U.S. Office of Personnel Management

Congressional Budget Justification
and Annual Performance Plan | FY 2024

This report is prepared in accordance with the requirements of Office of Management and Budget (OMB) Circular A-11, *Preparation, Submission, and Execution of the Budget;* and OMB Circular A-136, *Financial Reporting Requirements.*

OPM

MARCH 2023

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Executive Summary

FY 2024 Budget Overview

For more than 40 years, the U.S. Office of Personnel Management (OPM) has served its mission to champion talent for the Federal Government, the largest employer in the country. As we lead Federal agencies in evolving workforce policies, programs, and benefits in service to the American people, we remain true to the principles embedded in the law of an impartial, inclusive, professional civil service based on merit, where employees should be judged only on how well they can do the job. In addition to providing agencies with the tools they need to recruit, hire, and retain a well-qualified 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 is engaged in a multi-year transformation process to stabilize the agency's capacity to meet our broad mission, deliver on Biden-Harris Administration priorities, and drive modernization to solve human capital challenges identified in our FY 2022-2026 Strategic Plan. To support these imperatives, OPM requests **$461,764,000** in discretionary resources for FY 2024 for OPM's services to the Federal Government, its employees, retirees, and the American people. This request includes $37,675,056 to implement the Postal Service Health Benefits program.

This budget request builds on OPM's FY 2023 budget, which provided needed funding to continue stabilizing OPM operations and execute on Administration priorities, including those identified in Priority 1 of the President's Management Agenda, focused on "strengthening and empowering the Federal workforce." The incremental funding in this FY 2024 budget request will fund critical modernization efforts and the implementation of the Postal Service Health Benefits Program (PSHBP) as required by law.

The FY 2024 budget request will incrementally fund investment in OPM's IT Modernization more generally, including migrating the OPM legacy mainframes from their current physical data centers to cloud technology, and enhancing critical cybersecurity capabilities. In addition to productivity and cybersecurity enhancements, funding OPM's mainframe transition to the cloud in FY 2024 will allow OPM to realize cost savings for the American taxpayer, as it will avoid the much higher cost of replacing on-premise mainframes that currently underpin many of our IT systems. Similarly, requested cybersecurity investments will allow OPM to maintain acceptable risk levels – as cybersecurity threats continually evolve and become more

sophisticated, requiring investment to stay current with best practices and recent Executive Orders.

In addition to modernizing technology, this FY 2024 budget request will also invest in modernizing OPM's policy framework around Federal hiring. Key investments will be made in OPM's Employee Services office focused on developing capacity to identify, design, and deploy innovations in Federal hiring policy, including supporting a new Hiring Experience group within Employee Services. This funding will also support refining and embedding successful innovations in Federal hiring that OPM successfully deployed in support of the Bipartisan Infrastructure Law (BIL) – allowing OPM to extend these innovations to support additional agencies in their surge hiring associated with recent legislation such as the CHIPS and Science Act of 2022 and the Inflation Reduction Act of 2022.

This budget request supports implementing OPM's transformational roadmap, including by building on the FY 2023 budget in reasserting OPM's workforce policymaking leadership responsibilities, strengthening OPM's leadership in Diversity, Equity, Inclusion, and Accessibility (DEIA), continuing our enhancements to OPM's cybersecurity, investing in OPM's customer service, and reflecting the increased work OPM has and will take on to support agencies in their surge hiring associated with recent legislation cited above. 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 2022 through FY 2024 – Discretionary Resources

OPM Budget Authority	FY 2022 Enacted	FY 2023 Enacted	FY 2024 CBJ
Salaries and Expenses Total	**$235,434,000**	**$190,784,000**	**$260,188,000**
Salaries & Expenses	$156,092,000	$171,411,000	$244,371,532
IT Modernization S&E	$8,842,000	$19,373,000	$15,816,468
Postal Reform S&E - No Year	$70,500,000	$0	$0
Trust Fund Total	**$174,714,000**	**$194,924,000**	**$201,576,000**
Trust Fund Annual	$174,714,000	$194,924,000	$201,576,000
Discretionary Appropriation	**$410,148,000**	**$385,708,000**	**$461,764,000**
Salaries & Expenses - OIG	$5,150,000	$6,908,000	$7,066,000
Trust Fund Annual - OIG	$28,083,000	$29,487,000	$38,718,000
OIG Discretionary Appropriation *	**$33,233,000**	**$36,395,000**	**$45,784,000**
OPM Total	**$443,381,000**	**$422,103,000**	**$507,548,000**

