenishment of required retained earnings.

The agency pricing structure for eOPF maintenance is a fixed price per license based on the number of active users at the customer agency. The eOPF license maintenance, paid annually by the customer, covers the following: (1) Program Management Office support; (2) contract administration, (3) IT security; (4) OPM Common Services; (5) credit monitoring; (6) software license renewals and maintenance; (7) record storage and transfer services provided by the National Personnel Records Center; (8) IT infrastructure hosting and maintenance services; (9) product development; (10) document scanning; and (11) helpdesk services.

In FY 2023, eOPF will continue to implement a roadmap to modernize the eOPF program and provide agencies with a cost-efficient system of records to maintain official employee documentation electronically. This will include expanding interfaces with other HR systems to provide a comprehensive view of the Federal workforce and to better leverage data to inform workforce planning and reporting.

The success of the eOPF fee-for-service component depends on the continuation of incoming funds through existing and new partner agencies subscribing to eOPF services. These services include program management; providing eOPF training and resources to the human resources community; on-boarding new customers; performing scanning for agencies who request these services; supporting agencies' eOPF folders; maintaining and supporting infrastructure, applications, and software; providing required system security; and operating a user helpdesk.

Working with customer agencies, eOPF will continue to implement new tools and technologies to better store and manage these important Federal records and associated data.

Finally, the eOPF will continue to leverage new tools and technologies to access employee data and records, develop additional opportunities to share data across platforms, when appropriate, and continue to explore and implement creative user focused solutions to improve the value of eOPF data and records for employees and agency HR specialists.

In FY 2023, eOPF will strive to onboard new customers, accelerate its document scanning services for new and existing customers, develop customer value focused tools utilizing OPM's data assets and reduce dependence on end-of-life technology. It is expected that FY 2023 will set the foundation for the implementation of the next generation of human capital services in the Federal government.

Human Resources Line of Business

In 2004, the U.S. Office of Management and Budget (OMB) and Office of Personnel Management (OPM) launched the Human Resources Line of Business (HRLOB) Initiative, for which OPM is the managing partner. The HRLOB leads the transformation and evolution of Federal Human Capital (HC) and its Strategic Framework is aimed at developing a single, integrated Federal Human Resources Information Technology (HRIT) to support the 21st century Federal workforce. The Framework builds on HRLOB's previous success, and when fully implemented, will result in the modernization of HRIT service delivery, improvement of HR data management and standardization, and the effective use of strategic sourcing.

In August 2020, the Human Capital Data Management and Modernization (HCDMM) directorate was created and brought the HRLOB, along with other programs, into its structure. Within HCDMM, HRLOB has two organizational structures: Data Standards Management and Modernization (DSMM) and Human Capital Policy Performance and Operations (HCPPO).

Human Resources Solutions Information Technology Program Management Office

The HRS Information Technology Program Management Office (HRS IT PMO or PMO) provides technology support in the form of IT systems development and hosting, supplying both internal and external customers with a wide variety of information technology services in the human resources arena. The PMO expects \$83,993,010 in total agreements in FY2023. Earned Revenue over cost is used to reinvest in products and services for the PMO and/or to hold the revolving fund harmless in the event of liquidation.

Planned FY 2023 Activities

The PMO delivers leading-edge, innovative, high quality human resource information technology products and services that contribute to organizational effectiveness. The PMO is comprised of three lines of business (LOBs): OPM's Human Resources Solutions, Other OPM Services, and External Services which include two employee self-service systems (Employee Express and myPay). All of its lines of business contain IT systems that span the HR life cycle and allow the program to sustain itself financially.

FY 2023 activities prioritize the maintenance and sustainment of various existing systems, the largest of which are OPM's Talent Acquisition System – USA Staffing; OPM's Federal Government job board - USAJOBS; Enterprise Human Resources Integration – Data Warehouse hosting; and a wide variety of other web-based applications used by dozens of Federal agencies. Several new developments and/or system upgrades are planned. Of note, the PMO will be looking at cloud migration for many of our systems.

Human Resources Solutions Line of Business

The OPM Human Resources Solutions (HRS) LOB accounts for 41 percent of annual revenue. The PMO provides OPM's HRS organization with technical support, web-based applications, hosting, and programming support. The primary systems the PMO supports are: (1) USA Staffing, OPM's Talent Acquisition System, which enables Federal agencies to effectively recruit, assess, certify, and onboard qualified candidates for Federal positions; and (2) USAJOBS, OPM's job board system that integrates with USA Staffing and several commercial staffing systems. The PMO supports system compliance with Federal hiring regulations, flexibilities, authorities, and NIST IT Security Guidelines. In addition, the HRS IT PMO provides smaller-scale information technology services for other organizations within HRS.

Other OPM Services Line of Business

This LOB is the largest of the three, accounting for 48 percent of revenue. It is comprised of products and services provided to other non-HRS organizations within OPM. Among the OPM offices our PMO supports are the Retirement Services program, Healthcare and Insurance program, and Human Capital Data Management and Modernization (HCDMM). HRS IT PMO is responsible for the design, development, and hosting of systems within those offices. In addition to being the largest line of business, this is also the fastest growing as organizations within OPM have increasingly recognized the value and technical expertise that the HRS IT PMO provides.

External Services Line of Business

Two primary products offered within this LOB serve more than six million people worldwide. The first, Employee Express, provides automated information that empowers Federal employees to initiate the processing of their discretionary personnel-payroll transactions electronically. The second, myPay, provides the same service to the Department of Defense Federal employees, military members, and military retirees. This line of business rounds out the remaining income for the HRS IT PMO, accounting for 11 percent of annual revenue.

The HRS IT PMO will continue to deliver products and services to our customers as outlined above, allowing agencies its services to become high-performing organizations and supporting their HR life cycle needs through affordable information technology solutions. HRS IT PMO will recover costs of operations by managing dozens of individual reimbursable agreements with its customers. Costs and associated pricing models are determined through a rigorous assessment of direct costs of service delivery, indirect costs of program administration, and the OPM common services assessment. For years, the PMO has had a strong base of repeat customers who choose our products and services for quality, innovation, value, and proven performance. This will continue in FY 2023.

Credit Monitoring and Identity Protection Services

OPM continues to maintain the Credit Monitoring and Identity Protection Services Program, which was implemented as a result of the cybersecurity incidents OPM announced in 2015. Pursuant to the Consolidated Appropriations Act, 2017 (P.L. 115-31), Section 633 of Division E, OPM is required to provide Credit Monitoring & Identity Protection Services (CM IPS) through FY 2026 which includes not less than \$5 million in identity theft insurance. Prior to FY 2020, this program was managed and reported within the background investigations program performed by the National Background Investigations Bureau of OPM.

Accordingly, OPM began offering these services to impacted individuals as of July 1, 2015. Currently, CM IPS are provided by Identity Theft Guard Solutions, LLC, doing business as ID Experts awarded under the General Service Administration's Identity Protection Services (IPS) Multiple-Award Blanket Purchase Agreement (BPA). This award will have a possible full period of performance of five years, which will continue to provide coverage to all impacted individuals through June 2024.

CM IPS costs consist of the contract described above as well as operational, management, and administrative costs. There are two funding sources for the program. OPM collects annually from the largest Federal agencies via an Inter-agency Agreement (IAA) based on proportional allocation of total program cost. The basis for distribution is the number of background investigations historically ordered by each agency. Additionally, fees are collected by the Enterprise Human Resource Integration (EHRI) program as part of the eOPF rates charged to agencies to fund the CM IPS program.

The CM IPS program provides a comprehensive suite of credit and identity monitoring, identity theft insurance, and identity restoration services. The FY 2022 and FY 2023 costs are projected to be \$86,332,996 and \$86,205,556, respectively, for the following:

Credit Monitoring & Identity Protection Services – The BPA Call awarded to ID Experts included a one-year base period and four option periods.

Verification Center Operations – The Verification Center is provided through an assisted acquisition, funded by OPM, through two annual interagency agreements (one for each of the two cybersecurity incidents announced in 2015) with DOD's Defense Information Systems Agency (DISA) Defensive Information Technology Contracting Organization (DITCO).

Verification Letters – The determinations of impact status which are generated by the Verification Center are communicated to requestors by letter sent via the US Postal Service. Currently, DOD's Defense Logistics Agency (DLA) prints and sends these notification letters. These letters include the 25-digit PIN which is necessary to enroll in the services provided.

CM IPS Program Office – In managing the CM IPS Program there are additional administrative costs incurred related to salaries and benefits, training, and site visits. The CM IPS program office consists of five people, including labor by other offices throughout the agency which is charged to the CM IPS program.

The aforementioned activities are Congressionally mandated as they support provision of comprehensive, complimentary identity protection coverage pursuant to P.L. 115-31.

During the first years of this program, costs were unpredictable which created challenges with establishing pricing for the services. However, in awarding the current BPA Call in December 2018, program costs stabilized. Therefore, accuracy of pricing has improved.

U.S. Office of Personnel Management Office of the Inspector General

Budget Request – Fiscal Year 2023

The U.S. Office of Personnel Management (OPM), Office of the Inspector General (OIG) is requesting \$40,719,000 for its fiscal year (FY) 2023 budget. This request is composed of \$5,556,000 from the Salaries and Expenses General Fund and \$35,163,000 from the OPM Trust Funds.

The OPM OIG FY 2023 request is a significant increase (approximately 17 percent) that is strategically timed to coincide with the OPM OIG’s recently completed digital modernization of its entire technical environment, as well as additional operational priorities. Our office is undergoing a transformation to an advanced data driven auditing, investigation, and evaluation operation and requires the corresponding resources to fully leverage our new capabilities. The OPM OIG believes that this level of funding is appropriate when the true size of the programs we oversee is recognized. In addition to oversight of OPM programs funded by discretionary spending, we also oversee the Federal Employees Health Benefits Program (FEHBP), Federal Employees’ Group Life Insurance (FGLI), and Civil Service Retirement and Disability Fund (CSRDF) trust funds. In other words, the OPM OIG does not just oversee a \$330 million agency, but also trust funds that collectively hold over \$1.1 trillion in assets and disburse over \$140 billion in benefits annually (OPM OIG’s budget request is 12 percent of OPM’s FY 2022 budget request and .03% of its annual disbursements). These programs cover more than 8 million current and retired civil service employees and eligible family members.

Salaries & Expenses and Trust Fund

The OPM OIG is requesting an increase of \$5,808,000: \$211,000 in Salaries and Expenses General Fund and \$5,597,000 in OPM OIG Trust Funds appropriations.

Budgetary Resources	FY 2021 Enacted		FY 2022 CBJ		FY 2023 CBJ	
	\$	FTE	\$	FTE	\$	FTE
Salaries & Expenses	\$5,000,000	20	\$5,345,000	23	\$5,556,000	26
Trust Fund Annual	\$27,265,000	134	\$29,566,000	140	\$35,163,000	168
Total Discretionary (dollars)	\$32,265,000	154	\$34,911,000	163	\$40,719,000	194

Revolving Fund

For FY 2023, the OPM OIG estimates that \$1,545,000 and 7 full-time equivalents (FTE) will be required for OPM Revolving Fund (RF) oversight activities. Currently, the OPM RF consists of the following programs: Human Resources (HR) Solutions, Enterprise Human Resources Integration (EHRI), Human Capital Data Management and Modernization, Human Resources HRS Information Technology Program Management Office (HRS IT PMO), Suitability Executive Agent, and Credit Monitoring.

Budgetary Resources	FY 2021 Enacted		FY 2022 CBJ		FY 2023 CBJ	
	\$	FTE	\$	FTE	\$	FTE
Revolving Fund (Estimated)	\$1,666,000	8	\$1,500,000	7	\$1,545,000	7
OIG Total (dollars)	\$1,666,000	8	\$1,500,000	7	\$1,545,000	7

Additional Investments

The OPM OIG requests additional investments in the following areas:

Discretionary		FY 2022 CBJ	FY 2023 CBJ	Difference
Base		\$34,911,000	\$34,911,000	-
Adjustments to Base	Salary 4.6% increase		\$661,000	\$661,000
	1.3% Benefits Increase		\$97,000	\$97,000
2023 Pay Raise-Benefits Increase/Decrease		-	\$758,000	\$758,000
Program Changes (Increases/Decreases)				
			Increases	
Personnel Needed to Leverage and Secure Advanced Data Capabilities			\$1,587,000	\$1,587,000
Inspector General Independence			\$1,645,000	\$1,645,000
Administrative Sanctions Program Investment			\$215,000	\$215,000
Office of Evaluations Investment			\$156,000	\$156,000
Ensuring Diversity, Equity, Inclusion, and Accessibility			\$653,000	\$653,000
Additional OPM OIG Investments			\$794,000	\$794,000
FY 2023 Program Increases/Decreases			\$5,050,000	\$5,050,000
Total Appropriated		\$34,911,000	\$40,719,000	\$5,808,000
Total FTE		163	194	31

Budget Investments – FY 2023

OPM OIG's Advanced Data Analytics Program

The OPM OIG maintains data that is among the most valuable and sensitive information managed by the Federal Government. Specifically, this office collects, stores, and analyzes billions of medical claim records from individuals participating in the FEHBP. The data originates from the various individual private health insurance carriers that participate in the FEHBP (e.g., BlueCross BlueShield, Aetna, etc.), and no other entity possesses a consolidated sensitive claims data repository like that owned and operated by the OPM OIG. The OPM OIG's information systems provide an integrated view of the FEHBP population, allowing skilled auditors and investigators to leverage data analytics in the course of their oversight activity.

The OPM OIG maintains a system called the FEHBP Data Warehouse that stores the FEHBP claim records. The system is used by auditors and investigators to assist with the identification of improper payments and to assess levels of exposure to alleged fraud, waste, and abuse in OPM health care programs.

Using this legacy system, the OPM OIG has been very successful in analyzing and mining data for audit and investigative purposes, and the system is the source of tens of millions of dollars in financial recoveries and multiple criminal convictions every year. However, the office has historically operated with an antiquated business model where the investigators are dependent on outside referrals for leads, and the auditors review the same improper payment models that have been in use for many years. The current work does not scratch the surface of the analytical information derivable from this health care data.

Historically, the OPM OIG was limited by both the skillset of its current staff and by the technical limitations of the system. In FY 2021, the OPM OIG completed a digital transformation of its entire technical environment. The legacy FEHBP Data Warehouse system was migrated to a modern cloud-based platform that can fully leverage the latest technology in data analytics, business intelligence, and reporting.

The modernized system is the foundation for the OPM OIG's expanding and evolving health care Advanced Data Analytics Program. The organization is positioned to move from a reactive model to a proactive one where the data drives the oversight work. OPM OIG auditors and investigators will be able to use tools such as artificial intelligence to identify legitimate health care claim transactions, while flagging potentially erroneous or fraudulent claims for further review.

The OPM OIG is at a turning point where strategic investments in technology and personnel can dramatically enhance its oversight work related to improper payments, fraud, and patient harm in the FEHBP. The organization is expecting a wave of new fraud and improper payments related to the COVID-19 pandemic. The pandemic also further exacerbated the opioid crisis, and the investigations program was already struggling to manage that caseload. The risk to OPM and FEHBP members has never been greater. Critical data is coming in now and it needs to be analyzed as soon as possible. If it takes several years to get an analytics program in place, this information will become stale, bad actors will continue to cause harm, and improper payments will age out of the recovery window for audits.

Personnel Needed to Leverage Advanced Data Capabilities (\$1,587,000 for 11 FTE)

Enhancements in technology must be accompanied by skilled personnel to leverage its capabilities. The OPM OIG is not simply making marginal improvements on its legacy oversight work, it is transforming the way the organization fulfills its mission.

The OPM OIG is requesting resources for an additional 11 FTE to begin building out the Advanced Data Analytics Program. These individuals are critical to leveraging the system in an oversight capacity, acting on improved data, and further enhancing the cybersecurity posture of the technical environment that hosts highly sensitive data.

Oversight Personnel – Health Care Auditors and Data Analysts (4 FTE)

The OPM OIG will require a significant investment in additional auditors and analysts to take advantage of emerging opportunities and an expanded workload related to the new data warehouse system. For example, the newly integrated data warehouse will significantly streamline and extend the existing analytical procedures that have reliably identified improper payments for many years, resulting in over \$870 million in audit recoveries since FY 2001. Leveraging additional data sources will require more staff to manage these proven techniques across multiple FEHBP carriers. Similarly, to ensure quality results, increased audit staff will be needed to evaluate potential instances of fraud, waste, abuse, and identify improper payments using the new predictive analytics, artificial intelligence, and machine learning tools.

In addition, insight regarding complex health care policy issues based on data analysis, while difficult to monetize, can have a huge financial and quality-of-life impact on FEHBP members. A prime example of the type of work performed by auditors and analysts was the recent evaluation of delayed preventive care associated with the COVID-19 pandemic. Future work will focus on COVID-19 vaccination issues, such as equity and hesitancy, and the benefits and risks associated with the exponential growth in telemedicine because of the pandemic. The OPM

OIG's ongoing association with the Council of the Inspectors General on Integrity and Efficiency's (CIGIE) Pandemic Relief Accountability Committee's Health Care Subgroup will also require additional analytical support.

Oversight Personnel – Criminal Investigators and Investigative Analysts (5 FTE)

The OPM OIG Office of Investigations currently lacks sufficient investigative personnel to respond to the levels of fraud, waste, and abuse affecting OPM programs. Leads from the Advanced Data Analytics program will increase the deficit between the number of high-quality, high-impact leads versus the number of cases the OPM OIG investigates—and ultimately the potential harm to current Federal employees, annuitants, and eligible dependents that can be prevented, and the taxpayer dollars recovered. Because no other Federal agency or law enforcement partner pursues the millions of dollars in annual FEHBP fraud, waste, and abuse losses, additional criminal investigators are needed to maximize oversight results from the modernization of the FEHBP Data Warehouse.

Complicated program factors within the FEHBP (such as multiple levels of contracted anti-fraud programs) make the FEHBP Data Warehouse an incredibly valuable resource in improving the claims data quality available to develop investigations. Previously, the OPM OIG has had difficulty proactively isolating fraud trends, such as outlying medical providers, including an instance involving an FEHBP health carrier's list of medical providers' opioid prescribing patterns. The Advanced Data Analytics program may also help evaluate claim codes identified by the Department of Justice (DOJ) as associated with COVID-19 fraud, something too labor intensive for a small team of criminal investigators and investigative analysts to comprehensively develop while managing active caseloads.

We have previously requested funding to hire additional investigative staff because of exceptional caseloads. That circumstance persists—compounded by the COVID-19 pandemic and the opioid epidemic. The OPM OIG Office of Investigations has received case referrals and opened investigations for potential fraud associated with the COVID-19 pandemic, particularly regarding testing. Furthermore, the OPM OIG is continuing its years-long investigative efforts related to the opioid and substance abuse disorder crisis. In recent years, the OPM OIG Office of Investigations has participated in and investigated cases involving opioid manufacturers (including Insys Therapeutics and Purdue Pharma), medical providers, and abusive recovery centers and sober homes.

The Advanced Data Analytics program will provide the OPM OIG criminal investigators with higher quality and more comprehensive investigative leads than current FEHBP-carrier provided

information. However, to act on these leads to pursue criminal, civil, and administrative cases, the OPM OIG needs investment in its criminal investigators and investigative analysts to ensure that strong investigative leads generated through the Advanced Data Analytics program are not wasted.

Information Technology and Cybersecurity personnel (2 FTE)

The OPM OIG owns and operates an independent information technology (IT) infrastructure within the broader technical environment maintained by the agency. As mentioned above, the OPM OIG infrastructure contains highly sensitive data derived from OPM benefits programs.

The U.S. Government is constantly under cyber-attack from malicious hackers, and the large-scale breaches of 2020 (e.g., SolarWinds) have brought heightened attention to this critical issue. The data maintained by the OPM OIG not only includes protected health information about FEHBP members, but it contains detailed data about their medical encounters, including medical diagnoses and procedures.

The OPM OIG requests funding for the following IT FTE that will be dedicated to managing this sensitive data and ensuring its security.

- **Data Scientist (1 FTE)** – The data scientist will support increased data analytics and research of health care-related claims, to include health care fraud and improper payments related to the opioid crisis and the COVID-19 pandemic. Improving the speed and accuracy of identifying potentially fraudulent, wasteful, or abusive claims will provide enhanced protection for the FEHBP and its enrollees. The data scientist will work closely with users to understand business needs and will create algorithms and predictive models to extract data to support the mission. Generating algorithms for predictive data analytics is inherently different from regular data management activities the OPM OIG has routinely performed, and an additional 1 FTE with a specialized skillset dedicated to this task is required.
- **Data Visualization Platform Administrator (1 FTE)** –Data Visualization Platform Administrator will be responsible for managing cybersecurity and administration tasks related to data visualization and reporting tools that are a critical part of the FEHBP Data Warehouse. Tasks such as report performance tuning, securely managing authorized user access, and supporting regular report development require an additional 1 FTE with a highly specialized skillset.

Inspector General Independence

The Inspector General Act of 1978, as amended (IG Act), identifies Inspector General (IG) independence as necessary for effective oversight. In fact, Congress has continuously prioritized

introducing and passing legislation that enhances the protections for IG independence. Independence is essential to not only the credibility of an OIG but also to ensuring the OIG is able to efficiently investigate agency fraud, waste, and abuse.

Human Resources and Legal Services (\$1,157,000 for 7 FTE)

The OPM OIG Office of Management (OM) and Office of Legal and Legislative Affairs (OLLA) work together on supporting the OPM OIG workforce and managing a wide range of personnel matters. However, both OM and OLLA are reliant on OPM's human resources office (OPM HR) and OPM's Office of General Counsel (OPM OGC) to provide HR and litigation support. As a result of this dependency, the OIG is bound by OPM's policies, procedures, and time frames, and is not able to make fully independent personnel decisions and actions. Furthermore, when HR-related legal needs arise, the OPM OGC represents the OIG. These dependencies exist because of the OIG's extremely limited in-house HR and legal resources. The OIG currently has four dedicated staff (including a supervisor and a senior attorney), who serve as liaisons with OPM for HR and litigation actions.

The OIG has a great working relationship with OPM, and we recognize that the agency works diligently to support the OIG's HR and legal requests. However, the OIG represents only one of OPM HR and OPM OGC's many OPM clients, and these organizations are not adequately staffed to fully support the OIG's needs in a timely manner. The current arrangement puts OPM in a position to unintentionally impact the OIG's oversight work. For example, significant delays in processing recruitment requests have led to essential oversight positions remaining vacant. There have also been multiple disciplinary actions that have taken over a year to get through OPM HR review. The resolution of OPM-requested legal reviews and/or disputes are similarly delayed.

The current arrangement also represents a conflict of interest and weakens the OPM OIG's independence. As the oversight body for the agency, the OPM OIG is responsible for investigating individuals that could ultimately represent the office in HR and litigation actions. The IG Act specifically establishes an OIG Counsel. However, funding/resource constraints have dictated that the OPM OIG continue to operate under outdated models of resolving personnel matters through the OPM OGC. The dedicated OPM OIG attorneys are unable to represent OPM OIG staff before the Equal Employment Opportunity Commission (EEOC) or the Merit Systems Protection Board (MSPB), as complaints go through OPM HR then to OPM OGC for representation in the litigation process. This is troubling as there have been instances where the OIG interests and OPM OGC interests do not align. For example, the OPM OGC can decide,

without consultation or the OPM OIG's approval, to settle a dispute that an OPM OIG attorney would have pursued; thus, leaving the OPM OIG financially accountable.

Closely aligned with a fully functioning legal office, the OPM OIG also needs to conduct its HR and personnel actions in-house, rather than acting solely as liaisons with OPM HR and OPM OGC. In order to accomplish this goal, we will need to increase staffing and procure personnel systems/software to support the following functional areas:

- Recruitment
- Classification
- Executive Resources
- HR Policy
- Training
- Benefits
- Work/Life
- HR Processing/Data Systems
- Employee Relations (ER)
- Performance Management

Specifically, the OPM OIG needs to fill the following seven positions to ensure that its legal and personnel structure can operate effectively and independently:

- 1 GS-14, HR Specialist (Staffing/Recruitment/Classification/Executive Resources) – The HR Specialist is responsible for ensuring all placement and classification actions meet regulatory requirements and will ensure all pre-employment requirements are met. The HR Specialist manages human capital programs related to employment of all SES, SL, ST, and Presidential appointments; provides expert advice on and manages the operational human capital programs related to recruitment, staffing, classification and placement of SES and SL employees.
- 1 GS-13/14, HR Specialist (Employee Relations/Performance Management) – The HR Specialist provides technical guidance, information, and assistance to management and senior officials on sensitive, serious, and controversial employee relations issues; provides assistance to management officials in preparing disciplinary and/or adverse actions documentation; responds to inquiries and administrative grievances regarding employee relations matters.
- 1 GS-9/11, HR Assistant (Employee Relations/Performance Management/Benefits) – The HR Assistant provides administrative support to HR Specialists by responding to ER/Performance-related questions, complaints etc.; assists specialists with 3rd party appeals including MSPB, EEOC; prepares and maintains records on ER actions including electronic tracking mechanisms.

- 1 GS-13, HR Specialist (Benefits/Worklife) – The HR Specialist provides technical guidance and procedural assistance to managers, supervisors, and employees in executing a variety of employee benefits programs such as workers’ compensation, retirement, health and life benefits, Thrift Savings Plans, work/life balance, etc.
- 1 GS-13, HR Specialist (Information Systems) – The HR Specialist provides advice, guidance, and assistance to managers in the automation of HR functions; identifies necessary business requirements for current/future HR systems and makes recommendations regarding necessary improvements; serves as liaison between HR staff and IT service providers.
- 2 GS-13, Attorney Advisors (Litigation and Personnel Actions) – The Attorney Advisors handle all HR and personnel actions, representing the OIG before the EEOC or MSPB, acting as attorney of record and handling all facets of litigation through hearings or settlements; serves as DOJ liaison on civil actions and criminal prosecutions involving theft, fraud, Qui Tam, and False Claims Act matters concerning the FEHBP and the Civil Service Retirement Program.

E-mail Services (\$164,000 for 1 FTE and \$324,000)

As mentioned above, the OPM OIG owns and operates an independent IT infrastructure within the broader technical environment maintained by the agency. The vast majority of the highly sensitive data that the OIG uses in its oversight work is segregated from the OPM technical environment, and is inaccessible to OPM employees, including its technical staff in OPM’s Office of the Chief Information Officer (OCIO).

However, due to the expense and complexity of managing a Microsoft Office 365 platform, the OPM OIG is dependent upon OPM’s OCIO to host and manage e-mail services for OPM OIG employees. This arrangement presents several independence issues. Specifically, OPM OCIO personnel have the capability to access all sensitive OPM OIG data and communication that has been shared amongst OPM OIG employees and with outside entities via email. This issue can be very problematic when an OPM OCIO employee under investigation has the technical ability to access e-mails about his or her own case.

As part of the ongoing effort to further isolate OPM OIG operations from that of its parent agency, the OPM OIG intends to implement technical solutions to separate its e-mail from OPM to prevent leakage, unauthorized access of our data. This will require us to build in-house expertise in managing the Office 365 platform. Managing an Office 365 platform for an organization the size of OPM OIG is a full-time role for 1 IT Specialist FTE. An additional

\$324,000 is required for the initial setup for this isolation effort to include license and hosting expenses and contractor support.

Additional Oversight Investments

Administrative Sanctions Program Investment (\$215,000 for 2 FTE)

The OPM Director has delegated the authority to debar/suspend health care providers from participating in the FEHBP to the OPM OIG. The OPM OIG Administrative Sanctions Group (ASG) is responsible for suspending and debaring health care providers that have lost professional licenses, been convicted of crimes related to delivery of or payment for health care services, violated provisions of a Federal program, or been debarred or suspended by another Federal agency. The OPM OIG ASG program is essential to protecting the integrity of the FEHBP, as well as the health and safety of FEHBP participants.

In FY 2021, ASG debarred and suspended 710 health care providers from the FEHBP and fielded 3,609 debarment and suspension inquiries. With only 3 dedicated staff (including one supervisor), most of ASG's work is based on referrals from other agencies. Further, current ASG staff must perform various time-consuming administrative duties that although important to the success of the suspensions and debarment program, could be performed by support staff.

With 2 additional FTE, the OPM OIG ASG program would pro-actively increase the office's FEHBP debarment/suspension coverage. This highly skilled staff will be able to effectively, through systematic research and analysis of electronically available information, identify health care providers whose actions demonstrate that they should be prohibited from participating in the FEHBP. Specifically, additional staff would assist with:

- Maintaining FEHBP health insurance carrier database;
- Overseeing FEHBP health carrier's debarment/suspension activities;
- Maintaining OPM Debar Website;
- Managing Notices of Proposed Debarment/Suspensions;
- Processing Debarment Termination Letters based on HHS OIG Requests;
- Researching pro-active Electronic Debarment/Suspension, including reviewing State Medical Board Disciplinary Actions; and,
- Responding to inquiries regarding active Debarment/Suspensions (SAM.gov inquiries).

The ASG new staff hires will ensure FEHBP insurance carriers develop and implement measures to identify FEHBP suspended/debarred providers and prohibit continuance of service and FEHBP claim payments to these providers. In addition, analysts will work with the ASG Senior Analyst on pro-active cases of various complexities including performing electronic debarment research and analysis, researching debarment statues and regulatory authority, and ASG internal policies and procedures.

ASG will be able to increase the promptness and effectiveness of implementing debarment/suspension actions with the increased support, and ultimately, decrease the immediate risk to the health and safety of the FEHBP enrollees by untrustworthy health care providers.

Office of Evaluations Investment (\$156,000 for 1 FTE)

The OPM OIG Office of Evaluations (OE) was established to be a catalyst for change through a flexible, innovative new approach to oversight of OPM programs and operations and follows CIGIE's Blue Book Standards. Evaluations typically involve multiple objectives, have complex or unclear criteria, and may involve more than one OPM program office.

The office, however, is currently staffed with only 3 FTEs, a Chief and 2 Senior Program Analysts. This staffing level limits the number of evaluations performed to 3 per year. An additional 1 FTE will provide the necessary resources to increase the oversight of major OPM programs where we have not been able to conduct studies due to resource limitations. One such program is the Employee Services Office within OPM. Employee Services is responsible for several major initiatives that are geared to improve the Federal Government's Strategic Human Capital programs. The following list of initiatives that OPM has implemented over the past several years would be the types of evaluations we would be able to consider with the additional resource:

- Veteran's Employment Initiative;
- Federal recruitment and hiring process;
- Closing the skills gap; and,
- Phased Retirement regulations.

In addition, we will have the resources to assess the effectiveness of new priorities. For example, the Executive Order on Advancing Racial Equity and Support for Underserved Communities through the Federal Government (January 2021) highlights the need for

evaluating whether OPM's programs and policies perpetuate systemic barriers to opportunities and benefits for people of color and other underserved groups. Such evaluations will better prepare OPM to develop policies and programs that deliver its services and benefits equitably to all.

Finally, 1 additional FTE would also enable the OE to continue to support the requests of Congress and OPM's management to assess OPM functions as the need arises.

Ensuring Diversity, Equity, Inclusion, and Accessibility

Paid Internship Program (\$653,000 for 9 FTE)

In accordance with Section 6 of President Biden's Executive Order on Diversity, Equity, Inclusion, and Accessibility (DEIA) in the Federal Workforce, the OPM OIG intends to implement a robust paid internship program. This program will include internships for not only the traditional Inspector General community disciplines of audits, evaluations, and investigations, but also for support functions in the areas of human resources, budget, information technology, and legal affairs. The OPM OIG program will expand the organization's current outreach to underserved segments of society by providing opportunities for its participants to build the competencies needed to successfully compete in today's workforce.

Due to budget constraints, the OPM OIG currently only has one unpaid intern and one paid intern on staff. These interns' work is limited to the investigations and legal fields. However, with the expansion of the paid internship program, the OPM OIG will be able to provide opportunities in all of its office's components and disciplines. The OPM OIG's support of the President's priority of ensuring diversity, equity, inclusion, and accessibility in Federal Government hiring programs will simultaneously enhance the ability to provide oversight of OPM's programs and operations. Therefore, an additional 9 FTEs are requested in support of this effort.

Additional OPM OIG Investments

Office of Audits IT Systems - \$794,000

The OPM OIG Office of Audits information technology modernization project will require replacement, enhancement, and ongoing maintenance for three IT systems. This project will improve cybersecurity and promote the effective recovery of improper payments. The first system is a platform for tracking audit recommendations and any improper payments discovered during an audit (estimated cost of \$246,000). The second system is an enterprise training application for ensuring that OIG auditors, investigators, and attorneys are meeting

their respective continuing professional education requirements. This system will replace an obsolete and ineffective application that relies on unsupported technology and presents a cybersecurity risk to other OPM OIG systems. This investment will require funds for planning and development, additional licenses, and ongoing maintenance and support (estimated cost of \$288,000). The platform for these two systems is an existing cloud-based, FEDRAMP-certified case management software platform. The third system is a replacement for the electronic audit working paper system currently used, an end-of-life product known as Teammate. In FY 2023, the pricing model of this commercial-off-the-shelf (COTS) product is expected to increase substantially. The replacement tool is expected to be a cloud-based COTS product that will require annual licensing, training, and ongoing maintenance and support (estimated cost of \$260,000).

Benefits of this Investment:

- Improved tracking of audit recommendations status, recovery of improper payments, Semi- Annual Report reporting, outstanding recommendations compendium;
- Improved cybersecurity;
- Electronic audit report management, storage, and records retention; and,
- Ongoing support for electronic audit working papers

Personnel Cost Increases (\$758,000)

Pay Raise (\$661,000)

The Biden Administration proposes a 4.6 percent Pay Raise for FY 2023. The proposed 4.6 percent Pay Raise will result in additional personnel costs totaling \$661,000 for the OPM OIG.

Benefit Increase (\$97,000)

For FY 2023, the Federal Government health benefits assumption is an average increase of 1.3 percent. This increase will result in additional personnel costs totaling \$97,000 for the OPM OIG.

OPM OIG Overview

The OPM OIG was established as a statutory entity on April 16, 1989. It operates under the authority of the Inspector General Act of 1978 (Public Law (P.L.) 95-452), as amended.

The OPM OIG offices provide comprehensive and cohesive oversight of OPM programs. Ongoing key initiatives include identifying and recommending recovery of improper payments related to the FEHBP and retirement annuities, ensuring that OPM and its contractors

implement critical cybersecurity controls, and using proactive data analytics methods to combat the effects of the COVID-19 pandemic and opioid epidemic on the FEHBP and its enrollees.

The OPM OIG is comprised of the following organizational components:

The Office of Audits

The Office of Audits (OA) conducts comprehensive, independent, and risk-based audits of OPM programs, operations, and contractors. The office's core responsibility is auditing the activities of OPM contractors that underwrite and provide health and life insurance benefits to Federal employees, annuitants, and their dependents and survivors through the FEHBP and FEGLI. Audits issued by the OA annually lead to the recovery of tens of millions of dollars of improper payments to the OPM trust funds.

The Office of Investigations

The Office of Investigations (OI) conducts criminal, civil, and administrative investigations of fraud, waste, and abuse related to OPM programs and operations and investigates OPM employee and contractor misconduct or violations of criminal law. The office actively coordinates with DOJ and other Federal, State, and local law enforcement authorities on investigations that lead to criminal prosecutions, criminal and civil monetary recoveries, administrative corrective actions, and exclusions from participation in Federal health care programs and contracts.

The Office of Evaluations

The Office of Evaluations (OE) conducts broad, issue-based studies of OPM programs that focus on program effectiveness and rely on in-depth analysis using multiple sources of data. The office combines the scoping and planning of traditional audits with the more reactive nature similar to investigations, to quickly respond to high priority issues requiring immediate attention.

The Office of Management

The OIG's Office of Management (OM) is responsible for supporting OPM OIG functions related to IT, human capital, budget, procurement, and facilities. The OPM OIG independently maintains its own internal information technology (IT) infrastructure within the broader OPM technical environment and is currently building out an advanced data analytics program to support OIG oversight work.

The Office of Legal and Legislative Affairs

The Office of Legal and Legislative Affairs (OLLA) provides legal advice and representation to the Inspector General and the OPM OIG employees nationwide. The office also renders opinions on OPM programs and operations, provides legal support for the OPM OIG’s internal operations, including personnel and administration, and serves as the liaison to Congress and the media. The Debarring Official also resides within OLLA and is responsible for suspending and debarring health care providers who have committed various criminal and professional violations from participation in the FEHBP.

OPM OIG Performance Metrics and Other Statistical Information

Performance Metrics

The following performance metrics demonstrate how the OPM OIG measures improvements in organizational effectiveness in the accomplishment of its mission and goals.

	FY 2020 Result	FY 2021 Result	FY 2022 Goal	FY 2023 Goal
Percentage of Items Completed on Audit Agenda, in accordance with Yellow Book Standards	98%	97%	90%	90%
Percentage of Audit Reports issued that meet OIG timeliness and quality guidelines	96%	96%	90%	90%
Percentage of investigative cases closed during a fiscal year which resulted in a successful outcome (i.e., criminal action, civil action or administrative action)	90%	98%	90%	90%
Percentage of quality improvement recommendations (revisions to contracts, policies, carrier letters, etc.) accepted by OIG senior staff and referred to stakeholders to mitigate fraud, waste, and abuse	90%	90%	90%	90%
Percentage of Suspension and Debarment referrals that are issued within OIG timeliness and regulatory standards ^A	NA	NA	NA	85%

^A New Measure

Other Statistical Information

The following statistical information demonstrates to the public the impact of the collective efforts of the OPM OIG, OPM, and its contractors in reducing fraud, waste, and abuse. The statistical information reported by the OPM OIG, while indicative of the effectiveness of its oversight, is not solely under the control of or based on the OPM OIG’s efforts.

	FY 2019 Result	FY 2020 Result	FY 2021 Result	
Positive Financial Impact Using Questioned Costs	\$101,119,104	\$81,301,015	\$72,561,951	
ROI Using Questioned Costs	\$3.30	\$2.80	\$2.40	
Positive Financial Impact Using Management Commitment to Recover Funds	\$72,821,979	\$59,257,326	\$48,756,232	
ROI Using Management Commitment to Recover Funds	\$2.70	\$2.00	\$1.60	
Questioned Costs	\$30,881,876	\$23,522,728	\$29,958,345	
FEHBP Audit Cycles (in years) ^A	Target			
Experience-Rated Carrier Audits	7	11.6	9.8	15
Community-Rated Carrier Audits	5	22.7	21.4	17.2
Carrier IT Security Audits	6	12.3	9.3	8.2
Audit Recovery Rate ^B		37%	39%	43%
Number of debarments and suspensions	875	776	710	
Number of Debarment and Suspension Inquiries	4,200	4,479	3,609	

^A An audit cycle measures the frequency of completed audits of carriers or other auditees in an audit universe. For FEHBP carriers, regulations require that they maintain documentation supporting rates and costs for 6 years. The target audit cycle for these carriers is based on this and the realization that the older the information is that the OPM OIG is trying to audit, the less efficient the audit will be.

^B The audit recovery rate represents the percentage of questioned costs from audit reports that are ultimately recovered and returned to the FEHBP Trust Fund (a small percentage of questioned costs may relate to other programs). The recovery rate presented is a 5-year average, but because it is not unusual for the audit resolution process to take multiple years, the reported rate is based on incomplete information. To partially compensate for this, receivables are included in the calculation, some of which may not be recovered.