OPM Strategic Priorities

In FY 2024, OPM will continue to execute against its Strategic Plan to rebuild the capability and capacity of OPM, modernize the agency, and drive progress toward key Biden-Harris Administration priorities -- including delivering excellent customer service, working to make sure every Federal job is a good job, improving policies to treat all Federal employees with dignity and respect, and supporting agencies in finding, developing and retaining the talent they need to achieve their missions. This budget request invests in OPM's strategic priorities as follows:

Goal 1: Position the Federal Government as a model employer

As the nation's largest employer, OPM aims 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 by fostering DEIA workplaces, embracing the future of work, building the skills of the Federal workforce and attracting skilled talent, and championing the Federal workforce to better support Federal agency performance and mission for the American people. This budget request addresses both OMB's guidance to prioritize equity and the PMA's Strategy 1, Goal 1.

Making the Federal government a model employer requires continuous improvement over a number of years and OPM has already built momentum. For example, in FY 2022, OPM established the new Office of Diversity, Equity, Inclusion, and Accessibility (DEIA) and supported the development of the Governmentwide DEIA Strategic Plan. OPM also supported the surge hiring for agencies impacted by the Bipartisan Infrastructure Investment and Jobs Act (IIJA), reducing the average time-to-hire by 9 percent for approximately 6,400 positions in these agencies.

If resourced, this budget request will further strengthen the Federal government as a model employer. OPM will continue to advance the Federal government's DEIA efforts, expanding technical assistance with agency DEIA efforts- for example, investing in building an inclusive recruiting pipeline that can be utilized by all agencies, and piloting new approaches to reduce inequalities in career progression in the Federal workforce, especially at the Senior Executive Service (SES) level. For additional information on OPM's plans to foster DEIA workplaces in FY 2024, please refer to the objective 1.1 section of the "Performance Budget by Strategic Goal" chapter of this document.

The Federal government must also overcome traditionally cumbersome and lengthy hiring processes to compete as a modern model employer. This FY 2024 budget request builds on the successful engagements with IIJA impacted agencies and supports evaluation of the end-to-end hiring model as well as leveraging Federal Action Skills Teams to support closing key skill gaps. It also supports increased capabilities in the USAStaffing platform to reduce the time to hire. For additional information on OPM's plans to build the skills of the Federal workforce and attract skilled talent in FY 2024, please refer to the objective 1.3 section of the "Performance Budget by Strategic Goal" chapter of this document.

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

OPM must fundamentally transform its internal capacity and capability to fully realize the goals sought in OPM's FY 2022-2026 Strategic Plan and better serve agencies and the American people. OPM is pursuing a broad set of improvements in this area, focused on culture, talent and skill development, employee engagement, resource management and IT infrastructure enhancements, which require financial investment to overcome OPM's legacy technical debt.

OPM has embarked on a multi-year journey to modernize IT systems, including improving OPM's Federal Information Technology Acquisition Reform Act scorecard a full letter grade in FY 2022, from a C+ to a B+. Reflecting OPM's commitment to improving technology, the agency also deployed OPM's Enterprise Cloud, implemented cloud-based security protections, and replaced older technology phone systems.

If resourced, this budget request continues the transformation of OPM's core IT systems from outdated and low-performing legacy technology to modern systems, with the associated improvements in cybersecurity, performance, customer experience, and efficiency. OPM will stay on track for a fiscal year 2025 completion of the Trust Funds Modernization Program, and continue to digitize key parts of the retirement process, including front-end document submission and signature and post-submission case management.

The FY 2024 budget request will also build OPM's capabilities through increased training and upskilling, leveraging existing studies on capability and workforce gaps to centrally develop relevant materials and courses, target these activities to the most suited staff, and track progress and training outcomes.