FY 2023 Budget Request by Object Class

Salaries and Expenses by Object Class

Object Class	FY 2022 CBJ	FY 2023 CBJ	Increase/Decrease
Personnel compensation	\$3,330,000	\$3,492,000	\$162,000
Personnel benefits	\$994,000	\$1,043,000	\$49,000
Travel and transportation of persons	\$85,000	\$85,000	\$0
Transportation of things	\$0	\$0	\$0
Communications, utilities, and rent	\$723,000	\$723,000	\$0
Printing and reproduction	\$0	\$0	\$0
Other services	\$213,000	\$213,000	\$0
Supplies and materials	\$0	\$0	\$0
Equipment	\$0	\$0	\$0
Land and structures	\$0	\$0	\$0
Total Object Class	\$5,345,000	\$5,556,000	\$211,000
FTE	23.0	26.0	3.0

Trust Fund Limitations – Budget by Object Class

Object Class	FY 2022 CBJ	FY 2023 CBJ	Increase/Decrease
Personnel compensation	\$16,390,000	\$19,394,000	\$3,004,000
Personnel benefits	\$5,439,000	\$6,113,000	\$674,000
Travel and transportation of persons	\$807,000	\$941,000	\$134,000
Transportation of things	\$10,000	\$10,000	\$0
Communications, utilities, and rent	\$3,594,000	\$3,966,000	\$372,000
Printing and reproduction	\$20,000	\$20,000	\$0
Other services	\$2,733,000	\$4,090,000	\$1,357,000
Supplies and materials	\$76,000	\$132,000	\$56,000
Equipment	\$497,000	\$497,000	\$0
Land and structures	\$0	\$0	\$0
Total (dollars)	\$29,566,000	\$35,163,000	\$5,597,000
FTE	140.0	168.0	28.0

Additional Reporting Requirements

The following information is provided to adhere to the requirements of the Inspector General Reform Act of 2008 (P.L. 110-498):

Participation in CIGIE Resource Summary – includes all resources (dollars)

Budget Source	FY 2022 CBJ		FY 2023 CBJ		Increase/Decrease	
	\$	FTE	\$	FTE	\$	FTE
OIG Salaries and Expenses	\$17,639	0.0	\$18,335	0.0	\$696	0.0
OIG Trust Funds	\$97,565	0.0	\$116,038	0.0	\$18,472	0.0
OIG Total (dollars)	\$115,204	0.0	\$134,373	0.0	\$19,169	0.0

Training Resource Summary – includes all resources (dollars)

Budget Source	FY 2022 CBJ		FY 2023 CBJ		Increase/Decrease	
	\$	FTE	\$	FTE	\$	FTE
OIG Salaries and Expenses	\$14,973	0.0	\$14,973	0.0	\$0	0.0
OIG Trust Funds	\$178,048	0.0	\$417,048	0.0	\$239,000	0.0
Revolving Fund (Estimated)	\$6,276	0.0	\$6,276	0.0	\$0	0.0
OIG Total (dollars)	\$199,297	0.0	\$438,297	0.0	\$239,000	0.0

Other Requirements

Major Management Priorities and Challenges

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

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

Please refer to the "Performance Budget by Strategic Goal" section of this document for the planned actions, performance measures and targets, and responsible agency officials for each management priority and challenge.

Data Validation and Verification

An assessment by the Director of OPM of the reliability and completeness of performance data is included in the agency's Annual Performance Report, released concurrently with this Budget. The report also includes a "Data Validation and Verification" section that includes the steps OPM has taken to promote the accuracy and reliability of the data used to measure progress towards its performance goals, including an identification of the means used to verify and validate measured values, the sources of the data, and any limitations to the data.

The following information is provided in compliance with The Good Accounting Obligation in Government Act (GAO-IG Act), Pub. L. No. 115-414, 132 Stat. 5430 (2019). It describes the agency's implementation status of each of GAO's recommendations to it that has been designated as "open" or "closed, unimplemented."

Appendix: GAO-IG Act Reporting for Budget Fiscal Year 2023

The Good Accounting Obligation in Government Act (GAO-IG Act, Pub. L. No. 115-414, 132 Stat. 5430 (2019)) requires each agency to include, in its annual budget justification, a report that identifies each public recommendation issued by the Government Accountability Office (GAO) and the agency's inspectors general (IGs) which has remained unimplemented for one year or more from the annual budget justification submission date. In addition, the Act requires a reconciliation between the agency records and the IGs' Semiannual Report to Congress (SAR). In compliance with the GAO-IG Act, OPM provides reports listing each public recommendation from GAO and OPM's Office of the Inspector General (OIG).

GAO Open Recommendations Report

Number	Audit Title	Final Report Date	Recommendation Number	Recommendation Detail	Recommendation Status
GAO-12-878	FEDERAL TRAINING INVESTMENTS: Office of Personnel Management and Agencies Can Do More to Ensure Cost-Effective Decisions	9/17/2012	1	To improve federal training investment decision-making processes, the Director of OPM should include in existing or new OPM guidance or technical assistance additional information in the following areas: (1) Steps agencies should take and factors they should consider when prioritizing federal training investments agency-wide, including developing a process to rank training using criteria, such as expected demand for the investment from internal sources, availability of resources to support the effort, potential for increased revenue, and risk of unfavorable consequences if investments are not made. (2) Steps agencies should take and factors they should consider for comparing the merits of different delivery mechanisms and determining the mix of mechanisms to use, in order to ensure efficient and cost-effective delivery of federal training. Such guidance could include requesting that agencies consistently utilize Standard Form-182 to document and report training costs associated with the different delivery mechanisms employed.	On July 19, 2017, OPM officials provided a document that summarized efforts that are underway to address the recommendation. According to the document, proposed changes/recommendations to training elements and to the SF-182 were presented to the Chief Learning Officers Council at their monthly meeting on June 19, 2017. According to OPM, its ongoing connection with the CLO Council will include gathering information through focus groups in the Fall of 2017 on agencies' talent development processes, tools, and procedures.

Number	Audit Title	Final Report Date	Recommendation Number	Recommendation Detail	Recommendation Status
GAO-12-878	FEDERAL TRAINING INVESTMENTS: Office of Personnel Management and Agencies Can Do More to Ensure Cost-Effective Decisions	9/17/2012	2	In line with statutory and regulatory provisions on maintenance and reporting of training information, work with the CHCO Council to improve the reliability of agency training investment information by: <ul style="list-style-type: none"> • ensuring that agencies are familiar with and follow guidance outlined in OPM's Guide for the Collection and Management of Training Information regarding which training events should be documented as training and reported to OPM; • developing policies to strengthen the utilization of Standard Form-182 to document and report training costs; • encouraging agencies through guidance and technical assistance, to develop policies that require consistent reporting of training data to their learning management systems; and • encouraging each agency to assess its existing training information system(s) and identify whether it is providing complete and reliable data and, if not, to develop approaches to improve the system(s), in order to do so. 	OPM is presently reviewing evidence to be provided to GAO for closure.
GAO-14-65	Review of Agencies' Implementation of OMB's PortfolioStat Process	11/6/2013	1	To improve the agency's implementation of PortfolioStat, the Director of the Office of Personnel Management should direct the CIO to report on the agency's progress in consolidating the help desk consolidation and IT asset inventory to shared services as part of the OMB integrated data collection quarterly reporting until completed.	As of February 2021, OPM has made progress in developing a commodity IT baseline. We are continuing to ensure completeness and accuracy.
GAO-14-65	Review of Agencies' Implementation of OMB's PortfolioStat Process	11/6/2013	2	To improve the agency's implementation of PortfolioStat, in future reporting to OMB, the Director of the Office of Personnel Management should direct the CIO to fully describe the following PortfolioStat action plan elements: (1) move at least two commodity IT areas to shared services and (2) target duplicative systems or contracts that support common business functions for consolidation.	In July 2021, OPM provided a February 2021 authorization to operate memorandum as evidence of its move to Microsoft Office 365. Regarding targeting duplicative systems or contracts, as of February 2021, actions are in progress to address this recommendation and would provide supporting documentation, such as action plans and statements of work.
GAO-14-65	Review of Agencies' Implementation of OMB's PortfolioStat Process	11/6/2013	3	To improve the agency's implementation of PortfolioStat, the Director of the Office of Personnel Management should direct the CIO to develop a complete commodity IT baseline.	As of February 2021, plans to migrate the help desk - IT asset inventory consolidation to shared services have been modified to meet the intent of the recommendation.
GAO-14-413	Government-wide Policies and Practices for Managing Software Licenses	5/22/2014	1	Develop an agency-wide comprehensive policy for the management of software licenses that addresses the weaknesses we identified.	In November 2021, the Software Asset Management Policy was submitted for review and approval.

Number	Audit Title	Final Report Date	Recommendation Number	Recommendation Detail	Recommendation Status
GAO-14-413	Government-wide Policies and Practices for Managing Software Licenses	5/22/2014	2	Employ a centralized software license management approach that is coordinated and integrated with key personnel for the majority of agency software license spending and/or enterprise-wide licenses.	Once the Software Asset Management Policy is approved, it will inform the Software Asset Management Standard Operating Procedure (SW SOP). OCIO is preparing the initial draft of the SW SOP that will centralize the software management approach. OCIO is also establishing a software management team comprised of software stakeholders.
GAO-14-413	Government-wide Policies and Practices for Managing Software Licenses	5/22/2014	6	Provide software license management training to appropriate agency personnel addressing contract terms and conditions, negotiations, laws and regulations, acquisition, security planning, and configuration management.	As of April 2021, OPM is reassessing planned corrective actions.
GAO-14-677	Federal Employee Classification System	9/2/2014	1	Director of OPM, working through the Chief Human Capital Officer Council, and in conjunction with key stakeholders such as the Office of Management and Budget, unions, and others, should use prior studies and lessons learned from demonstration projects and alternative systems to examine ways to make the GS system's design and implementation more consistent with the attributes of a modern, effective classification system. To the extent warranted, develop a legislative proposal for congressional consideration.	OPM continues to engage with Federal agencies providing classification technical assistance and updating/establishing classification policy, including the Data Science 1560 Classification Series issued in December 2021 in support of the Foundations for Evidence-Based Policymaking Act. In accordance with legislative priorities (i.e., the Infrastructure Investment and Jobs Act, the AI in Government Act) OPM is working to establish new classification policy including a Wildland Firefighter classification series and Artificial Intelligence classification policy. OPM requires funding to establish a commission to review the General Schedule system and to develop any legislative proposals in response to this recommendation. OPM has not received funding based on past request for appropriations to establish a commission.
GAO-15-79	Federal Paid Administrative Leave: Additional Guidance Needed to Improve OPM Data (GAO 15-79)	10/19/2014	1	Develop guidance for agencies on which activities to enter, or not to enter, as paid administrative leave in agency time and attendance systems.	OPM is continuing to work on providing appropriate guidance to ensure proper leave administration. with agencies to ensure proper categorization of leave occurs.
GAO-15-79	Federal Paid Administrative Leave: Additional Guidance Needed to Improve OPM Data (GAO 15-79)	10/19/2014	2	Provide updated and specific guidance to payroll service providers on which activities to report, or not to report, to the paid administrative leave data element in EHRI.	OPM is continuing to finalize regulations on the remaining administrative leave categories.

Number	Audit Title	Final Report Date	Recommendation Number	Recommendation Detail	Recommendation Status
GAO-15-617	Review of IT Savings Reinvestment	9/15/2015	1	To improve the agency's IT savings reinvestment plans, the Director of the Office of Personnel Management should direct the CIO, as part of any future update to the agency's IRM strategic plan or equivalent document, to include information regarding the approach to reinvesting savings from the consolidation of commodity IT resources (including data centers) in accordance with OMB's guidance.	OPM intends to include reinvestment language to the applicable plan update.
GAO-16-501	Security over Federal High-Impact Systems at Federal Agencies	6/21/2016	2	To improve agency information security programs, Acting Director of the Office of Personnel Management should provide and track specialized training for all individuals, including contractors, who have significant security responsibilities.	As of March 2021, corrective actions are planned as part of a forthcoming cyber training initiative. OPM plans to pilot the initiative and use the results to identify additional training opportunities for federal employees. Full implementation is expected in a year or two. For contractors, the tracking of specialized training is best addressed through contractual requirements and oversight.
GAO-16-521	Federal Hiring: OPM Needs to Improve Management and Oversight of Hiring Authorities	9/1/2016	2	To help strengthen the government's ability to compete in the labor market for top talent, and to improve the federal hiring process, the Director of OPM, in conjunction with the CHCO Council, should use this information to determine whether opportunities exist to refine, consolidate, eliminate, or expand agency-specific authorities to other agencies and implement changes where OPM is authorized, including seeking presidential authorization (as necessary) in order to do so. In cases where legislation would be necessary to implement changes, OPM should work with the CHCO Council to develop legislative proposals. REC 2 STATUS a/o 8-15-2017: GAO previously noted that this recommendation may necessitate a longer term effort to address, given that OPM would likely need to use its completed, ongoing, and planned studies on specific hiring authorities from recommendation 1 to determine whether opportunities exist to refine, consolidate, eliminate, or expand access to authorities. As of 8/15/2017, this is still the case.	Under OPM Strategic Objective 4.6, OPM is evaluating the availability and use of hiring authorities. This review will leverage data collected under the National Security Memo (NSM) 3 effort, data from the Enterprise Human Resources Integration (EHRI) and other sources. The data is being used to identify opportunities to streamline Federal hiring regulations and improve guidance to agencies so they can better meet their talent acquisition needs. It will identify what hiring authorities are being used, how they are used and which agencies are using them. This effort also complements other work that is ongoing to support hiring efforts including the Talent Surge Hiring Authorities Fact Sheet released December 1, 2021. OPM has refined or is considering refinement and improved access to a number of hiring authorities, e.g., Reinstatement regulations which make it easier for agencies to reemploy individuals non-competitively at the grade level for which the person qualifies rather than at the grade level the individual previously held; Regulations governing term employment to allow for 10 Year Term appointments for STEM related positions; the Pathways Program Internship rules; and the rules governing Seasonal Employment. Lastly OPM improved access to several existing rules: direct hire authority; the rules for reemploying annuitants without a salary offset, and the excepted service Schedule A (i)(3) temporary employment authority; in response to the COVID-19 pandemic.

Number	Audit Title	Final Report Date	Recommendation Number	Recommendation Detail	Recommendation Status
GAO-16-511	Federal Agencies' Use of Application Rationalization	9/29/2016	1	To improve federal agencies' efforts to rationalize their portfolio of applications, the heads of the Departments of Agriculture, Commerce, Education, Energy, Health and Human Services, Housing and Urban Development, the Interior, Labor, State, Transportation, the Treasury, and Veterans Affairs; and heads of the Environmental Protection Agency; National Aeronautics and Space Administration; National Science Foundation; Nuclear Regulatory Commission; Office of Personnel Management; Small Business Administration; Social Security Administration; and U.S. Agency for International Development should direct their Chief Information Officers (CIOs) and other responsible officials to improve their inventories by taking steps to fully address the practices we identified as being partially met or not met.	OPM is validating the data in the application inventory and is making progress in using automated scanning tools to update the inventory, including coordinating with the General Services Administration's Software Management Group which is working to standardize the use of automated inventory tools across the government.
GAO-17-127	Reliability of the Enterprise Human Resources Integration System's Payroll Data	10/7/2016	1	To support its strategic and open data goals, the Director of OPM should improve the availability of the EHRI payroll data-- for example, by preparing the data for analytics, making them available through online tools such as FedScope, and including them among the EHRI data sources on the OPM website and Data.gov.	OPM has completed multiple hiring actions with the EHRI data standards group, has put a new Team Lead in place to implement a new business process for communication with providers, and will be onboarding a permanent program manager on 3/14/22. Tentatively, OPM also plans to hire a payroll-focused staff member within the EHRI data standards group to begin implementing similar procedures to those currently in place for status and dynamics data. OPM will be evaluating legal, policy, and privacy related matters as it pertains to payroll data and will be developing with the new program manager a plan pertaining to the development of relational edits, harmonizing payroll data standards to the HRLOB HCIM, and incrementally addressing data quality concerns. There are nearly 300 data elements contained within payroll. The plan is anticipated to be developed during Q3 FY22. These items relate to other GAO recommendations (e.g., recommendation 5) as well and must be addressed prior to OPM making the data available via FedScope or similar tools.
GAO-17-127	Reliability of the Enterprise Human Resources Integration System's Payroll Data	10/7/2016	3	To improve internal controls for data quality, the Director of OPM should consistently monitor system-generated error and edit check reports and ensure that timely action is taken to address identified issues.	All providers receive a data quality email summary report for each file submission. These reports quantify the number of rejected records and the number, type, and explanation of any edits that fired. The Data Quality application portal provides a report that explicitly details which records were rejected and why. It is up to the providers to visit the portal to retrieve and review these reports.

Number	Audit Title	Final Report Date	Recommendation Number	Recommendation Detail	Recommendation Status
GAO-17-127	Reliability of the Enterprise Human Resources Integration System's Payroll Data	10/7/2016	4	To integrate the payroll data into the larger suite of EHRI databases, the Director of OPM should develop a schedule for executing these plans.	EHRI Payroll data is already a component of the larger suite of EHRI databases; it is, in fact, a component of EHRI and resides in the EHRI data warehouse instance. OPM feels this recommendation can be closed, as other related items, such as internal controls, are better captured in recommendation 5.
GAO-17-127	Reliability of the Enterprise Human Resources Integration System's Payroll Data	10/7/2016	5	To integrate the payroll data into the larger suite of EHRI databases, the Director of OPM should evaluate existing internal control activities and develop new control activities for EHRI payroll data, such as implementing transactional edit checks that leverage the information in the other EHRI datasets.	OPM staff conducted an informal visual review/inspection of payroll data elements to identify any fields that might have an edit-based relationship to EHRI status and dynamics data. OPM feels that existing edits currently used for other parts of EHRI would not be useful in supporting EHRI payroll reliability, as the payroll information is largely numerical and comes from Time and Attendance systems on a bi-weekly basis and does not align well with the type of snapshot or actions-based data contained in status and dynamics files. For example, salary information in EHRI Status files are annualized figures, regardless of work schedule, while the payroll database contains actual pay received by employees, inclusive of any relevant withholdings or additions. In addition, many of the fields in payroll are based on various types of leave categories, represented in hours, and do not have a relevant counterpart in status and dynamics. While OPM has not implemented existing edits used for status and dynamics data into the payroll database, OPM has implemented nearly 250 validation edits specifically and exclusively for payroll data, and more edit development is planned to be part of the overall improvement plan. In addition to additional staff resources needed, there will be an associated IT cost to develop, test, and implement those edits.
GAO-17-247	FEDERAL TELEWORK: Additional Controls Could Strengthen Telework Program Compliance and Data Reporting	3/20/2017	2	Strengthen controls for reviewing, validating, and reporting telework data in annual Status of Telework in the Federal Government reports. Specifically, OPM should follow up with agency officials on data outliers, including significant changes in year-to-year data.	OPM had requested that this recommendation be closed as unimplemented. GAO decided to keep this recommendation open.
GAO-17-614	OPM Information Security	8/3/2017	2	To further improve security over personnel and other sensitive information at the agency, the Acting Director of OPM should improve the timeliness of validating evidence associated with actions taken to address the US-CERT recommendations.	As of March 2021, OPM is tracking the remaining two open US-CERT recommendations in its remedial action management system. However, OPM does not expect that it would be able to complete and validate evidence associated with the required actions to fully implement those recommendations. The target date is pending.

Number	Audit Title	Final Report Date	Recommendation Number	Recommendation Detail	Recommendation Status
GAO-17-448	Review of Data Center Optimization Progress	9/6/2017	1	The Secretaries of Agriculture, Commerce, Defense, Homeland Security, Energy, HHS, Interior, Labor, State, Transportation, Treasury, and VA; the Attorney General of the United States; the Administrators of EPA, GSA, and SBA; the Director of OPM; and the Chairman of NRC should take action to, within existing OMB reporting mechanisms, complete plans describing how the agency will achieve OMB's requirement to implement automated monitoring tools at all agency-owned data centers by the end of fiscal year 2018.	As of November 2019, OPM has two agency-owned data centers. One has implemented the advanced monitoring tools.
GAO-17-675	Offices of Small and Disadvantaged Business Utilization (OSDBU) Reforms	9/25/2017	1	To address demonstrated noncompliance with section 15(k) of the Small Business Act, as amended, the Director of the Office of Personnel Management should comply with sections 15(k)(2), (k)(8), and (k)(17) or report to Congress on why the agency has not complied, including seeking any statutory flexibilities or exceptions believed appropriate.	Due to the numerous Leadership changes over the years, OPM is currently working with the new Director to identify the appropriate team to address the recommendation.
GAO-18-148	Agencies' Efforts in Implementing Provisions of FITARA Related to Incremental Development	11/7/2017	1	The Director of OPM should ensure that the CIO of OPM updates the agency's policy and process for the CIO's certification of major IT investments' adequate use of incremental development, in accordance with OMB's guidance on the implementation of FITARA, and confirm that it includes a description of the CIO's role in the certification process and a description of how CIO certification will be documented.	As of September 2021, progress continues on the guidance but an estimated timeframe for when the guidance would be finalized is pending.
GAO-18-91	Federal Special Pay Authorities	12/14/2017	1	The Director of OPM, together with the CHCO Council, should track government-wide data to establish a baseline and analyze the extent to which the seven Title 5 special payment authorities are effective in improving employee recruitment and retention, and determine what potential changes may be needed to improve the seven authorities' effectiveness.	OPM partially concurred with the recommendation and said that by August 2018, OPM would (1) track Governmentwide data to establish a baseline of agency use of the seven Title 5 special payment authorities by occupation with a focus on mission-critical occupations; and (2) work with the CHCO Council to determine what changes may be needed to improve the seven authorities' effectiveness. OPM has submitted data to GAO to close this recommendation.
GAO-18-91	Federal Special Pay Authorities	12/14/2017	2	The Director of OPM, together with the CHCO Council, should provide guidance on assessing effectiveness and tools—such as best practices or frequently asked questions—for the range of Title 5 special payment authorities.	OPM concurred with recommendation and said that by February 2019, it would (1) develop guidance on assessing the effectiveness for the range of Title 5 special payment authorities, and (2) work on any guidance or tools that the CHCO Council identifies that would improve their use of the special payment authorities. After our report was issued in December 2017, OPM also posted new templates on its website to help agencies provide required information and facilitate the request and approval process for waivers of the normal payment limitations on recruitment, relocation, and retention incentives.

Number	Audit Title	Final Report Date	Recommendation Number	Recommendation Detail	Recommendation Status
GAO-18-91	Federal Special Pay Authorities	12/14/2017	3	The Director of OPM should establish documented procedures to assess special payment authority requests requiring OPM approval and periodically review approval procedures to consider ways to streamline them.	OPM concurred with the recommendation and, in December 2018, provided documented procedures for reviewing agency requests to waive the normal payment limitations on recruitment, relocation, and retention incentives; and for reviewing agency requests for special rates and critical position pay. However, the procedures generally restated the types of information that agencies must submit and did not provide criteria to assess the information supporting requests. In 2021, OPM revised the SOPs and emailed them.
GAO-18-42	Implementation of the Federal Information Technology Acquisition Reform Act's (FITARA) Requirements for Federal IT Contracting	1/10/2018	1	The Director of the Office of Personnel Management should ensure that IT acquisition plans or strategies are reviewed and approved according to OMB's guidance. (Recommendation 34)	OCIO is currently preparing a response on this recommendation.
GAO-18-377	Improper Payments: Actions and Guidance Could Help Address Issues and Inconsistencies in Estimation Processes	5/31/2018	1	The Director of OPM should assess the processes to estimate Retirement improper payments to determine whether they effectively address key risks of improper payments - including eligibility and whether older claims face different risks of improper payments than new claims - and take steps to update the processes to incorporate key risks that are not currently addressed.	On 1/20/2022, documents were sent to GAO for closure. On 2/4/2022, GAO sent a follow up request regarding the submitted documents. 2/28, OPM response was sent to GAO to inform the contractor with OPM has expired in Dec. 2020. Therefore no additional documents can be sent. Awaiting GAO for closure.
GAO-18-93	Federal Chief Information Officer Authorities	8/2/2018	1	The Director of the Office of Personnel Management should ensure that the agency's IT management policies address the role of the CIO for key responsibilities in the five areas we identified. (Recommendation 24)	Actions to address the recommendations will be implemented based on priority.
GAO-18-48	Federal Employee Misconduct: Actions Needed to Ensure Agencies Have Tools to Effectively Address Misconduct	8/15/2018	3	The Director of OPM, after consultation with the CHCO Council, should provide guidance to agencies to enhance the training received by managers/supervisors and human capital staff to ensure that they have the guidance and technical assistance they need to effectively address misconduct and maximize the productivity of their workforces.	OPM continues to take steps to address this recommendation.
GAO-19-35	Non-SES Agency Performance Management Systems	11/20/2018	2	The Director of OPM, in consultation with the CHCO Council, should develop and implement a mechanism for agencies to routinely and independently share promising practices and lessons learned, such as through allowing agencies to post such information on OPM's Performance Management portal. (Recommendation 2)	OPM continues to take steps to address this recommendation.

Number	Audit Title	Final Report Date	Recommendation Number	Recommendation Detail	Recommendation Status
GAO-19-35	Non-SES Agency Performance Management Systems	11/20/2018	3	The Director of OPM, in consultation with the CHCO Council, should develop a strategic approach for identifying and sharing emerging research and innovations in performance management. (Recommendation 3)	OPM continues to take steps to address this recommendation.
GAO-19-241	GAO Review of Data Center Optimization Initiative Progress	4/11/2019	2	Recommendation 2: The Director of OPM should take action to meet the data center optimization metric targets established under DCOI by OMB.	In fiscal year 2021, OPM planned to prioritize working with the 6 CFO Act agencies that exceeded a 10 percent attrition rate.
GAO-19-351SU & GAO-19-471	Review of Federal Legacy Systems	6/11/2019	1	The Director of OPM should ensure that the CIO includes in the agency's modernization plan for its [SYSTEM NAME REDACTED]. all milestones to complete the modernization, a description of all the work necessary to modernize the system, and a description of how it intends to dispose of its legacy system. (Recommendation 6)	OPM had requested that this recommendation be closed as unimplemented. GAO decided to keep this recommendation open.
GAO-19-217	Federal Retirement: OPM Actions Needed to Improve Application Processing Times	6/14/2019	1	The Associate Director of OPM's Retirement Services, working in coordination with the Chief Information Officer, should develop, document, and implement a Retirement Services IT modernization plan for initial project phases that is consistent with key aspects of IT project management, such as determining objectives, costs, and time frames for each initial phase.	OPM's RS and Office of the Chief Information Officer (OCIO) have continued to partner on developing a holistic strategy for RS Modernization. This strategy relies on aligning the identified business needs described in the RS IT Modernization Plan with appropriate funding to pursue the plan. OPM is pursuing funding via the Technology Modernization Fund (TMF). A draft roadmap, incorporating completed research into the On-line Retirement Application (ORA) usability, the federal retirement experience, and the federal employee journey, has been completed and will be submitted as part of the full project proposal to the TMF Board.
GAO-19-217	Federal Retirement: OPM Actions Needed to Improve Application Processing Times	6/14/2019	2	The Associate Director of OPM's Retirement Services should adopt management practices to enhance the use of performance information on processing timeliness to inform how OPM manages operations, identifies problem areas, and allocates resources. For example, OPM could enhance use of performance measures at the operational level or establish a timeliness performance goal for reviewing disability retirement eligibility.	OPM provided documentation to close this recommendation in 2021. GAO has come back with follow up questions to our response. We are in the process of finalizing and vetting the responses to the follow up questions.
GAO-19-217	Federal Retirement: OPM Actions Needed to Improve Application Processing Times	6/14/2019	4	The Associate Director of OPM's Retirement Services should develop and implement policies and procedures for assessing strategies intended to improve processing times, including collecting and improving data needed to support those strategies, such as collecting better productivity data or staffing data and linking them to processing outcomes.	GAO had some follow up questions as to our status. We are in the process of finalizing and vetting our responses, with documentation for closure of this recommendation.

Number	Audit Title	Final Report Date	Recommendation Number	Recommendation Detail	Recommendation Status
GAO-19-217	Federal Retirement: OPM Actions Needed to Improve Application Processing Times	6/14/2019	5	The Associate Director of OPM's Retirement Services should examine its process for assessing its assistance to agencies on retirement applications. For example, OPM could incorporate into its assessment process more agency feedback or documentation of assessment results, which could improve its partnership with agencies to strengthen the assistance provided.	GAO had some follow up questions as to our status. We are in the process of finalizing and vetting our responses, with documentation for closure of this recommendation.
GAO-19-217	Federal Retirement: OPM Actions Needed to Improve Application Processing Times	6/14/2019	6	The Associate Director of OPM's Retirement Services should work with agencies to determine if there are cost-effective ways to make the retirement application error report that it sends to agencies more user-friendly. For example, explore whether there are cost-effective ways to provide the error report in a format that could be manipulated (e.g., Excel spreadsheet), or to include additional information, such as incorporating disability retirement applications or providing clearer descriptions of errors or trend data, some of which OPM already collects.	GAO had some follow up questions as to our status. We are in the process of finalizing and vetting our responses, with documentation for closure of this recommendation.
GAO-19-384	Cybersecurity Risk Management	7/25/2019	Recommendation 1 (53)	The Director of the Office of Personnel Management (OPM) should update the agency's policies to require (1) an organization-wide cybersecurity risk assessment and (2) the use of risk assessments to inform control tailoring. (Recommendation 53)	Corrective actions are in progress.
GAO-19-384	Cybersecurity Risk Management	7/25/2019	GAO PR Recommendation 2 (54)	The Director of OPM should establish a process for conducting an organization-wide cybersecurity risk assessment. (Recommendation 54)	As of January 2021, initial plans to implement the recommendation have been delayed due. Actions to address the recommendations will be implemented based on priority.
GAO-20-129	Information Technology: Agencies Need to Fully Implement Key Workforce Planning Activities	10/30/2019	15	The Director of the Office of Personnel Management should ensure that the agency fully implements each of the eight key IT workforce planning activities it did not fully implement. GAO Comments: When we confirm what actions the agency has taken in response to this recommendation, we will provide updated information.	With a new CIO and Human Capital Strategist in place, OCIO utilized the 3 rd party IT assessment report previously referenced to review position descriptions and gaps to propose a realignment plan. The realignment plan has not been finalized. The proposed realignment will better align programs with strategic objectives and correct job fragmentation, place employees with other staff performing similar work. This will allow for greater cross-collaboration, learning, and training opportunities for staff with similar IT skills.
GAO-20-59	Electronic Records Management	3/30/2020	1	The Director of the Office of Personnel Management should establish a time frame to ensure that all records schedules are up-to-date and submitted to NARA. The schedules should include all required information, including when eligible temporary records must be destroyed or deleted and when permanent records are to be transferred to NARA. (Recommendation 30 in the report)	The cyber work roles are reviewed each year and milestones are tracked/completed. OCIO's FY20 Work Roles of Critical Need report identified OPM code 722 role as a critical role. In FY21, no new positions were identified. We closed out the associated action plan for the critical role identified in FY20.

Number	Audit Title	Final Report Date	Recommendation Number	Recommendation Detail	Recommendation Status
GAO-20-59	Electronic Records Management	3/30/2020	2	The Director of the Office of Personnel Management should establish a time frame to develop an inventory of electronic information systems used to store agency records that includes all of the required elements. (Recommendation 31 in the report)	OPIM work with OPM OCIO to develop an inventory of electronic information systems storing agency records. Estimate having a complete listing by end of Q3 FY22.
GAO-20-59	Electronic Records Management	3/30/2020	3	The Director of the Office of Personnel Management should establish a time frame to develop a plan to manage permanent electronic records. (Recommendation 32 in the report)	A target time frame of Q4 FY20 was identified to issue a strategic plan on the digitization and management of permanent records in electronic format. There is not official plan in place, but we are in the process of procuring a contract to meet the requirements of M-19-21 that states all hard copy records must be maintained in a commercial storage location, that short-term records must be maintained in electronic format to the extent possible, and all permanent records maintained electronically by 12/31/2022. The RFI has been submitted and the acquisition package is in process. This contract will cover storage and/or digitization of hard copy records (temporary and permanent as needed).
GAO-20-59	Electronic Records Management	3/30/2020	4	The Director of the Office of Personnel Management should establish a time frame to update its policies and procedures to include all of the required electronic information system functionalities for recordkeeping systems. (Recommendation 33 in the report)	OPM has drafted new Records Management policies for RM, email and chat messages as well as is in the process of updating Records Management training and manuals. The new policies are in the review and approval process with OGC. We are working with NARA to develop the new agency wide training (partially developed) and the manual is in process.
GAO-20-59	Electronic Records Management	3/30/2020	5	The Director of the Office of Personnel Management should establish a time frame to update the agency's policies and procedures on retention and management for email to include retaining electronic calendars and draft documents. (Recommendation 34 in the report)	OPM's Capstone email policy has been approved by NARA. The email policy was approved and published 4/2021. The time frame for implementation is Q4 FY22 pending updates from OCIO.
GAO-20-592	Veteran Employment Satisfaction	8/21/2020	1	The Director of the Office of Personnel Management should assist the 24 CFO Act agencies by using OPM FEVS data to analyze the key drivers of retention for veterans in the agencies' workforces to identify strategies for improving veteran retention. OPM should also be available to non-CFO Act agencies that request assistance with the veteran retention analysis.	In fiscal year 2021, OPM planned to prioritize working with the 6 CFO Act agencies that exceeded a 10 percent attrition rate.

Number	Audit Title	Final Report Date	Recommendation Number	Recommendation Detail	Recommendation Status
GAO-20-559	SES Reassignments	9/16/2020	1	The Acting Director of the Office of Personnel Management should use OPM's oversight authority to monitor career SES reassignments to ensure that federal agencies meet requirements contained in statute or regulation, and follow OPM's related guidance. In situations where OPM finds that an agency has taken a career SES reassignment action contrary to these requirements, it should use its authority to require the agency to take corrective action, as appropriate.	OPM had requested that this recommendation be closed as unimplemented. GAO decided to keep this recommendation open.

IG Open Recommendations Report

Number	Audit Title	Final Report Date	Recommendation Number	Recommendation Detail	Recommendation Status
4A-CF-00-08-025	Audit of the Office of Personnel Management's Fiscal Year 2008 Consolidated Financial Statements	11/14/2008	1	The OCIO should continue to update and implement entity-wide security policies and procedures and provide more direction and oversight to Program Offices for completing certification and accreditation requirements. In addition, documentation on application access permissions should be enhanced and linked with functional duties and procedures for granting logical access need to be refined to ensure access is granted only to authorized individuals.	The recommendation requires further follow-up with the auditor to better define the expectations.
4A-CF-00-10-015	Audit of the Office of Personnel Management's Fiscal Year 2010 Consolidated Financial Statements	11/10/2010	2	KPMG recommends that the CIO identify common controls, control responsibilities, boundaries and interconnections for information systems in its system inventory.	Corrective actions are in progress.
4A-CF-00-11-050	Audit of the Office of Personnel Management's Fiscal Year 2011 Consolidated Financial Statements	11/14/2011	1	KPMG recommends that the OPM Director in coordination with the CIO and system owners, including the Chief Financial Officer and system owners in Program offices, ensure that resources are prioritized and assigned to address the information system control environment weaknesses.	Corrective actions are in progress.
4A-CF-00-14-039	Audit of the Office of Personnel Management's Fiscal Year 2014 Consolidated Financial Statements	11/10/2014	1	KPMG recommends that the OPM Director in coordination with the CIO and system owners, including the Chief Financial Officer and system owners in Program offices, ensure that resources are prioritized and assigned to implement the current authoritative guidance regarding two-factor authentication.	Corrective actions are in progress.
4A-CF-00-14-039	Audit of the Office of Personnel Management's Fiscal Year 2014 Consolidated Financial Statements	11/10/2014	2	KPMG recommends that the OPM Director in coordination with the CIO and system owners, including the Chief Financial Officer and system owners in Program offices, ensure that resources are prioritized and assigned to document and map access rights in OPM systems to personnel roles and functions, following the principle of "least privilege."	Corrective actions are in progress.

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4A-CF-00-14-039	Audit of the Office of Personnel Management's Fiscal Year 2014 Consolidated Financial Statements	11/10/2014	3	KPMG recommends that the OPM Director in coordination with the CIO and system owners, including the Chief Financial Officer and system owners in Program offices, ensure that resources are prioritized and assigned to enhance OPM's information security control monitoring program to detect information security control weakness by: <ul style="list-style-type: none"> • Implementing and monitoring procedures to ensure system access is appropriately granted to new users, consistent with the OPM access approval process. • Monitoring the process for the identification and removal of separated users to ensure that user access is removed timely upon separation; implementing procedures to ensure that user access, including user accounts and associated roles, are reviewed on a periodic basis consistent with the nature and risk of the system, and modifying any necessary accounts when identified. 	Corrective actions are in progress.
4A-CF-00-15-027	Audit of the Office of Personnel Management's Fiscal Year 2015 Consolidated Financial Statements	11/13/2015	4	KPMG recommends that the OCIO continue to perform, monitor, and improve its patch and vulnerability management processes, to include maintaining an accurate inventory of devices.	Corrective actions are in progress.
4A-CF-00-16-030	Audit of the Office of Personnel Management's Fiscal Year 2016 Closing Package Financial Statements	11/14/2016	2	Create and/or update system documentation as follows: 1. System Security Plans – Update the plans and perform periodic reviews in accordance with the organization defined frequencies. 2. Risk Assessments – Conduct a risk assessment for financially relevant applications and systems and document comprehensive results of the testing performed. 3. Authority to Operate – Perform security assessment and authorization reviews in a timely manner and create up-to-date authority to operate packages for systems. 4. Information System Continuous Monitoring – Document results of continuous monitoring testing performed for systems.	Corrective actions are in progress.
4A-CF-00-16-030	Audit of the Office of Personnel Management's Fiscal Year 2016 Closing Package Financial Statements	11/14/2016	3	Enhance processes in place to track the inventory of the Agency's systems and devices	Corrective actions are in progress.

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4A-CF-00-16-030	Audit of the Office of Personnel Management's Fiscal Year 2016 Closing Package Financial Statements	11/14/2016	4	Implement a system /control that tracks terminated contractors.	Corrective actions are in progress.
4A-CF-00-16-030	Audit of the Office of Personnel Management's Fiscal Year 2016 Closing Package Financial Statements	11/14/2016	5	Establish a means of documenting a list of users with significant information system responsibility to ensure the listing is complete and accurate and the appropriate training is completed.	Corrective actions are in progress.
4A-CF-00-16-030	Audit of the Office of Personnel Management's Fiscal Year 2016 Closing Package Financial Statements	11/14/2016	7	Assign specific individuals with overseeing / monitoring POA&Ms to ensure they are addressed in a timely manner.	Corrective actions are in progress.
4A-CF-00-16-030	Audit of the Office of Personnel Management's Fiscal Year 2016 Closing Package Financial Statements	11/14/2016	8	Perform a comprehensive review of the appropriateness of personnel with access to systems at the Agency's defined frequencies.	Corrective actions are in progress.
4A-CF-00-16-030	Audit of the Office of Personnel Management's Fiscal Year 2016 Closing Package Financial Statements	11/14/2016	11	Document access rights to systems to include roles, role descriptions, and privileges/activities associated with each role and role or activity assignments that may cause a segregation of duties conflict.	Corrective actions are in progress.
4A-CF-00-16-030	Audit of the Office of Personnel Management's Fiscal Year 2016 Closing Package Financial Statements	11/14/2016	14	Review audit logs on a pre-defined periodic basis for violations or suspicious activity and identify individuals responsible for follow up or elevation of issues to the Security Operations Team for review. The review of audit logs should be documented for record retention purposes.	Corrective actions are in progress.
4A-CF-00-16-030	Audit of the Office of Personnel Management's Fiscal Year 2016 Closing Package Financial Statements	11/14/2016	16	Establish a methodology to systematically track all configuration items that are migrated to production and be able to produce a complete and accurate listing of all configuration items for both internal and external audit purposes, which will in turn support closer monitoring and management of the configuration management process.	Corrective actions are in progress.