These investments directly address OMB's guidance to prioritize cybersecurity. For additional information on OPM's plans to transform the agency's organizational capacity and capability in FY 2024, please refer to the Goal 2 section of the "Performance Budget by Strategic Goal" chapter of this document.

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

OPM's success must ultimately be measured by the quality of the service it provides to its many customers, including agencies, beneficiaries, annuitants and their families, the Federal workforce at large, and job applicants. Improving the experience of OPM's customers and strengthening OPM's customer service capabilities and culture is foundational to OPM's Strategic Plan. These investments also directly address OMB's guidance to prioritize customer experience and are responsive to the PMA's Strategy 2 and its focus on High Impact Service Providers.

This FY 2024 budget request, if resourced, will maintain this positive momentum and generate additional step change improvements, from supporting the overhaul of OPM's website to improving the ease and speed with which beneficiaries can compare and select various Federal Employees Health Benefit Program (FEHB) plans. The budget request includes a particular focus on improving the Federal retiree and family member experience – taking steps toward creating a fully digital retirement system with investments in the foundational infrastructure needed to make this transition.

More broadly, this budget request will support an enterprise cultural shift to make all parts of OPM more customer-focused, with associated improvements in customer experience across major facets of the agency. If resourced, OPM will scale up a cross-OPM customer account management team dedicated specifically to making OPM more responsive to customer needs, a precursor to an agency-wide customer experience office.

For additional information on OPM's plans to create a human-centered customer experience in FY 2024, please refer to the Goal 3 section of the "Performance Budget by Strategic Goal" chapter of this document.

Goal 4: Provide innovative and data-driven solutions to enable agencies to meet their missions

To function as the Federal government's strategic human capital leader, OPM must increasingly provide the solutions agencies need for their most difficult human capital problems, becoming more proactive, innovative, and data driven. This will require removing unnecessary administrative burden, accelerating workforce policymaking, and investing in core data capabilities to improve the quality and usability of one of the largest datasets of human capital information in the world.

OPM has already begun to refresh its approach and provide more of what agencies need. For example, OPM has launched the first Federal Human Capital Data Analytics Community of Practice, and is rapidly building needed data tools, such as human capital dashboards and a series of Application Programming Interfaces for agency access to USAStaffing and USAJOBS data.

If resourced, OPM will embed and extend its capabilities to provide solutions to agencies. This includes investing in customer relationship management capabilities, improving visibility into OPM's internal Document Approval System Hub data, and expanding delivery of regulatory process training to critical staff members in OPM and to key OPM audiences. It will also invest in sharing cross-government best-practices through road shows and webinars on a range of topics, including new delegations of authority.

This FY 2024 budget also invests in the next wave of improvements, building on the foundational improvement and modernization efforts in FY 2022 and FY 2023, improving data quality (e.g., of payroll data) and maintaining multi-year efforts such as building out the suite of data-informed dashboards and analytical products requested by agency customers.

For additional information on OPM's plans to provide innovative and data-driven solutions in FY 2024, please refer to the goal 4 section of the "Performance Budget by Strategic Goal" chapter of this document.

Implement the Postal Service Reform Act

The Postal Service Reform Act of 2022 (PSRA, Public Law 117-108) requires OPM to establish the Postal Service Health Benefits Program (PSHBP), a new health benefits program for 1.7 million United States Postal Service (USPS) employees, annuitants, and their eligible family

members, starting in January 2025, that will operate within but separate from FEHBP. FY 2024 is a pivotal year in establishing this Program. OPM will be contracting with approved health insurance carriers, deploying core back-end technical systems and data linkages, standing up front-end user interfaces and customer service infrastructure, and working with USPS and other partners to inform and educate postal employees and annuitants about the program they are joining. Detailed plans regarding the Postal Service Reform Act implementation are available in a subsequent chapter in this document.

FY 2024 Technology Modernization

This budget request proposes no-year funding to continue incremental enhancements in the agency's information technology and cybersecurity posture and continue to further modernize how OPM serves its' customers. In addition to our FY 2024 budget request, OPM is also seeking funding for several Information Technology (IT) modernization projects through the Technology Modernization Board. OPM is also utilizing our IT Working Capital Fund as authorized by the Modernizing Government Technology Act to help finance future technology modernization. The IT Working Capital Fund will permit OPM to better plan and execute IT investments.