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4A-CF-00-16-030	Audit of the Office of Personnel Management's Fiscal Year 2016 Closing Package Financial Statements	11/14/2016	17	Enforce existing policy requiring mandatory security configuration settings, developed by OPM or developed by vendors or federal agencies, are implemented and settings are validated on a periodic basis to ensure appropriateness.	Corrective actions are in progress.
4A-CF-00-17-028	Audit of the U.S. Office of Personnel Management's Fiscal Year 2017 Consolidated Financial Statements	11/13/2017	3	Implement processes to associate software and hardware assets to system boundaries	Corrective actions are in progress.
4A-CF-00-17-028	Audit of the U.S. Office of Personnel Management's Fiscal Year 2017 Consolidated Financial Statements	11/13/2017	13	Ensure policies and procedures governing the provisioning and de-provisioning of access to information systems are followed in a timely manner and documentation of completion of these processes is maintained.	Corrective actions are in progress.
4A-CF-00-17-028	Audit of the U.S. Office of Personnel Management's Fiscal Year 2017 Consolidated Financial Statements	11/13/2017	15	Establish a means of documenting all users who have access to systems.	Corrective actions are in progress.
4A-CF-00-18-024	Office of Personnel Management's Fiscal Year 2018 Consolidated Financial Statements	11/15/2018	1	We recommend that the Office of the Chief Information Officer (OCIO), in coordination with system owners, enforce and monitor the implementation of corrective actions to: Security Management - Review and update system documentation (System Security Plans and Authority to Operate Packages) and appropriately document results of Risk Assessments and Information System Continuous Monitoring) in accordance with agency policies and procedures.	Corrective actions are in progress.
4A-CF-00-18-024	Office of Personnel Management's Fiscal Year 2018 Consolidated Financial Statements	11/15/2018	15	We recommend that the Office of the Chief Information Officer (OCIO), in coordination with system owners, enforce and monitor the implementation of corrective actions to: Logical and Physical Access - Configure password and inactivity parameters to align with agency policies.	Corrective actions are in progress.

Number	Audit Title	Final Report Date	Recommendation Number	Recommendation Detail	Recommendation Status
4A-CF-00-18-024	Office of Personnel Management's Fiscal Year 2018 Consolidated Financial Statements	11/15/2018	22	We recommend that the Office of the Chief Information Officer (OCIO), in coordination with system owners, enforce and monitor the implementation of corrective actions to: Interface / Data Transmission Controls - Implement controls to validate that data transmitted to applications is complete and accurate.	Corrective actions are in progress.
4A-CF-00-18-024	Office of Personnel Management's Fiscal Year 2018 Consolidated Financial Statements	11/15/2018	23	We recommend that the Office of the Chief Information Officer (OCIO), in coordination with system owners, enforce and monitor the implementation of corrective actions to: Interface / Data Transmission Controls - Develop interface / data transmission design documentation that specifies data fields being transmitted, controls to ensure the completeness and accuracy of data transmitted, and definition of responsibilities.	Corrective actions are in progress.
4A-CF-00-19-022	Office of Personnel Management's Fiscal Year 2019 Consolidated Financial Statements	11/18/2019	2	We recommend that the Office of the Chief Information Officer (OCIO), in coordination with system owners, enforce and monitor the implementation of corrective actions to: Enhance processes in place to track the inventory of OPM's systems and devices, and validate that security software and tools are installed on all systems.	Corrective actions are in progress.
4A-CF-00-19-022	Office of Personnel Management's Fiscal Year 2019 Consolidated Financial Statements	11/18/2019	10	We recommend that the Office of the Chief Information Officer (OCIO), in coordination with system owners, enforce and monitor the implementation of corrective actions to: Prepare audit logging and monitoring procedures for databases within application boundaries. Review audit logs on a pre-defined periodic basis for violations or suspicious activity and identify individuals responsible for follow up or elevation of issues to the appropriate team members for review. The review of audit logs should be documented for record retention purposes.	Corrective actions are in progress.

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4A-CF-00-19-022	Office of Personnel Management's Fiscal Year 2019 Consolidated Financial Statements	11/18/2019	11	We recommend that the Office of the Chief Information Officer (OCIO), in coordination with system owners, enforce and monitor the implementation of corrective actions to: Establish a means of documenting all users who have access to systems, and all users who had their systems access revoked.	Corrective actions are in progress.
4A-CF-00-19-022	Office of Personnel Management's Fiscal Year 2019 Consolidated Financial Statements	11/18/2019	12	We recommend that the Office of the Chief Information Officer (OCIO), in coordination with system owners, enforce and monitor the implementation of corrective actions to: Configure password and inactivity parameters to align with agency policies.	Corrective actions are in progress.
4A-CF-00-19-022	Office of Personnel Management's Fiscal Year 2019 Consolidated Financial Statements	11/18/2019	15	We recommend that the Office of the Chief Information Officer (OCIO), in coordination with system owners, enforce and monitor the implementation of corrective actions to: Separate users with the ability to develop and migrate changes to production, or implement controls to detect instances in which a user develops and migrates the same change.	Corrective actions are in progress.
4A-CF-00-19-022	Office of Personnel Management's Fiscal Year 2019 Consolidated Financial Statements	11/18/2019	16	We recommend that the Office of the Chief Information Officer (OCIO), in coordination with system owners, enforce and monitor the implementation of corrective actions to: Conduct post-implementation reviews to validate that changes migrated to production are authorized.	Corrective actions are in progress.
4A-CF-00-20-024	OPM's Fiscal Year 2020 Consolidated Financial Statements	11/13/2020	6	We recommend that the Office of the Chief Information Officer (OCIO), in coordination with system owners, enforce and monitor the implementation of corrective actions to: Assign individuals the responsibility of reviewing SOC reports for systems that are leveraged by the agency and hosted and / or maintained by third parties.	Corrective actions are in progress.
4A-CF-00-20-024	OPM's Fiscal Year 2020 Consolidated Financial Statements	11/13/2020	13	We recommend that the Office of the Chief Information Officer (OCIO), in coordination with system owners, enforce and monitor the implementation of corrective actions to: Configure password and inactivity parameters to align with agency policies.	Corrective actions are in progress.

Number	Audit Title	Final Report Date	Recommendation Number	Recommendation Detail	Recommendation Status
4A-CF-00-20-024	OPM's Fiscal Year 2020 Consolidated Financial Statements	11/13/2020	16	We recommend that the Office of the Chief Information Officer (OCIO), in coordination with system owners, enforce and monitor the implementation of corrective actions to: Separate users with the ability to develop and migrate changes to production or implement controls to detect instances in which a user develops and migrates the same change.	Corrective actions are in progress.
4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	1/16/2018	1	We recommend that Travel Operations ensure that all travel card policies and procedures, governing OPM's travel card program, are accurate and consistent with one another and contain all areas/requirements outlined by laws and regulations pertaining to OPM's government travel card program.	OPM agreed with the recommendation and it is now resolved. Closure is contingent on the completion of corrective actions. OIG will be conducting a new Travel Card Audit in March and will review any supporting documents to address the recommendation during the fieldwork phase. From the audit, OIG will determine if the document satisfies closure.
4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	1/16/2018	2	We recommend that Travel Operations ensure that roles and responsibilities are clearly articulated to avoid ambiguity of delegated duties.	OPM agreed with the recommendation and it is now resolved. Closure is contingent on the completion of corrective actions. OIG will be conducting a new Travel Card Audit in March and will review any supporting documents to address the recommendation during the fieldwork phase. From the audit, OIG will determine if the document satisfies closure.
4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	1/16/2018	3	We recommend that Travel Operations collaborate with OPM's Employee Services to formulate written penalties to deter misuse of OPM's travel charge cards.	OPM agreed with the recommendation and is taking corrective actions. OIG will be conducting a new Travel Card Audit in March and will review any supporting documents to address the recommendation during the fieldwork phase. From the audit, OIG will determine if the document satisfies closure.
4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	1/16/2018	4	We recommend that Travel Operations immediately replace the Charge Card Management Plan, dated May 5, 2006, located on THEO, with the version dated January 2017. Travel Operations should also ensure that THEO is immediately updated when a new version of the Charge Card Management Plan is released or updated.	OPM agreed with the recommendation and it is now resolved. Closure is contingent on the completion of corrective actions. OIG will be conducting a new Travel Card Audit in March and will review any supporting documents to address the recommendation during the fieldwork phase. From the audit, OIG will determine if the document satisfies closure.

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4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	1/16/2018	6	We recommend that Travel Operations formally appoint approving officials and program coordinators through appointment letters, which outline their basic responsibilities and duties related to the travel card operations for their respective program office.	OPM agreed with the recommendation and it is now resolved. Closure is contingent on the completion of corrective actions. OIG will be conducting a new Travel Card Audit in March and will review any supporting documents to address the recommendation during the fieldwork phase. From the audit, OIG will determine if the document satisfies closure.
4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	1/16/2018	7	We recommend that Travel Operations coordinate and partner with OPM program approving officials, program coordinators, and any appropriate program offices to implement controls to ensure card users and oversight personnel receive the required training on the appropriate use, controls and consequences of abuse before they are given a card, and/or appointment to the position. Documentation should be maintained to support the completion of initial and refresher training.	OPM agreed with the recommendation and it is now resolved. Closure is contingent on the completion of corrective actions. OIG will be conducting a new Travel Card Audit in March and will review any supporting documents to address the recommendation during the fieldwork phase. From the audit, OIG will determine if the document satisfies closure.
4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	1/16/2018	8	We recommend that Travel Operations strengthen its oversight and monitoring of travel card transactions, to include but not be limited to, ensuring travel cards are being used and approved in accordance with regulations and guidance.	OPM agreed with the recommendation and it is now resolved. Closure is contingent on the completion of corrective actions. OIG will be conducting a new Travel Card Audit in March and will review any supporting documents to address the recommendation during the fieldwork phase. From the audit, OIG will determine if the document satisfies closure.
4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	1/16/2018	9	We recommend that Travel Operations provide frequent reminders to the approving officials on their responsibilities when reviewing travel authorizations and vouchers. Reminders should include such things as GSA's best practices for travel charge cards to ensure travel cardholders submit receipts for expenses over \$75 when submitting their vouchers, and that travel authorizations are approved prior to travel.	OPM agreed with the recommendation and it is now resolved. Closure is contingent on the completion of corrective actions. OIG will be conducting a new Travel Card Audit in March and will review any supporting documents to address the recommendation during the fieldwork phase. From the audit, OIG will determine if the document satisfies closure.
4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	1/16/2018	10	We recommend that Travel Operations develop written procedures for their Compliance Review and Voucher Review processes. At a minimum, procedures should include verifying and validating travel authorizations, receipts, and vouchers.	OPM agreed with the recommendation and it is now resolved. Closure is contingent on the completion of corrective actions. OIG will be conducting a new Travel Card Audit in March and will review any supporting documents to address the recommendation during the fieldwork phase. From the audit, OIG will determine if the document satisfies closure.

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4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	1/16/2018	11	We recommend that Travel Operations ensure organizational program coordinators review and certify monthly ATM Reports to help identify cardholder cash advances taken in excess of their ATM limit.	OIG will be conducting a new Travel Card Audit in March and will review any supporting documents to address the recommendation during the fieldwork phase. From the audit, OIG will determine if the document satisfies closure.
4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	1/16/2018	12	We recommend that Travel Operations follow up with organizational program coordinators to ensure that appropriate actions are taken against employees who have used their travel card for unauthorized transactions during each billing cycle.	OIG will be conducting a new Travel Card Audit in March and will review any supporting documents to address the recommendation during the fieldwork phase. From the audit, OIG will determine if the document satisfies closure.
4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	1/16/2018	13	We recommend that Travel Operations ensure that payments are made or to obtain a remediation plan for all outstanding balances on delinquent accounts, totaling \$61,189.	OIG will be conducting a new Travel Card Audit in March and will review any supporting documents to address the recommendation during the fieldwork phase. From the audit, OIG will determine if the document satisfies closure.
4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	1/16/2018	14	We recommend that Travel Operations strengthen internal controls to confirm that delinquent accounts are monitored and ensure that all delinquent cardholder accounts are either suspended or canceled, as appropriate.	OIG will be conducting a new Travel Card Audit in March and will review any supporting documents to address the recommendation during the fieldwork phase. From the audit, OIG will determine if the document satisfies closure.
4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	1/16/2018	15	We recommend that Travel Operations ensure that an analysis is routinely performed to certify that travel cards are not used after the separation date.	OIG will be conducting a new Travel Card Audit in March and will review any supporting documents to address the recommendation during the fieldwork phase. From the audit, OIG will determine if the document satisfies closure.
4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	1/16/2018	16	We recommend that Travel Operations implement stronger internal controls to ensure that travel card accounts are immediately cancelled upon separation of the cardholder's employment.	OPM agreed with the recommendation and it is now resolved. Closure is contingent on the completion of corrective actions. OIG will be conducting a new Travel Card Audit in March and will review any supporting documents to address the recommendation during the fieldwork phase. From the audit, OIG will determine if the document satisfies closure.

Number	Audit Title	Final Report Date	Recommendation Number	Recommendation Detail	Recommendation Status
4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	1/16/2018	17	We recommend that Travel Operations identify cardholders that have not used their travel card for one year or more and deactivate travel cards in a timely manner.	OPM agreed with the recommendation and it is now resolved. Closure is contingent on the completion of corrective actions. OIG will be conducting a new Travel Card Audit in March and will review any supporting documents to address the recommendation during the fieldwork phase. From the audit, OIG will determine if the document satisfies closure.
4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	1/16/2018	18	We recommend that Travel Operations enforce policies and procedures to conduct periodic reviews of travel card accounts to ensure cards are needed by the employees to which they are issued.	OPM agreed with the recommendation and it is now resolved. Closure is contingent on the completion of corrective actions. OIG will be conducting a new Travel Card Audit in March and will review any supporting documents to address the recommendation during the fieldwork phase. From the audit, OIG will determine if the document satisfies closure.
4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	1/16/2018	19	We recommend that Travel Operations establish and implement controls to properly document and retain support for the periodic reviews of inactivity.	OPM agreed with the recommendation and it is now resolved. Closure is contingent on the completion of corrective actions. OIG will be conducting a new Travel Card Audit in March and will review any supporting documents to address the recommendation during the fieldwork phase. From the audit, OIG will determine if the document satisfies closure.
4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	1/16/2018	20	We recommend that Travel Operations provide support to validate the travel card information provided in Table 18. Furthermore, we recommend Travel Operations improve internal controls over its travel card reporting process to ensure the integrity of the travel card data reported in the AFR. These controls should include verification and validation of the travel card information prior to reporting it in the AFR.	OPM agreed with the recommendation and it is now resolved. Closure is contingent on the completion of corrective actions. OIG will be conducting a new Travel Card Audit in March and will review any supporting documents to address the recommendation during the fieldwork phase. From the audit, OIG will determine if the document satisfies closure.
4A-CF-00-16-055	OPM's Common Services	3/29/2018	1	We recommend that the OCFO implement a process to correct identified errors in the same fiscal year.	OCFO has not finalized the Common Service Charges for FY 2022 as Congress just enacted appropriations for 2022. Our billing recommendation is being built to incorporate the backup to distribution drivers.

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4A-CF-00-16-055	OPM's Common Services	3/29/2018	2	We recommend that the OCFO strengthen their internal controls to ensure that the distribution basis figures are properly supported, reviewed, and approved prior to billing the funding sources.	OCFO has not finalized the Common Service Charges for FY 2022 as Congress just enacted appropriations for 2022. Our billing recommendation is being built to incorporate the backup to distribution drivers.
4A-CF-00-16-055	OPM's Common Services	3/29/2018	3	We recommend that the OCFO provide documentation to support the Director's approval of the common services cost.	OCFO has not finalized the Common Service Charges for FY 2022 as Congress just enacted appropriations for 2022. Our billing recommendation and its acceptance will be documented.
4A-CF-00-16-055	OPM's Common Services	3/29/2018	4	We recommend that the OCFO maintain proper documentation to support all common services data, to include but not be limited to verbal agreements, calculations, methodology, distribution, and billing, to ensure completeness and transparency.	OCFO has not finalized the Common Service Charges for FY 2022 as Congress has not enacted appropriations for 2022. Our billing recommendation and its acceptance will be documented.
4A-CF-00-16-055	OPM's Common Services	3/29/2018	5	We recommend that the OCFO reformat their budget levels to ensure all costs are appropriately itemized and/or contain full disclosure of all costs, to ensure transparency.	OCFO has not finalized the Common Service Charges for FY 2022 as Congress just enacted appropriations for 2022. Our billing recommendation is being built to incorporate the backup to distribution drivers.
4A-CF-00-19-026	Data Act IT Security Controls of Consolidated Business Information System - FY 2019	10/3/2019	2	We recommend that the OCFO work with FAA to implement standard security configuration settings for all operating platforms in use by CBIS.	OPM migrated its financial system of record as of May 2021 from CBIS to Delphi Financials which is on a platform hosted by a FAA ESC, a federal shared service provider. FAA utilizes DISA's Security Technical Implementation Guide (STIG) to provide security assurance to its operating platform including Red Linux systems. OCFO will work with FAA to provide evidence necessary to OIG to determine if the documentation satisfies closure.
4A-CF-00-19-026	Data Act IT Security Controls of Consolidated Business Information System - FY 2019	10/3/2019	3	We recommend that the CBIS application meet the requirements of OMB M-11-11 by requiring multi-factor authentication using PIV credentials.	Documents were sent to OIG on 2/23. OIG stated they would either like to see that two-factor has been implemented on those systems or that they have been decommissioned. OCFO/OCIO is in the final stages of decommission of CBIS to the new DELPHI system at FAA. Once the decommission is fully completed, a letter will be sent to IOC and OIG for closure. OIG has agreed to close the recommendation once CBIS is gone from OPM.

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4A-CF-00-19-026	Data Act IT Security Controls of Consolidated Business Information System - FY 2019	10/3/2019	4	We recommend that OPM ensure system administrators receive incident response training for CBIS.	OCFO/OCIO is in the final stages of decommission of CBIS to the new DELPHI system at FAA. Once the decommission is fully completed, a letter will be sent to IOC and OIG for closure. OIG has agreed to close the recommendation once CBIS is gone from OPM.
4A-CF-00-20-014	OPM's FY 2019 Improper Payments Reporting	5/14/2020	1	We recommend that OPM conduct periodic analysis, based on current program conditions, on the cost-effectiveness of a payment recapture audit program and retain documentation to support their analysis and conclusion.	OPM is currently finalizing closure evidence to provide to the OIG.
4A-CI-00-08-022	Federal Information Security Management Act Audit - 2008 (FISMA)	9/23/2008	2	We recommend that OPM's program offices test the contingency plans for each system on an annual basis.	OPM continues to implement this recommendation annually by coordinating corrective actions across multiple program offices.
4A-CI-00-14-016	Federal Information Security Modernization Act Audit Fiscal Year 2014 (FISMA)	11/12/2014	7	We recommend that the OCIO develop and implement a baseline configuration for all operating platforms in use by OPM.	OPM is coordinating corrective actions across multiple program offices
4A-CI-00-14-016	Federal Information Security Modernization Act Audit Fiscal Year 2014 (FISMA)	11/12/2014	24	We recommend that the OCIO ensure that all of OPM's major systems have contingency plans in place and are reviewed and updated annually.	OPM is coordinating corrective actions across multiple program offices
4A-CI-00-16-061	Web Application Security Review	10/13/2016	1	We recommend that OPM create a formal and comprehensive inventory of web applications. The inventory should identify which applications are public facing and contain personally identifiable information or sensitive agency information, identify the application owner, and itemize all system interfaces with the web application.	OPM continues to implement this recommendation annually by coordinating corrective actions across multiple program offices.
4A-CI-00-16-061	Web Application Security Review	10/13/2016	2	We recommend that OPM create or update its policies and procedures to provide guidance specific to the hardening of web server operating systems and the secure design and coding of web-based applications.	Corrective actions are in progress
4A-CI-00-16-061	Web Application Security Review	10/13/2016	3	We recommend that OPM implement a process to perform credentialed web application vulnerability scans and track any identified vulnerabilities until they are remediated.	Corrective actions are in progress
4A-CI-00-16-061	Web Application Security Review	10/13/2016	4	We recommend that OPM analyze our scan results to identify false positives and remediate any verified vulnerabilities.	Corrective actions are in progress

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4A-CI-00-16-039	Federal Information Security Modernization Act Audit Fiscal Year 2016 (FISMA)	11/9/2016	8	We recommend that OPM adhere to remediation dates for its POA&M weaknesses.	OCIO has completed the requisite POA&M. Corrective actions are in progress
4A-CI-00-17-014	Audit of the U.S. Office of Personnel Management's Security Assessment and Authorization (SAA) Methodology	6/20/2017	1	We recommend that the OCIO complete an SSP for the LAN/WAN that includes all of the required elements from OPM's SSP template and relevant NIST guidance. This includes, but is not limited to, the specific deficiencies outlined in the section above.	OPM redefined the boundaries of its LAN/WAN. Additional actions are in progress
4A-CI-00-17-014	Audit of the U.S. Office of Personnel Management's Security Assessment and Authorization (SAA) Methodology	6/20/2017	2	We recommend that the OCIO perform a thorough security controls assessment on the LAN/WAN. This assessment should address the deficiencies listed in the section above, and should be completed after a current and thorough SSP is in place (see Recommendation 1).	OPM redefined the boundaries of its LAN/WAN. Additional actions are in progress
4A-CI-00-17-014	Audit of the U.S. Office of Personnel Management's Security Assessment and Authorization (SAA) Methodology	6/20/2017	4	We recommend that the OCIO perform a gap analysis to determine what critical elements are missing and/or incomplete for all Authorization packages developed during the Sprint. For systems that reside on the LAN/WAN general support system, the OCIO should also evaluate the impact that an updated LAN/WAN SSP has on these systems' security controls.	OPM redefined the boundaries of its LAN/WAN. Additional actions are in progress
4A-CI-00-17-030	Audit of the Information Technology Security Controls of the U.S. Office of Personnel Management's SharePoint Implementation	9/29/2017	2	We recommend that OPM establish policies and procedures to address SharePoint's security controls and the risks associated with operating the software in OPM's production environment.	Corrective actions have been established and are in progress
4A-CI-00-17-030	Audit of the Information Technology Security Controls of the U.S. Office of Personnel Management's SharePoint Implementation	9/29/2017	3	We recommend that OPM require employees with administrative or managerial responsibilities over SharePoint to take specialized training related to the software.	Corrective actions have been established and are in progress

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4A-CI-00-17-030	Audit of the Information Technology Security Controls of the U.S. Office of Personnel Management's SharePoint Implementation	9/29/2017	4	We recommend that OPM implement formal procedures for requesting and provisioning SharePoint user accounts.	Corrective actions have been established and are in progress
4A-CI-00-17-030	Audit of the Information Technology Security Controls of the U.S. Office of Personnel Management's SharePoint Implementation	9/29/2017	5	We recommend that OPM implement a formal process to routinely audit SharePoint user accounts for appropriateness. This audit should include verifying individuals are still active employees or contractors and their level of access is appropriate.	Corrective actions have been established and are in progress
4A-CI-00-17-030	Audit of the Information Technology Security Controls of the U.S. Office of Personnel Management's SharePoint Implementation	9/29/2017	6	We recommend that OPM document approved security configuration settings for its SharePoint application.	Corrective actions have been established and are in progress
4A-CI-00-17-030	Audit of the Information Technology Security Controls of the U.S. Office of Personnel Management's SharePoint Implementation	9/29/2017	7	We recommend that OPM implement a process to routinely audit the configuration settings of SharePoint to ensure they are in compliance with the approved security configuration standards. Note – this recommendation cannot be implemented until the controls from Recommendation 6 are in place.	Corrective actions have been established and are in progress
4A-CI-00-17-030	Audit of the Information Technology Security Controls of the U.S. Office of Personnel Management's SharePoint Implementation	9/29/2017	8	We recommend that OPM implement a process to test patches on its SharePoint servers. Once this process has been implemented, we recommend OPM implement controls to ensure all critical patches are installed on SharePoint servers and databases in a timely manner as defined by OPM policies.	Corrective actions have been established and are in progress
4A-CI-00-17-020	Federal Information Security Modernization Act Audit Fiscal Year 2017 (FISMA)	10/27/2017	7	We recommend that OPM define the standard data elements for an inventory of software assets and licenses with the detailed information necessary for tracking and reporting, and that it update its software inventory to include these standard data elements.	OCIO has completed the requisite POA&M and will implement the remaining corrective actions

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4A-CI-00-17-020	Federal Information Security Modernization Act Audit Fiscal Year 2017 (FISMA)	10/27/2017	9	We recommend that OPM update its enterprise architecture to include the information security architecture elements required by NIST and OMB guidance.	OCIO has completed the requisite POA&M and will implement the remaining corrective actions
4A-CI-00-17-020	Federal Information Security Modernization Act Audit Fiscal Year 2017 (FISMA)	10/27/2017	12	We recommend that OPM update its POA&M entries to reflect both the original and updated remediation deadlines when the control weakness has not been addressed by the originally scheduled deadline (i.e., the POA&M deadline should not reflect a date in the past).	OCIO has completed the requisite POA&M and will implement the remaining corrective actions
4A-CI-00-17-020	Federal Information Security Modernization Act Audit Fiscal Year 2017 (FISMA)	10/27/2017	13	We recommend that OPM complete risk assessments for each major information system that are compliant with NIST guidelines and OPM policy. The results of a complete and comprehensive test of security controls should be incorporated into each risk assessment.	OCIO has completed the requisite POA&M and will implement the remaining corrective actions
4A-CI-00-17-020	Federal Information Security Modernization Act Audit Fiscal Year 2017 (FISMA)	10/27/2017	16	We recommend that OPM perform a gap analysis to determine the configuration management resource requirements (people, processes, and technology) necessary to effectively implement the agency's CM program.	OCIO has completed the requisite POA&M and will implement the remaining corrective actions
4A-CI-00-17-020	Federal Information Security Modernization Act Audit Fiscal Year 2017 (FISMA)	10/27/2017	17	We recommend that OPM document the lessons learned from its configuration management activities and update its configuration management plan as appropriate.	OCIO has completed the requisite POA&M and will implement the remaining corrective actions
4A-CI-00-17-020	Federal Information Security Modernization Act Audit Fiscal Year 2017 (FISMA)	10/27/2017	18	We recommend that OPM develop and implement a baseline configuration for all information systems in use by OPM.	OCIO has completed the requisite POA&M and will implement the remaining corrective actions
4A-CI-00-17-020	Federal Information Security Modernization Act Audit Fiscal Year 2017 (FISMA)	10/27/2017	28	We recommend that OPM develop and implement an ICAM strategy that considers a review of current practices ("as-is" assessment) and the identification of gaps (from a desired or "to-be" state), and contains milestones for how the agency plans to align with Federal ICAM initiatives.	OCIO has completed the requisite POA&M and will implement the remaining corrective actions
4A-CI-00-17-020	Federal Information Security Modernization Act Audit Fiscal Year 2017 (FISMA)	10/27/2017	37	We recommend that the OCIO conduct an agency-wide BIA and incorporate the results into the system-level contingency plans.	OCIO has completed the requisite POA&M and will implement the remaining corrective actions

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4A-CI-00-18-022	Management Advisory FY 2017 IT Modernization Expenditure Plan	2/15/2018	3	We recommend that OPM develop a comprehensive IT modernization strategy with input from the appropriate stakeholders and convene an Integrated Project Team, as required by OMB Circular A-11, Part 7, to manage the overall modernization program and ensure that proper CPIC processes are followed.	OCIO expects to submit additional closure evidence in FY22
4A-CI-00-18-022	Management Advisory FY 2017 IT Modernization Expenditure Plan	2/15/2018	4	We recommend that the OPM Director ensure that the CIO has the appropriate level of control over the IT acquisition and budgeting process across all of OPM.	OCIO expects to submit additional closure evidence in FY22
4A-CI-00-18-044	U.S. Office of Personnel Management's Fiscal Year 2018 IT Modernization Expenditure Plan	6/22/2018	1	We recommend that the OPM Director ensure that the distribution of FY 2018 IT modernization funds is consistent with strengthening OPM's legacy IT environment, as expressed in the FY 2018 Consolidated Appropriations Act.	OCIO expects to submit additional closure evidence in FY22
4A-CI-00-18-044	U.S. Office of Personnel Management's Fiscal Year 2018 IT Modernization Expenditure Plan	6/22/2018	2	We recommend that funding for the FEHBP Central Enrollment Database, the Employee Digital Record, and the Consolidated Business Information System migration be obtained using the normal budget process (or other potential sources, such as the Modernizing Government Technology fund), and not from the FY 2018 IT modernization funds.	OCIO expects to submit additional closure evidence in FY22
4A-CI-00-18-038	Federal Information Security Modernization Act Audit Fiscal Year 2018 (FISMA)	10/30/2018	9	We recommend that OPM define policies and procedures for a centralized software inventory.	Corrective actions are in progress.
4A-CI-00-18-038	Federal Information Security Modernization Act Audit Fiscal Year 2018 (FISMA)	10/30/2018	26	We recommend that the OCIO implement a process to ensure new server installations are included in the scan repository.	Corrective actions are in progress.
4A-CI-00-18-038	Federal Information Security Modernization Act Audit Fiscal Year 2018 (FISMA)	10/30/2018	37	We recommend that OPM define the roles and responsibilities necessary for the implementation of the agency's privacy program.	Corrective actions are in progress.
4A-CI-00-18-038	Federal Information Security Modernization Act Audit Fiscal Year 2018 (FISMA)	10/30/2018	38	We recommend that OPM develop its privacy program by creating the necessary plans, policies, and procedures for the protection of PII.	Corrective actions are in progress.

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4A-CI-00-18-038	Federal Information Security Modernization Act Audit Fiscal Year 2018 (FISMA)	10/30/2018	42	We recommend that OPM develop a process to routinely test the Data Breach Response Plan.	Corrective actions are in progress.
4A-CI-00-18-038	Federal Information Security Modernization Act Audit Fiscal Year 2018 (FISMA)	10/30/2018	43	We recommend that OPM identify individuals with heightened responsibility for PII and provide role-based training to these individuals at least annually.	Corrective actions are in progress.
4A-CI-00-18-038	Federal Information Security Modernization Act Audit Fiscal Year 2018 (FISMA)	10/30/2018	49	We recommend that OPM perform a gap analysis to determine the contingency planning requirements (people, processes, and technology) necessary to effectively implement the agency's contingency planning policy.	Corrective actions are in progress.
4K-CI-00-18-009	Evaluation of OPM's Preservation of Electronic Records	12/21/2018	3	We recommend that OCIO implement guidance on the official use of smartphones to include restrictions on usage and details on maintenance and preservation of records. (recommendation 3)	OPM agreed with the recommendation and is taking actions to address the recommendation. OIG will consider the recommendation completed upon receiving documents to show implementation.
4A-CI-00-18-037	IT Audit of OPM's Compliance with FITARA U.S. OPM FY 2018	4/25/2019	1	We recommend that the Office of the Director ensure that the CIO has adequate involvement and approval in all phases of annual and multi-year planning, programming, budgeting, and execution decisions in line with FITARA and OMB Circular A-130 requirements.	OPM partially agreed with this recommendation and actions to address that portion of the recommendations are in progress
4A-CI-00-18-037	IT Audit of OPM's Compliance with FITARA U.S. OPM FY 2018	4/25/2019	2	We recommend that the Office of the Director ensure the CIO reviews and approves all reprogramming of funds for IT resources.	Federal Information Security Modernization Act Audit Fiscal Year 2018 (FISMA)
4A-CI-00-18-037	IT Audit of OPM's Compliance with FITARA U.S. OPM FY 2018	4/25/2019	3	We recommend that the OCIO transition the responsibility for reviewing and approving checklists for major procurements to the CIO in accordance with FITARA.	Federal Information Security Modernization Act Audit Fiscal Year 2018 (FISMA)
4A-CI-00-18-037	IT Audit of OPM's Compliance with FITARA U.S. OPM FY 2018	4/25/2019	4	We recommend that the OCIO update its procedures to only allow the CIO's direct reports to review and approve the IT checklists for non-major procurements as defined in FITARA and by OMB.	Federal Information Security Modernization Act Audit Fiscal Year 2018 (FISMA)
4A-CI-00-18-037	IT Audit of OPM's Compliance with FITARA U.S. OPM FY 2018	4/25/2019	5	We recommend that the OCIO ensure that final approved checklists contain complete and accurate information.	Actions to address the recommendations are in progress

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4A-CI-00-19-006	Information Technology Security Controls of the OPM's Enterprise Human Resource Integration Data Warehouse	6/18/2019	7	We recommend that OPM conduct a test of an updated EHRIDW contingency plan in accordance with the OPM policies. This recommendation cannot be addressed until Recommendation 6 has been completed	Corrective actions are in progress
4A-CI-00-19-006	Information Technology Security Controls of the OPM's Enterprise Human Resource Integration Data Warehouse	6/18/2019	12	We recommend that OPM develop policy and procedures to document requirements necessary for transitioning a system's management between entities.	Corrective actions are in progress
4A-CI-00-19-008	Audit of OPM'S Compliance with the Federal Information Technology Acquisition Reform Act – DCOI, GSS – FY 2019	10/23/2019	2	Recommendation 2: We recommend that OPM perform a gap analysis to identify the monitoring, inventory, and management tools that it needs to implement automated infrastructure management as required by the DCOI and OMB.	Corrective actions are in progress
4A-CI-00-19-008	Audit of OPM'S Compliance with the Federal Information Technology Acquisition Reform Act – DCOI, GSS – FY 2019	10/23/2019	3	Recommendation 3: We recommend that OPM install automated power metering in all of its data centers in accordance with the requirements in the DCOI.	Corrective actions are in progress
4A-CI-00-19-008	Audit of OPM'S Compliance with the Federal Information Technology Acquisition Reform Act – DCOI, GSS – FY 2019	10/23/2019	4	Recommendation 4: We recommend that OPM assess the current state of its infrastructure to accurately report data center metrics, including the correct number of data centers (including non-tiered spaces), the correct operational status of data centers, and accurate energy usage.	Corrective actions are in progress
4A-CI-00-19-008	Audit of OPM'S Compliance with the Federal Information Technology Acquisition Reform Act – DCOI, GSS – FY 2019	10/23/2019	5	Recommendation 5: We recommend that OPM update its Authorization policies and procedures to include requirements for reauthorizing systems in the event of a change in authorizing official. This guidance at a minimum should include parameters for the time period for re-authorization and requirements to evidence the system documentation reviews required by NIST.	Corrective actions are in progress

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4A-CI-00-19-008	Audit of OPM'S Compliance with the Federal Information Technology Acquisition Reform Act – DCOI, GSS – FY 2019	10/23/2019	9	Recommendation 9: We recommend that OPM categorize the Macon GSS as a high system and conduct a gap analysis to verify that the additional controls required for a high system are in place.	OPM did not agree with this recommendation; however, Using the standards articulated in FIPS 199 and SP 800-60, OPM has categorized the Macon GSS as a moderate system. OPM will continue to follow NIST standards and guidelines and its policies and procedures for determining the appropriate security categorization for its systems.
4A-CI-00-19-008	Audit of OPM'S Compliance with the Federal Information Technology Acquisition Reform Act – DCOI, GSS – FY 2019	10/23/2019	11	Recommendation 11: We recommend that OPM complete and approve a PTA and PIA (if required by the PTA) for the LAN/WAN GSS in accordance with the requirements of the E-Government Act of 2002 and OPM policy.	The boundary of the LAN/WAN GSS has been divided into five separate components and we currently validating the sufficiency of the privacy compliance documentation for each component. Corrective actions are in progress
4A-CI-00-19-008	Audit of OPM'S Compliance with the Federal Information Technology Acquisition Reform Act – DCOI, GSS – FY 2019	10/23/2019	13	Recommendation 13: We recommend that OPM update and approve the ESI SSP to include all of the necessary information to fully document the Sterling Forest site.	OPM agreed with this recommendation and corrective actions are in progress
4A-CI-00-19-008	Audit of OPM'S Compliance with the Federal Information Technology Acquisition Reform Act – DCOI, GSS – FY 2019	10/23/2019	16	We recommend that OPM update and approve the contingency plan for the LAN/WAN GSS.	OPM agreed with this recommendation and corrective actions are in progress
4A-CI-00-19-008	Audit of OPM'S Compliance with the Federal Information Technology Acquisition Reform Act – DCOI, GSS – FY 2019	10/23/2019	17	We recommend that OPM test the updated LAN/WAN contingency plan. This recommendation cannot be completed until Recommendation 16 has been implemented.	OPM agreed with this recommendation and corrective actions are in progress
4A-CI-00-19-008	Audit of OPM'S Compliance with the Federal Information Technology Acquisition Reform Act – DCOI, GSS – FY 2019	10/23/2019	18	We recommend that OPM identify the necessary resources or process changes to ensure that POA&Ms are updated according to policy.	OPM partially agreed with this recommendation and corrective actions are in progress

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4A-CI-00-19-008	Audit of OPM'S Compliance with the Federal Information Technology Acquisition Reform Act – DCOI, GSS – FY 2019	10/23/2019	19	We recommend that OPM implement anti-piggybacking controls at the data centers located in Macon, Georgia.	Corrective actions are in progress
4A-CI-00-19-008	Audit of OPM'S Compliance with the Federal Information Technology Acquisition Reform Act – DCOI, GSS – FY 2019	10/23/2019	20	We recommend that OPM implement anti-piggybacking controls at the data centers located in Washington, D.C.	Corrective actions are in progress
4A-CI-00-19-008	Audit of OPM'S Compliance with the Federal Information Technology Acquisition Reform Act – DCOI, GSS – FY 2019	10/23/2019	21	We recommend that OPM implement anti-piggybacking controls at the data centers located in Boyers, Pennsylvania.	Corrective actions are in progress
4A-CI-00-19-029	Federal Information Security Modernization Act Audit Fiscal Year 2019 (FISMA)	10/29/2019	4	We recommend that OPM define the procedures for maintaining its hardware inventory.	OPM is coordinating corrective actions across multiple program offices
4A-CI-00-19-029	Federal Information Security Modernization Act Audit Fiscal Year 2019 (FISMA)	10/29/2019	9	We recommend that OPM develop an action plan and outline its processes to address the supply chain risk management requirements of NIST SP 800-161.	OPM is coordinating corrective actions across multiple program offices
4A-CI-00-20-007	Information Technology Security Controls of OPM's Electronic Official Personnel Folder (eOPF) - FY 2020	6/30/2020	2	We recommend that OPM update the eOPF Contingency Plan in accordance with OPM policies.	OPM is coordinating corrective actions across multiple program offices
4A-CI-00-20-007	Information Technology Security Controls of OPM's Electronic Official Personnel Folder (eOPF) - FY 2020	6/30/2020	3	We recommend that OPM conduct a test of the updated eOPF Contingency Plan in accordance with OPM policies. Note: This recommendation cannot be implemented until the Contingency Plan is updated as a part of the corrective action for Recommendation 2.	OPM is coordinating corrective actions across multiple program offices