Reliability and Security of Information Technology Infrastructure

The Office of the Chief Information Officer (OCIO) has focused on reducing risks and improving the customer experience 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.

This FY 2024 budget request will partially fund investments to improve cybersecurity by modernizing core IT infrastructure, continuing a multi-year effort to replace our systems and applications with cloud-based solutions. A signature example of this is that our FY 2024 request includes funds to migrate OPM's mainframe to be hosted within the cloud instead of data centers. Given that OPM's mainframes are near end of supported life, migrating the mainframes to the cloud will allow OPM to avoid needing to procure two new mainframes. In addition to cost avoidance, this transition will drive significant performance and efficiency improvements and reduce cybersecurity risk from old systems.

Another example of OPM's investment in cybersecurity is the implementation of a cloud-based Security Information and Event Management System (SEIM), which allows OPM to log,

organize, and analyze events that occur across OPM systems. This type of monitoring capability is essential to identify and counter suspicious activities as well as to facilitate data-informed continuous learning activities for cybersecurity personnel. Similarly, OPM's request invests directly in additional cybersecurity staffing, mitigating cybersecurity risk arising from the transition of background investigations to the Department of Defense.

The FY 2024 budget request also maintains critical on-going cybersecurity operations, such as a comprehensive security operations program that protects data continuously and in real-time and funding 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, mitigates evolving cyber threats and facilitates data-driven, risk-based oversight of agency-wide business programs.

Modernize the Federal Annuity Experience

OPM understands the imperative to create a more modern retirement experience for Federal employees who have earned these benefits over a career of serving the American public. Essential to creating an excellent customer experience is digitizing OPM's currently largely paper-centric process.

OPM has begun to develop an Online Retirement Application (ORA), a customer-facing portal that allows retirees, agencies, and payroll providers to submit their retirement applications online. Our FY 2024 request includes funding to finalize the ORA's development and to launch it with a much wider set of agencies, dramatically scaling up the population of Federal employees who have access to it. This will improve any user's experience.

In concert with receiving retirement applications online, OPM began to develop a pilot capability to accept and store digital applications and keep further streamlining the retirement application experience. Our FY 2024 request will extend this capability to additional agencies.

As we scale the digital front-end of the retirement process, a necessary next step is to transition away from largely paper-based case management processes. Our FY 2024 request will begin to fund the expansions of the case management system of ORA to include additional digital cases. A necessarily multi-year journey, deploying this case management system will allow all relevant information to be easily available for case processors, which will reduce the time required to process a retirement case, reduce the backlog of retirement cases and improve retirees'

experiences. It will also eventually reduce the time-consuming, environmentally taxing and expensive manual steps to print and compile case files, further accelerating case processing, reducing errors, and permitting OPM to make better use of staff levels**.**

Trust Funds Federal Financial System Modernization

The multi-year, multi-release effort to replace the financial management solution used to manage OPM's Earned Benefits Trust Funds continues to be a strategic priority. OPM manages over $1.1 trillion of combined assets for the Earned Benefits Trust Funds to finance retirement, health, and life insurance benefits – impacting millions of federal employees, retirees, and their families. OPM invests $10+ billion in Treasury Securities daily, processes $8+ billion retirement payments monthly, and distributes $60+ billion in health and life benefits annually. A modernized financial management solution supporting Trust Funds Operations directly benefits the entire federal government.

OPM envisions a trust fund service delivery model that is agile, analytical, and customer-focused, with an upskilled workforce to provide best-in-class trust funds accounting and investment services to the Federal government. To achieve this vision, with strong OMB support in FY 2017, OPM established the Trust Funds Modernization (TFM) Program to migrate Trust Funds functions from legacy mainframe systems to a modernized solution. OPM achieved significant milestones as the agency transformed its trust funds financial management operations through an incremental delivery strategy.