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4A-CI-00-20-009	Audit of the Agency System Assessment and Authorization Process FY 2020	9/18/2020	1	We recommend that OPM perform a full assessment for SBM and update all Authorization documentation in accordance with NIST guidance.	OCIO will continue to implement the remaining corrective actions based on priority
4A-CI-00-20-009	Audit of the Agency System Assessment and Authorization Process FY 2020	9/18/2020	2	We recommend that OPM update its policies and procedures to include guidance on categorizing HVA systems.	OCIO will continue to implement the remaining corrective actions based on priority
4A-CI-00-20-009	Audit of the Agency System Assessment and Authorization Process FY 2020	9/18/2020	3	We recommend that OPM have the SO, the CISO, the AO, and (where appropriate) the Chief Privacy Officer review and approve the categorization of the systems in its inventory, in accordance with agency policy.	OCIO will continue to implement the remaining corrective actions based on priority
4A-CI-00-20-009	Audit of the Agency System Assessment and Authorization Process FY 2020	9/18/2020	4	We recommend that OPM develop and implement a process to perform annual quality reviews for SSPs. The process should include the elements defined in NIST SP 800-18, Revision 1.	OCIO will continue to implement the remaining corrective actions based on priority
4A-CI-00-20-009	Audit of the Agency System Assessment and Authorization Process FY 2020	9/18/2020	5	We recommend that OPM routinely ensure that all SSP master control sets are updated with POA&M references.	OCIO will continue to implement the remaining corrective actions based on priority
4A-CI-00-20-009	Audit of the Agency System Assessment and Authorization Process FY 2020	9/18/2020	6	We recommend that OPM improve the training program for new and current ISSOs on OPM's Authorization process. Training should include guidance on how to provide proper oversight related to security control scoping and risk identification and documentation.	OCIO will continue to implement the remaining corrective actions based on priority
4A-CI-00-20-009	Audit of the Agency System Assessment and Authorization Process FY 2020	9/18/2020	7	We recommend that OPM implement a contingency plan review process to ensure the accuracy of information and compliance with contingency planning controls.	OCIO will continue to implement the remaining corrective actions based on priority
4A-CI-00-20-009	Audit of the Agency System Assessment and Authorization Process FY 2020	9/18/2020	8	We recommend that OPM develop and implement a process that ensures SOs of contractor- operated systems work with internal process owners, leadership and business managers to create an OPM BIA.	OCIO will continue to implement the remaining corrective actions based on priority

Number	Audit Title	Final Report Date	Recommendation Number	Recommendation Detail	Recommendation Status
4A-CI-00-20-009	Audit of the Agency System Assessment and Authorization Process FY 2020	9/18/2020	9	We recommend that OPM adhere to the guidance in its Contingency Planning Policy and conduct full-scale tests for high-impact systems, functional tests for moderate-impact systems, and table-top tests for low-impact systems annually.	OCIO will continue to implement the remaining corrective actions based on priority
4A-CI-00-20-009	Audit of the Agency System Assessment and Authorization Process FY 2020	9/18/2020	10	We recommend that OPM document the required milestone information so that the identified POA&Ms can be moved to an open status.	OCIO will continue to implement the remaining corrective actions based on priority
4A-CI-00-20-009	Audit of the Agency System Assessment and Authorization Process FY 2020	9/18/2020	11	We recommend that OPM update its POA&M procedures to include timeliness metrics related to transitioning a POA&M from initial/draft status to open.	OCIO will continue to implement the remaining corrective actions based on priority
4A-CI-00-20-010	Federal Information Security Modernization Act (FISMA) Audit Fiscal Year 2020	10/30/2020	45	We recommend that OPM perform and document controls testing to ensure security safeguards for alternate processing and storage sites are equivalent to the primary sites.	Actions to address the recommendations are in progress
4A-CI-00-20-008	Audit of OPM's Common Security Controls FY 2020	10/30/2020	1	We recommend that OPM document the governance requirements of the CSCC that at a minimum contain the following elements as stated by NIST: a) Assigns responsibilities for oversight of the CSCC; b) Mandates the same assessment and monitoring requirements as system-specific controls in OPM information systems; and c) Requires the communication of assessment results to SOs and ISSOs.	Actions to address the recommendations are in progress
4A-CI-00-20-008	Audit of OPM's Common Security Controls FY 2020	10/30/2020	2	We recommend that OPM conduct an independent assessment of the controls that make up the CSCC.	Actions to address the recommendations are in progress
4A-CI-00-20-008	Audit of OPM's Common Security Controls FY 2020	10/30/2020	3	We recommend that OPM update the CSCC to accurately reflect the controls in place and provided to the agency's systems.	Actions to address the recommendations are in progress
4A-CI-00-20-008	Audit of OPM's Common Security Controls FY 2020	10/30/2020	4	We recommend that OPM notify all Authorizing Officials of the status of the controls identified from the CSCC that are not fully implemented.	Actions to address the recommendations are in progress

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4K-ES-00-18-041	Evaluation of the U.S. Office of Personnel Management's Employee Services' Senior Executive Service and Performance Management	7/1/2019	1	We recommend that the Senior Executive Resources Services manager build on-going monitoring and quality control measures to ensure its staff complies with laws and regulations, reports complete and accurate data, and maintains adequate supporting documentation.	Corrective actions are in progress but not yet fully complete.
4K-ES-00-18-041	Evaluation of the U.S. Office of Personnel Management's Employee Services' Senior Executive Service and Performance Management	7/1/2019	2	We recommend that the Senior Executive Resources Services manager update and finalize its standard operating procedures, the QRB Charter, and reference guides to ensure its staff and agency customers comply with laws and regulations.	Corrective actions are in progress but not yet fully complete.
4K-ES-00-18-041	Evaluation of the U.S. Office of Personnel Management's Employee Services' Senior Executive Service and Performance Management	7/1/2019	4	We recommend that the Executive Resources and Performance Management manager develop and appropriately document quality control measures to ensure their staff complies with laws and regulations, reports complete and accurate data, and maintains adequate supporting documentation.	Corrective actions are in progress but not yet fully complete.
4K-ES-00-18-041	Evaluation of the U.S. Office of Personnel Management's Employee Services' Senior Executive Service and Performance Management	7/1/2019	5	We recommend that the Executive Resources and Performance Management manager update their standard operating procedures to include the supervisory review process as explained and aligned with common practices for their oversight activities, including maintaining support documentation.	Corrective actions are in progress but not yet fully complete.
4K-ES-00-19-032	Evaluation of the Presidential Rank Awards Program	1/17/2020	1	Recommendation 1: We recommend that the Senior Executive Resources Services manager update and finalize its standard operating procedures to ensure its staff document required responsibilities.	Corrective actions are in progress but not yet fully complete.
4K-ES-00-19-032	Evaluation of the Presidential Rank Awards Program	1/17/2020	2	Recommendation 2: We recommend that the Senior Executive Resources Services management build on-going monitoring and quality control measures to ensure compliance.	Corrective actions are in progress but not yet fully complete.
4K-ES-00-19-032	Evaluation of the Presidential Rank Awards Program	1/17/2020	3	Recommendation 3: recommend that the Senior Executive Resources Services manager work with the appropriate offices to closeout interagency agreements from FYs 2016, 2017, and 2018.	Corrective actions are in progress but not yet fully complete.

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4K-ES-00-19-032	Evaluation of the Presidential Rank Awards Program	1/17/2020	4	<p>Recommendation 4: We recommend that the Senior Executive Resources Services manager update and finalize its standard operating procedures to include instructions for processing interagency agreement obligation forms for on-site evaluation. The standard operating procedures should include:</p> <p>Instructions for initiating interagency agreement with nominating agencies, processing procedures, collecting payments, and de-obligating funds to ensure:</p> <ul style="list-style-type: none"> o No work will commence and no costs will be incurred until the agreement is fully executed; o Agreed upon milestones are set each year to ensure agencies are promptly notified when final costs are known; and o Notify agencies promptly to close out agreements before the end of the calendar year. <p>Ongoing monitoring and quality control measures for the interagency agreements process.</p>	Corrective actions are in progress but not yet fully complete.
4A-DO-00-20-041	Delegation of Authority to Operate and Maintain the Theodore Roosevelt Building and the Federal Executive Institute	8/5/2020	1	We recommend that OPM work with GSA to formally request and complete the documentation necessary to effectuate the return of the delegation to operate and maintain the TRB to OPM.	We concur with this recommendation. GSA extended the delegation rescission timeframe for two years through September 30, 2023, to allow OPM to continue the maintenance and operation of the TRB while OPM pursues the full delegation of authority. Based on the results of a cost-analysis of the operation and maintenance of the TRFB, on January 10, 2022 OPM submitted the request to GSA for the return of the Delegation of Authority to allow OPM to continue operation and maintenance of the TRFB. As of to date, OPM is awaiting the response from GSA.

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4A-DO-00-20-041	Delegation of Authority to Operate and Maintain the Theodore Roosevelt Building and the Federal Executive Institute	8/5/2020	2	We recommend that OPM delay any feasibility study related to its space needs until after completion of the NAPA study and any resulting decision by Congress.	We do not concur with this recommendation. The Feasibility study is complete. GSA awarded this contract to a vendor to conduct a Feasibility Study and Workplace Recommendation Report. The prospectus-level report from the Study will provide government decision makers with sufficient documented data to define and determine the viability of the proposed prospectus-level project, the Preferred Alternative; that will most favorably meet tenant agency facility needs and government real estate requirements. OPM will use this data along with all other available data, including the NAPA recommendations, and the impacts of COVID-19 to assess the full footprint of the TRB, and to ensure all components are identified and considered before making any adjustments to workspaces. This approach will help OPM determine the next steps to efficiently utilize its workspace cost-effectively while continuing to provide services to its customers.
4A-DO-00-20-041	Delegation of Authority to Operate and Maintain the Theodore Roosevelt Building and the Federal Executive Institute	8/5/2020	4	We recommend that once the delegation to operate and maintain the FEI is returned, OPM explore its options regarding security services for the campus, including the potential return of the delegation from the Department of Homeland Security's Federal Protective Services, to determine if cost savings can be regained.	We concur with this recommendation. OPM has the delegation of authority for the operations and maintenance (O&M) of the FEI facility in Charlottesville, Virginia. Since the O&M was returned to OPM and based on the results of a cost-analysis of the armed protective security officer services, on September 30, 2021, OPM formally requested delegated authority for the armed protective security officer (PSO) services at the Federal Executive Institute from the DHS Federal Protective Service (FPS). As of to date, OPM is awaiting the response from DHS/FPS.
1H-01-00-18-039	Management Advisory Report related to Prescription Drug Costs in the Federal Employees Health Benefits Program	2/27/2020	1	We recommend that OPM conduct a new, comprehensive study by seeking independent expert consultation on ways to lower prescription drug costs in the FEHBP, including but not limited to the possible cost saving options discussed in this report.	Actions to adress the recommendations have been impacted by resource constraints.

Number	Audit Title	Final Report Date	Recommendation Number	Recommendation Detail	Recommendation Status
1H-01-00-18-039	Management Advisory Report related to Prescription Drug Costs in the Federal Employees Health Benefits Program	2/27/2020	2	We recommend that OPM evaluate any study conducted pursuant to Recommendation 1 and, with due diligence, formulate recommendations and a plan for agency action based on the best interests of the government, the FEHBP, and its enrollees.	Actions to address the recommendations have been impacted by resource constraints.
4A-RS-00-18-035	OPM's Federal Employees Health Benefits Program and Retirement Services Improper Payments Rate Methodologies	4/3/2020	1	We recommend that OPM's Healthcare and Insurance office update its improper payments rate calculation, including a plan to do so with target dates, and documentation of any analysis conducted and conclusions reached in developing the updated methodology. This methodology, at a minimum, should include estimations for the population of FEHBP carriers that have not been audited each year and statistically valid sampling to provide a more accurate representation of improper payments for reporting.	Corrective actions are planned, in progress, and are expected to be completed by the end of FY 2022.
4A-RS-00-18-035	OPM's Federal Employees Health Benefits Program and Retirement Services Improper Payments Rate Methodologies	4/3/2020	2	We recommend that Healthcare and Insurance evaluate the data in the FWA Report to determine if the data can be simplified and validated, as necessary, to be used as a tool for its improper payments rate reporting.	Corrective actions are planned, in progress, and are expected to be completed by the end of FY 2022.
4A-RS-00-18-035	OPM's Federal Employees Health Benefits Program and Retirement Services Improper Payments Rate Methodologies	4/3/2020	3	We recommend that Healthcare and Insurance work with the FEHBP carriers to develop a process for reporting more uniform data in the FWA Report.	Corrective actions are planned, in progress, and may be completed by the end of FY 2022.
4A-RS-00-18-035	OPM's Federal Employees Health Benefits Program and Retirement Services Improper Payments Rate Methodologies	4/3/2020	4	We recommend that Retirement Services continue to periodically meet with the DNP representatives to discuss new capabilities of the DNP Portal and determine whether it can be a beneficial addition in identifying improper payments for the most susceptible annuity payment cycle(s), i.e., pre-payment and post-payment.	Corrective actions are in progress. Target completion date: Q2 FY2022.
4A-RS-00-18-035	OPM's Federal Employees Health Benefits Program and Retirement Services Improper Payments Rate Methodologies	4/3/2020	5	We recommend that Retirement Services perform the Over Age 90 project of the annuitant population on a more routine basis, such as annually or biannually.	Corrective actions are in progress. Target completion Q2 FY2022. We will do this bi-annually now.

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4A-RS-00-18-035	OPM's Federal Employees Health Benefits Program and Retirement Services Improper Payments Rate Methodologies	4/3/2020	6	We recommend that Retirement Services analyze the results from previous Over Age 90 projects to determine if the results can be projected to years where the Over Age 90 projects are not conducted and included in RS's improper payments reporting.	Corrective actions are in progress. We plan to complete this analysis six months after the next Over Age 90 project is completed.
4A-RS-00-18-035	OPM's Federal Employees Health Benefits Program and Retirement Services Improper Payments Rate Methodologies	4/3/2020	7	We recommend that all payments made to deceased annuitants be classified as improper in the year in which they are identified.	Corrective actions are in progress. Target Completion: Q2 FY2022
4A-RS-00-18-035	OPM's Federal Employees Health Benefits Program and Retirement Services Improper Payments Rate Methodologies	4/3/2020	8	We recommend that Retirement Services provide support to show the final results of the 9,169 cases in which reclamation was initiated and the 43 cases referred to the Survivor Processing Section from its review of returned 2016 tax year Form 1099-Rs.	Additional discussions with the OIG are required concerning follow up, tracking, and closure of this recommendation.
4A-RS-00-18-035	OPM's Federal Employees Health Benefits Program and Retirement Services Improper Payments Rate Methodologies	4/3/2020	9	We recommend that Retirement Services maintain support for future reviews of returned Form 1099-Rs, including an accounting of overpayments made to annuitants dropped from the annuity rolls, identified as deceased, or referred for further research and/or drop action, and include the total of such payments in the annual calculation of improper payments.	Corrective actions are in progress but not yet fully complete. Target Completion: Q2 FY2022
4A-RS-00-18-035	OPM's Federal Employees Health Benefits Program and Retirement Services Improper Payments Rate Methodologies	4/3/2020	10	We recommend that Retirement Services conduct an analysis to determine if other types of data mining reviews can be performed, using the annuity roll data, to identify improper payments.	Corrective actions are in progress but not yet fully complete. Target Completion: Q2 FY2022
4A-RS-00-18-035	OPM's Federal Employees Health Benefits Program and Retirement Services Improper Payments Rate Methodologies	4/3/2020	11	We recommend that Retirement Services develop a plan of action to utilize the data mining reviews identified in response to Recommendation 10 and report the results of those reviews in its improper payment calculation, including documenting any issues identified.	Corrective actions are in progress but not yet fully complete. Target Completion: Q2 FY2022
4A-RS-00-18-035	OPM's Federal Employees Health Benefits Program and Retirement Services Improper Payments Rate Methodologies	4/3/2020	12	We recommend that OPM's Retirement Services conduct cost benefit analyses of all current corrective actions and document their results.	Corrective actions are in progress but not yet fully complete. Target Completion: Q2 FY2022

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4A-HI-00-19-007	Audit of the Federal Employee Insurance Operations (FEIO) as Administered by OPM's Healthcare and Insurance Program Office	10/30/2020	1	We recommend that the three COs obtain the proper training to meet the 80 CLP requirement every two years and submit the training certificates in FAITAS.	OPM is gathering evidence to provide to the OIG to support closure of the recommendation.
4A-HI-00-19-007	Audit of the Federal Employee Insurance Operations (FEIO) as Administered by OPM's Healthcare and Insurance Program Office	10/30/2020	2	We recommend that OPM develop policies and procedures to strengthen its monitoring and oversight of training related to CO warrants to ensure that the warrants are rescinded if certification of 80 CLPs every two years is not documented in FAITAS.	OPM is gathering evidence to provide to the OIG to support closure of the recommendation.
4A-HI-00-19-007	Audit of the Federal Employee Insurance Operations (FEIO) as Administered by OPM's Healthcare and Insurance Program Office	10/30/2020	3	We recommend that OPM require its health insurance specialists and program analysis officers within FEIO, who are acting in the capacity of a COR, to obtain the proper FAC-COR.	OPM is gathering evidence to provide to the OIG to support closure of the recommendation.
4A-HI-00-19-007	Audit of the Federal Employee Insurance Operations (FEIO) as Administered by OPM's Healthcare and Insurance Program Office	10/30/2020	4	We recommend that OPM require each COR to obtain a letter of designation from the CO that describes their duties and responsibilities, a copy of the contract administration functions delegated to a contract administration office which may not be delegated to the COR, and documentation of COR actions taken in accordance with the delegation of authority.	OPM is gathering evidence to provide to the OIG to support closure of the recommendation.
4A-HI-00-19-007	Audit of the Federal Employee Insurance Operations (FEIO) as Administered by OPM's Healthcare and Insurance Program Office	10/30/2020	5	We recommend that OPM provide ARC with a new audit resolution system that tracks, records, and reports resolution transactions.	Actions to address the recommendations have been impacted by resource constraints.

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4A-HI-00-19-007	Audit of the Federal Employee Insurance Operations (FEIO) as Administered by OPM's Healthcare and Insurance Program Office	10/30/2020	6	We recommend that OPM provide ARC with the proper staffing and training needed to resolve audit recommendations timely based on an assessment of the workload, critical skills, and core competencies required to be knowledgeable in each of OPM's employee benefit programs. resolve audit recommendations timely based on an assessment of the workload, critical skills, and core competencies required to be knowledgeable in each of OPM's employee benefit programs.	OPM is gathering evidence to provide to the OIG to support closure of the recommendation.
4A-HI-00-19-007	Audit of the Federal Employee Insurance Operations (FEIO) as Administered by OPM's Healthcare and Insurance Program Office	10/30/2020	9	We recommend that OPM work with the OCFO to establish internal procedures for properly reviewing and verifying the accuracy and completeness of the working capital schedules reported in the AAS by FFS and ER HMO carriers.	This recommendation is resolved. Corrective actions are not yet complete.
4A-HI-00-19-007	Audit of the Federal Employee Insurance Operations (FEIO) as Administered by OPM's Healthcare and Insurance Program Office	10/30/2020	11	We recommend that OPM establish PBM transparency standards for all new, renewed, or amended contracts that are specific to community-rated HMOs.	OPM does not concur with this recommendation and will explore further options for closure.
4A-HI-00-19-007	Audit of the Federal Employee Insurance Operations (FEIO) as Administered by OPM's Healthcare and Insurance Program Office	10/30/2020	12	We recommend that OPM implement the following rate instruction changes: (1) Include transparency standards requiring the carriers to provide support for all claims, encounters, and capitated rates, including those from their provider-owned networks or related entities used in the MLR, rate proposal, and rate reconciliation calculations; and (2) Improve MLR criteria to provide complete, clear, and concise instructions of the FEHBP MLR process, including specific instructions concerning provider-sponsored health plans and capitated arrangements in its cost reporting.	OPM does not concur with this recommendation and will explore further options for closure.