We are proud to report that in October 2022, OPM, on budget and on schedule, successfully migrated trust funds core financial and investment functions from the legacy 30+ year old mainframe environment to the more modernized federal financial management shared services integrated solution. Managed by the Treasury ARC, this successful migration aligns with the President's Office of Management and Budget (OMB) Memorandum M-17-22 and Memorandum M-19-16 and improves OPM's reputation as a reliable and good steward of taxpayer money for IT modernization and business transformation. With the transition to the shared services solution, OPM continues to support its transformative vision that seeks to enhance the customer experience through data intelligence, analytics, and service delivery.

This successful migration is only one of two phases of the project. The second phase (also known as Release 2) targets the health and life insurance benefits-related trust funds financial management processes. Currently, these processes are paper-based and depend on legacy mainframe applications that have been unable meet the growing needs of OPM Trust Funds

Operations. In continued partnership with Treasury ARC, OPM believes that these functions can also be migrated off the mainframe and over to Treasury's shared services platform and modern financial management technology. Requirements for this effort have been documented, and OPM's partnership with Treasury ARC continues in FY 2023 with planning, requirements verification, and design activities. However, to successfully complete Release 2, OPM needs to continue the migration lifecycle into FY 2024, which will focus on system configurations, interface and system developments, user acceptance testing, training, data migration, and successful deployment.

Current budget levels only support the TFM program through FY 2023. Additional FY 2024 funding is needed to keep the TFM Program on budget and schedule. This budget supports Release 2 migration activities with Treasury ARC and for vendor support in the areas of program management, data and interface management, and organizational change management. If the requisite funding is provided, OPM estimates that TFM Release 2 will be completed in Q1 FY 2025.

FY 2024 Budget Request by Fund

OPM estimates that its total operating budget in FY 2024 will be **$1,308,466,350**. 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 Office of the 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 2022 through FY 2024

OPM Budget Authority	FY 2022 Enacted	FY 2023 Enacted	FY 2024 CBJ
Discretionary Appropriation	**$410,148,000**	**$385,708,000**	**$461,764,000**
Salaries and Expenses Total	**$235,434,000**	**$190,784,000**	**$260,188,000**
Salaries & Expenses	$226,592,000	$171,411,000	$244,371,532
IT Modernization S&E	$8,842,000	$19,373,000	$15,816,468
Postal Reform S&E - No Year	$70,500,000	$0	$0
Trust Fund Annual Total	**$174,714,000**	**$194,924,000**	**$201,576,000**
Mandatory Administrative Authorities	**$83,680,172**	**$88,974,679**	**$101,742,020**
Trust Fund Mandatory Authority	**$83,680,172**	**$88,974,679**	**$101,742,020**
5 U.S.C. § 8348 (a)(1)(B) - Retirement	$72,601,334	$76,822,619	$82,814,642

OPM Budget Authority	FY 2022 Enacted	FY 2023 Enacted	FY 2024 CBJ
5 U.S.C. § 8958(f)(2)(A) & 5 U.S.C. § 8988(f)(2)(A) - Dental & Vision	$6,638,017	$9,223,093	$15,842,910
5 U.S.C. § 9004(f)(B) - Long-Term Care	$3,052,746	$1,559,673	$1,623,437
FERCCA (P.L. 106-265) - Retirement	$1,388,075	$1,369,294	$1,461,031
Revolving Fund	**$570,879,562**	**$618,624,426**	**$677,850,846**
Advance and Reimbursements	**$60,382,647**	**$52,551,021**	**$21,325,484**
OIG Discretionary Appropriation	**$33,233,000**	**$36,395,000**	**$45,784,000**
Salaries & Expenses - OIG	$5,150,000	$6,908,000	$7,066,000
Trust Fund Annual - OIG	$28,083,000	$29,487,000	$38,718,000
OPM Total	**$1,158,323,382**	**$1,182,253,126**	**$1,308,466,350**

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 2024 discretionary request is **$461,764,000**.

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 **$260,188,000** in Salaries and Expenses (S&E) funds for personnel and non-personnel resources, which includes $37,675,056 for Postal Services Health Benefits Program and **$15,816,468** for IT Modernization efforts. These efforts will be focused on IT transformation in Retirement Services and Healthcare and Insurance, investments in zero-trust architecture, Trust Fund Modernization initiated in FY 2017, 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 **$201,576,000** 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 (FEGLI) 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 (FEGLI).