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4A-HI-00-19-007	Audit of the Federal Employee Insurance Operations (FEIO) as Administered by OPM's Healthcare and Insurance Program Office	10/30/2020	13	We recommend that OPM develop formal policies to ensure that site visits are conducted every three years for FEHBP carriers in accordance with its control to meet OMB Circular A-123 requirements. If the time and costs to perform the site visits outweigh the benefits, OPM should modify its controls and report new procedures to mitigate risks for the FEHBP payment process.	OPM is gathering evidence to provide to the OIG to support closure of the recommendation.
4A-HI-00-19-007	Audit of the Federal Employee Insurance Operations (FEIO) as Administered by OPM's Healthcare and Insurance Program Office	10/30/2020	15	We recommend that OPM implement a tracking mechanism to log the receipt of annual Fraud and Abuse Reports and hold FEHBP carriers accountable for the timely submission of their reports.	OPM is gathering evidence to provide to the OIG to support closure of the recommendation.
4A-HI-00-19-007	Audit of the Federal Employee Insurance Operations (FEIO) as Administered by OPM's Healthcare and Insurance Program Office	10/30/2020	16	We recommend that OPM eliminate the self-certification process for FEDVIP and implement an enrollment verification process that requires documentation to prove family member relationships at the time of enrollment. In the meantime, BENEFEDS, as the sole enrollment portal for FEDVIP, should have the authority to request eligibility documentation that includes marriage and birth certificates.	OPM is gathering evidence to provide to the OIG to support closure of the recommendation.
4A-HI-00-19-007	Audit of the Federal Employee Insurance Operations (FEIO) as Administered by OPM's Healthcare and Insurance Program Office	10/30/2020	22	We recommend that OPM develop standard performance metrics with penalties to be included in all new or renewed contracts with FEDVIP carriers.	Actions to address the recommendations have been impacted by resource constraints.

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4A-HI-00-19-007	Audit of the Federal Employee Insurance Operations (FEIO) as Administered by OPM's Healthcare and Insurance Program Office	10/30/2020	13	We recommend that OPM develop formal policies to ensure that site visits are conducted every three years for FEHBP carriers in accordance with its control to meet OMB Circular A-123 requirements. If the time and costs to perform the site visits outweigh the benefits, OPM should modify its controls and report new procedures to mitigate risks for the FEHBP payment process.	OPM is gathering evidence to provide to the OIG to support closure of the recommendation.
4A-HR-00-18-013	Audit of the Information Technology Security Controls of USA Staffing - FY 2018	5/10/2018	3	We recommend that OPM apply the approved security configuration settings for the USA Staffing System.	USA Staffing administration personnel are working to implement an approved Windows Server Operating System hardened baseline in conjunction with a technology refresh and transition to a new Macon environment, scheduled for completion in May 2022. The current USA Staffing legacy system security configuration settings will remain intact until full decommission of associated hardware and software has occurred. The legacy system asset inventory has been reduced to a minimal amount of servers with restricted internal access only. To date 39% of legacy customer data has been exported and purged, leaving the remainder to be purged prior to the scheduled shutdown October 2022.
4A-HR-00-18-013	Audit of the Information Technology Security Controls of USA Staffing - FY 2018	5/10/2018	4	We recommend that OPM apply system patches in a timely manner and in accordance with policy.	USA Staffing administration personnel are working to apply all missing patches, regardless of severity, within 30 days of patch publication IAW OPM policy. Current patching processes have been updated and refined within the new Macon environment and USA Staffing servers are expected to have a compliant patch status upon the transition completion May 2022.
4K-RS-00-14-076	Review of OPM's Compliance with the Freedom of Information Act	3/23/2015	1	We recommend that OPM's FOIA Office document a formal policy for handling multiple requests of the same information.	Corrective actions to address the remaining recommendations have commenced and are expected to be completed in FY 22 Q3.
4K-RS-00-14-076	Review of OPM's Compliance with the Freedom of Information Act	3/23/2015	3	We recommend that OPM's FOIA Office start tracking types of FOIA requests to help determine whether they are multiple requests that must be posted to the reading room.	Recommendation 3 will close in FY 2022 Q3 with the rollout of FOIAXpress case management system

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4A-HI-00-19-007	Audit of the Federal Employee Insurance Operations (FEIO) as Administered by OPM's Healthcare and Insurance Program Office	10/30/2020	13	We recommend that OPM develop formal policies to ensure that site visits are conducted every three years for FEHBP carriers in accordance with its control to meet OMB Circular A-123 requirements. If the time and costs to perform the site visits outweigh the benefits, OPM should modify its controls and report new procedures to mitigate risks for the FEHBP payment process.	OPM is gathering evidence to provide to the OIG to support closure of the recommendation.
4A-CA-00-15-041	Office of Personnel Management's Contract Management Operations	7/8/2016	2	We recommend that OPO implement internal controls to ensure that contract data, including contract award amounts, is accurately recorded in OPM's information systems, such as CBIS, and the appropriate supporting documentation is maintained.	OPM is confirming with the OIG that corrective actions to address this recommendation are sufficient for closure.
4A-CA-00-15-041	Office of Personnel Management's Contract Management Operations	7/8/2016	3	We recommend that OPO develop an accurate inventory of FYs 2013 and 2014 contracts ready for closeout.	OPM prepared a memorandum addressing the close out of the noted contracts. OPM is confirming with the OIG that corrective actions to address this recommendation are sufficient for closure
4A-CA-00-15-041	Office of Personnel Management's Contract Management Operations	7/8/2016	5	We recommend that OPO provide documentation to verify that the closeout process has been administered on the open obligations for the 46 contracts questioned.	OPM prepared a memorandum addressing the close out of the noted contracts. OPM is confirming with the OIG that corrective actions to address this recommendation are sufficient for closure
4A-CA-00-15-041	Office of Personnel Management's Contract Management Operations	7/8/2016	6	We recommend that OPO deobligate the \$108,880,417 in open obligations, for the 46 contracts questioned, if support cannot be provided to show that the contract should remain open and the funds are still being utilized.	OPM prepared a memorandum addressing the close out of the noted contracts. OPM is confirming with the OIG that corrective actions to address this recommendation are sufficient for closure
1K-RS-00-11-068	Stopping Improper Payments to Deceased Annuitants	11/1/2011	1	Tracking Undeliverable IRS Form 1099R Statements: We recommend that OPM continue to annually track and analyze returned Form 1099Rs for the prior tax year. Performing this exercise provides OPM with the opportunity to continue to update the active annuity roll records with current address information and to correct other personal identifying information. In addition, the returned Form 1099Rs should be matched against the SSA Death Master File annually.	Corrective actions are in progress but not yet fully completed.

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4A-HI-00-19-007	Audit of the Federal Employee Insurance Operations (FEIO) as Administered by OPM's Healthcare and Insurance Program Office	10/30/2020	13	We recommend that OPM develop formal policies to ensure that site visits are conducted every three years for FEHBP carriers in accordance with its control to meet OMB Circular A-123 requirements. If the time and costs to perform the site visits outweigh the benefits, OPM should modify its controls and report new procedures to mitigate risks for the FEHBP payment process.	OPM is gathering evidence to provide to the OIG to support closure of the recommendation.
4A-RI-00-15-019	Audit of the Information Technology Security Controls of the U.S. Office of Personnel Management's Annuitant Health Benefits Open Season System	7/29/2015	3	PIV authentication: We recommend that RS require GDIT to enforce PIV authentication for all required AHBOSS users.	Actions to address recommendation appear to be more complex. There were issues with getting the screen shots and the maximus contract. A meeting with AHBOSS management will be held in late Feb.
4A-RI-00-15-019	Audit of the Information Technology Security Controls of the U.S. Office of Personnel Management's Annuitant Health Benefits Open Season System	7/29/2015	4	Improve physical access controls: We recommend that RS ensure that the physical access controls at the data center hosting AHBOSS are improved. At a minimum, we expect to see multi-factor authentication at data center entrances and controls to prevent piggybacking.	Actions to address recommendation appear to be more complex. There were issues with getting the screen shots and the maximus contract. A meeting with AHBOSS management will be held in late Feb.
L-2018-1	Management Advisory OPM's Non-Public Decision to Re-Apportion Annuity Supplements	2/5/2018	1	We recommend that OPM cease implementing the RIL 2016-12 and OS Clearinghouse 359 memoranda to apply the state court-ordered marital share to Annuity Supplements unless those court orders expressly and unequivocally identify the Annuity Supplement to be apportioned.	Litigation is still on-going
L-2018-1	Management Advisory OPM's Non-Public Decision to Re-Apportion Annuity Supplements	2/5/2018	2	We recommend that OPM take all appropriate steps to make whole those retired LEOs and any other annuitants affected by this re-interpretation. This would include reversing any annuities that were decreased either prospectively or retroactively that involved a state court order that did not expressly address the Annuity Supplement.	Litigation is still on-going
L-2018-1	Management Advisory OPM's Non-Public Decision to Re-Apportion Annuity Supplements	2/5/2018	3	We recommend that OPM determine whether it has a legal requirement to make its updated guidance, including Retirement and Insurance Letters, publicly available.	Litigation is still on-going

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4A-HI-00-19-007	Audit of the Federal Employee Insurance Operations (FEIO) as Administered by OPM's Healthcare and Insurance Program Office	10/30/2020	13	We recommend that OPM develop formal policies to ensure that site visits are conducted every three years for FEHBP carriers in accordance with its control to meet OMB Circular A-123 requirements. If the time and costs to perform the site visits outweigh the benefits, OPM should modify its controls and report new procedures to mitigate risks for the FEHBP payment process.	OPM is gathering evidence to provide to the OIG to support closure of the recommendation.
4A-RS-00-19-038	U.S. Office of Personnel Management's Retirement Services' Disability Reconsideration Appeals Process	10/30/2020	1	We recommend that RS implement internal controls to ensure that all staff responsible for processing disability cases, including but not limited to Medical Specialists, Paralegals, and Legal Administrative Specialists, take the required training to perform their job functions and that supporting documentation for completed training is maintained.	Training system has not gone live. Still working out implementing a new system to confirm personnel have completed the training. Once the system is in place the SOP will be updated.
4A-RS-00-19-038	U.S. Office of Personnel Management's Retirement Services' Disability Reconsideration Appeals Process	10/30/2020	2	We recommend that RS establish a plan to complete the Medical Call-ups that are past the annual review period and stop any payments for which annuitants are no longer eligible.	Original plan is being updated as process to handle this was re-evaluated.
4A-RS-00-19-038	U.S. Office of Personnel Management's Retirement Services' Disability Reconsideration Appeals Process	10/30/2020	3	We recommend that RS ensure that Medical Call-ups are conducted timely and that supporting documentation is maintained.	Original plan is being updated as process to handle this was re-evaluated.
4A-RS-00-19-038	U.S. Office of Personnel Management's Retirement Services' Disability Reconsideration Appeals Process	10/30/2020	4	We recommend that RS investigate the cases due for Medical Call-ups in FY 2019 to determine if improper payments were made and immediately initiate any funds recovery, if applicable.	Original plan is being updated as process to handle this was re-evaluated.
4A-RS-00-19-038	U.S. Office of Personnel Management's Retirement Services' Disability Reconsideration Appeals Process	10/30/2020	5	We recommend that RS create and implement written procedures to ensure that quality assurance reviews are properly documented and maintained.	Documentation exists, gathering and preparing for recommendation closure.

Number	Audit Title	Final Report Date	Recommendation Number	Recommendation Detail	Recommendation Status
4A-HI-00-19-007	Audit of the Federal Employee Insurance Operations (FEIO) as Administered by OPM's Healthcare and Insurance Program Office	10/30/2020	13	We recommend that OPM develop formal policies to ensure that site visits are conducted every three years for FEHBP carriers in accordance with its control to meet OMB Circular A-123 requirements. If the time and costs to perform the site visits outweigh the benefits, OPM should modify its controls and report new procedures to mitigate risks for the FEHBP payment process.	OPM is gathering evidence to provide to the OIG to support closure of the recommendation.
4A-RS-00-19-038	U.S. Office of Personnel Management's Retirement Services' Disability Reconsideration Appeals Process	10/30/2020	6	We recommend that RS ensure that Claims I/Claims II Internal Auditors and Senior LAS thoroughly complete quality assurance reviews for adjudicated cases.	Documentation exists, gathering and preparing for recommendation closure.
4A-RS-00-19-038	U.S. Office of Personnel Management's Retirement Services' Disability Reconsideration Appeals Process	10/30/2020	7	We recommend that RS monitor internal timeliness goals to determine if they are practical and align with the updated disability process and new performance tracking systems, and modify the timeliness goals as appropriate.	Documentation was provided with response to final report. Updated documentation being prepared for closure submission.
4A-RS-00-19-038	U.S. Office of Personnel Management's Retirement Services' Disability Reconsideration Appeals Process	10/30/2020	8	We recommend that Retirement Services continue to work with OPM's Office of the Chief Information Officer to establish a modernized Information Technology system that has capabilities to ensure the proper tracking of cases throughout the disability process.	The budget for IT Modernization has not been approved yet. Working with CIO on RS IT Modernization Plan.
1K-RS-00-11-068	Stopping Improper Payments to Deceased Annuitants	11/1/2011	1	Capitalizing on Retirement Systems Modernization Technology: The OIG recommends that OPM actively explore the capabilities of any automated solution to flag records and produce management reports for anomalies or suspect activity, such as multiple address or bank account changes in a short time.	RS, IOC to meet with OIG 3/3/22 to discuss requirements for closure. RS IT are updates summarized in FY2020 APR. RS continues to collaborate with OCIO. The budget for IT Modernization has not been approved yet. Working with CIO on RS IT Modernization Plan.

List of Acronyms

AEB	Assessment and Evaluation Board
APGs	Agency Priority Goals
API	Application Processing Interface
ARC	Administrative Resource Center
ASG	Administrative Sanctions Group
BIE	Bureau of Indian Education
BIL	Bipartisan Infrastructure Law
BPA	Blanket Purchase Agreement
CAF	Control Access Fee
CBJ	Congressional Budget Justification
CDC	Center of Disease Control
CFC	Combined Federal Campaign
CFO	Chief Financial Office
CFR	Code of Federal Regulations
CHCO	Chief Human Capital Officer
CHCOC	Chief Human Capital Officers Council
CIGIE	Council of the Inspector General on Integrity and Efficiency
CIO	Chief Information Office
CLD	Center of Leadership Development
CLIA	Congressional, Legislative and Inter-Governmental Affairs
CM IPS	Credit Monitoring & Identity Protection Services
CMS	Center for Management Services
COLA	Cost of Living Adjustment
COTS	Commercial-off-the-shelf
COVID	Coronavirus
CPM	Compensation Policy Memoranda
CSRDF	Civil Services Retirement and Disability Fund
CSRS	Civil Service Retirement System
DCFSA	Dependent Care Flexible Spending Account
DCSA	Defense Counterintelligence and Security Agency

DEIA	Diversity, Equity, Inclusion, and Accessibility
DISA	Defense Information Systems Agency
DITCO	Defensive Information Technology Contracting Organization
DLA	Defense Logistics Agency
DOD	Department of Defense
DOJ	U.S. Department of Justice
DOT	U.S. Department of Transportation
DSMM	Data Standards Management and Modernization
EAP	Enterprise Acquisition Policy
EEO	Equal Employment Opportunity
EEOC	U.S. Equal Employment Opportunity Commission
EHRI	Enterprise Human Resources Integration
eOPF	Electronic Official Personnel Folders
EPA	U.S. Environmental Protection Agency
ER	Employee Relations
ES	Employee Services
EX	Executive Schedule
FEDRAMP	Federal Risk and Authorization Management Program
FEDVIP	Federal Employees Dental and Vision Insurance Program
FEGLI	Federal Employees' Group Life Insurance
FEHB	Federal Employees Health Benefits Program
FEHBF	Federal Employees Health Benefits Fund
FEHBP	Federal Employees Health Benefits Program
FEI	Federal Executive Institute
FEIO	Federal Employees Insurance Operations
FERCCA	Federal Erroneous Retirement Coverage Correction Act
FERS	Federal Employees Retirement System
FFS	Federal Financial System
FHRI	Federal HR Institute
FITARA	Federal Information Technology Acquisition Reform Act
FLTCIP	Federal Long-Term Care Insurance Program

FOIA	Information Management and Freedom of Information Act
FPRAC	Federal Prevailing Rate Advisory Committee
FRAE	Further Revised Annuity Employees
FSAFEDS	Flexible Spending Accounts for Federal Employees
FSC	Federal Staffing Center
FSC	Federal Staffing Center
FSEM	Facilities, Security, and Emergency Management
FTE	Full-time Equivalent
FY	Fiscal Year
GAO	Government Accountability Office
GS	General Schedule
GSA	General Services Administration
H.R.	United States House of Representatives
HC	Human Capital
HCaTS	Human Capital and Training Solutions
HCBRM	Human Capital Business Reference Model
HCDMM	Human Capital Data Management and Modernization
HCFSA	Health Care Flexible Spending Accounts
HCIS	Human Capital Industry Solutions
HCPPPO	Human Capital Policy Performance and Operations
HHS	U.S. Department of Health and Human Services
HI	Healthcare and Insurance
HISP	High Impact Service Provider
HMO	Health Maintenance Organization
HR	Human Resources
HRIT	Human Resources Information Technology
HRLOB	Human Resource Line of Business
HRS	Human Resource Solutions
HRSES	Human Resources Strategy and Evaluation Solutions
HRSTRAT	HR Strategy
IAA	Inter-agency Agreement

IHCIA	Indian Health Care Improvement Act
IJA	Infrastructure Investment and Jobs Act
IPS	Identity Protection Services
IT	Information Technology
LDS	Leadership for a Democratic Society
LEX HCFA	Limited Expense Health Care Flexible Spending Account
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, and Queer
LOB	Line of Business
LOC	Letter of Credit
MA/IDIA	Multiple Awards, Indefinite Delivery/Indefinite Quantity
MAESC	Multi-Agency Executive Strategy Council
MSAC	Merit System Accountability & Compliance
MSPB	Merit Systems Protection Board
NAPA	National Academy of Public Administration
NASA	National Aeronautics and Space Administration
NIST	National Institute of Standards and Technology
OA	Office of Audits
OC	Office of Communications
OCFO	Office of the Chief Financial Officer
OCIO	Office of the Chief Information Officer
OCM	Organization Change Management
OD	Office of the Director
ODEIA	Office of Diversity, Equity, Inclusion, and Accessibility
ODNI	Office of the Director of National Intelligence
OE	Office of Evaluations
OES/ExecSec	Office of the Executive Secretariat
OESPIM	Office of the Executive Secretariat, Privacy, and Information Management
OGC	Office of the General Counsel
OGE	Office of Government Ethics
OI	Office of Investigations
OIG	Office of the Inspector General

OLLA	Office of Legal and Legislative Affairs
OM	Office of Management
OMB	Office of Management and Budget
OPIM	Office of Privacy and Information Management
OPM	Office of Personnel Management
OPO	Office of Procurement Operations
OSDBU	Office of Small and Disadvantaged Business Utilization
P.L.	Public Law
PAC	Performance Accountability Council
PDS	Program Development and Support
PIN	Personal Identification Number
PIV	Personal Identity Verification
PMF	Presidential Management Fellows
PMO	Program Management Office
PPIP	Performance and Process Improvement Program
PSRHB	Postal Service Retiree Health Benefit Fund
QSMO	Quality Service Management Office
RAE	Revised Annuity Employees
REHB	Retired Employees Health Benefits
RF	Revolving Fund
ROI	Return on Investment
RS	Retirement Services
S&E	Salaries & Expenses
SAM	System Acquisition Management
SCRM	Supply Chain Risk Management
SES	Senior Executive Service
SL	Senior Level
SME-QA	Subject Matter Expert Qualification Assessment
SSCLOB	Security, Suitability and Credentialing Line of Business
SSP	System Security Plan
ST	Scientific and Professional

SuitEA	Suitability Executive Agent
SUM	Spend Under Management
TCU	Tribal Colleges and Universities
TFM	Trust Funds Modernization
TMF	Technology Modernization Fund
TRB	Theodore Roosevelt Building
TSA	Transportation Security Administration
U.S.C.	United States Code
USAL	USA Learning
USAP	USA Performance
USDA	U.S. Department of Agriculture
USDS	U.S. Digital Service
VA	U.S. Department of Veterans Affairs



U.S. Office of Personnel Management

Office of the Chief Financial Officer

1900 E Street, NW, Washington, DC 20415

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