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 comprised entirely of enrollee contributions.

Revolving Fund Activities

Business Line		FY 2023 Estimate	FY 2024 Estimate	Increase Decrease
Suitability Executive Agent	Revenue	$9,355,200	$8,665,535	($689,665)
	Obligations	$8,805,896	$8,536,321	($269,575)
Human Resources Solutions	Revenue	$358,096,429	$396,137,283	$38,040,854
	Obligations	$385,897,853	$402,234,942	$16,337,089
Enterprise Human Resources Integration	Revenue	$25,526,354	$26,666,589	$1,140,235
	Obligations	$37,134,408	$51,568,405	$14,433,997
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	$80,500,000	$82,915,000	$2,415,000
	Obligations	$97,508,519	$107,015,012	$9,506,493
Credit Monitoring	Revenue	$85,966,178	$90,055,102	$4,088,923
	Obligations	$86,127,750	$91,846,166	$5,718,416
Federal Executive Boards	Revenue	$0	$13,500,000	$13,500,000
	Obligations	$0	$13,500,000	$13,500,000
Total Revenue		$562,594,161	$607,589,509	$44,995,347
Total Obligations		$618,624,426	$664,350,846	$45,726,420

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

OPM requests authority in FY 2024 to incur **$664,350,846** 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 six groups -- the Office of the Suitability Executive Agent (SuitEA), Human Resources Solutions (HRS), Enterprise Human Resources Integration (EHRI), Human Resources Solutions Information Technology Program Management Office (HRSITPMO) Credit Monitoring Services, and new for FY 2024 Federal Executive Boards -- these activities are performed by Federal staff and contractors qualified for the service throughout several OPM organizations.

FY 2023 & FY 2024 Comparison of FTE — All Resources

OPM Budget Authority	FY 2023 Enacted	FY 2024 CBJ
Salaries and Expenses	**786.3**	**1,066.1**
Trust Fund Annual	**768.9**	**777.6**
Trust Fund Mandatory Authority	**462.9**	**463.7**
5 U.S.C. § 8348 (a)(1)(B) - Retirement	432.4	432.4
5 U.S.C. § 8958(f)(2)(A) & 5 U.S.C. § 8988(f)(2)(A) - Dental &	19.1	19.8
5 U.S.C. § 9004(f)(B) - Long-Term Care	4.4	4.6
FERCCA (P.L. 106-265) - Retirement	7.0	7.0
Revolving Fund	**792.5**	**878.7**
Advances & Reimbursements	**39.0**	**40.0**
OIG Discretionary Total	**165.2**	**211.6**
Salaries & Expenses - OIG	22.2	26.0
Trust Fund Annual - OIG	143.0	185.6
OPM Total	**3,014.7**	**3,437.7**

OPM's FY 2024 budget supports **3,438** full-time-equivalents (FTEs). Of this total, the discretionary appropriation and Mandatory Trust Fund transfers will fund **2,307** 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 **1,130** FTEs are funded by the Revolving Fund, Advances and Reimbursements, and Office of the Inspector General (OIG).

The FY 2024 FTE level increased by 368 FTEs when compared to the FY 2023 Enacted budget level. The discretionary budget increased by 289 FTE. This is attributed to a 281 FTE growth in the Salaries and Expenses fund to support 154 FTE for the Postal Service Health Benefits Program and 91 FTE for continued enhancement of retirement program administration of the Civil Service and Federal Employees' Retirement Systems.

The remaining 36 FTE support increased capacity across various OPM organizations in support of agency priorities and the President's agenda. These organizations include Merit System Accountability & Compliance, Employee Services, OPM Human Resources, Office of Diversity, Equity, Accessibility, and Inclusion, Office of Procurement, Officer of the Chief Financial Officer, and the Office of the Chief Financial Officer.

Also contributing to the discretionary increase are 9 FTEs funded by Trust Fund Limitation. This is primarily attributed to an increase for 6 FTEs in the Healthcare and Insurance program.   The increase provides additional program support for Federal Employees Health Benefits Program

(FEHBP). The remaining FTE increases are within the Office of the Chief Financial Officer (OCFO) and Office of the Chief Information Officer (OCIO).

FY 2024 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
Centrally Funded Items	1.0	0.0	0.0	0.0	0.0	0.0	0.0	**1.0**
Office of the Chief Information Officer	87.2	0.0	28.9	1.1	35.0	10.9	142.0	**305.0**
Congressional, Legislative and Intergovernmental Affairs	18.0	0.0	0.0	0.0	0.0	0.0	0.0	**18.0**
Employee Services	188.8	0.0	0.0	0.0	0.0	0.0	63.0	**251.8**
Equal Employment Opportunity	0.0	0.0	0.0	0.0	7.5	0.0	0.0	**7.5**
Facilities, Security & Emergency Management	7.0	0.0	0.0	0.0	63.6	12.7	0.0	**83.3**
Federal Prevailing Rate Advisory Committee	0.5	0.0	0.0	0.0	0.0	0.0	0.0	**0.5**
Healthcare & Insurance	86.0	0.0	145.9	24.5	0.0	0.0	0.0	**256.5**
HR Solutions	0.0	0.0	0.0	0.0	0.0	0.0	583.1	**583.1**
Merit System Accountability & Compliance	99.6	0.0	0.0	0.0	5.0	2.4	0.0	**107.0**
Office of Communications	17.5	0.0	0.0	0.0	0.0	0.0	0.0	**17.5**
Office of Procurement Operations	8.7	0.0	0.0	0.0	24.8	0.0	0.0	**33.5**
Office of Small and Disadvantaged Business Utilization	0.0	0.0	0.0	0.0	2.0	0.0	0.0	**2.0**
Office of the Chief Financial Officer	8.0	6.7	41.8	0.0	60.3	0.0	3.8	**120.5**
Office of the Director	29.0	0.0	0.0	0.0	0.0	4.0	0.0	**33.0**
Retirement Services	125.0	0.0	561.0	438.1	0.0	0.0	0.0	**1,124.1**

Organizations	Salaries & Expenses	IT Modernization S&E	Trust Fund Annual	Trust Fund Mandatory Authority	Common Services	Advances & Reimbursements	Revolving Fund	OPM Total
Suitability Executive Agent Programs	0.0	0.0	0.0	0.0	0.0	0.0	53.0	**53.0**
Security, Suitability and Credentialing Line of Business (SSCLOB)	0.0	0.0	0.0	0.0	0.0	10.0	0.0	**10.0**
White House Fellows	4.9	0.0	0.0	0.0	0.0	0.0	0.0	**4.9**
OPM Human Resources	10.0	0.0	0.0	0.0	56.7	0.0	0.0	**66.7**
Office of the General Counsel	1.5	0.0	0.0	0.0	38.2	0.0	0.0	**39.7**
Human Capital Data Management and Modernization	34.1	0.0	0.0	0.0	0.0	0.0	33.9	**68.0**
Office of Diversity, Equity, Inclusion and Accessibility	18.0	0.0	0.0	0.0	0.0	0.0	0.0	**18.0**
Office of the Executive Secretariat and Privacy and Information Management	8.8	0.0	0.0	0.0	13.2	0.0	0.0	**22.0**
OPM Total	**753.4**	**6.7**	**777.6**	**463.7**	**306.3**	**40.0**	**878.7**	**3,226.4**

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	Advance and Reimbursements	Revolving Fund	OPM Total
Centrally Funded Items	1.0	0.0	0.0	0.0	0.0	0.0	0.0	**1.0**
Office of the Chief Information Officer	74.3	0.0	26.9	1.1	35.0	10.9	132.8	**280.9**
Congressional, Legislative and Intergovernmental Affairs	17.0	0.0	0.0	0.0	0.0	0.0	0.0	**17.0**
Employee Services	182.7	0.0	0.0	0.0	0.0	0.0	0.0	**182.7**
Equal Employment Opportunity	0.0	0.0	0.0	0.0	7.5	0.0	0.0	**7.5**

Organizations	Salaries & Expenses	IT Modernization S&E	Trust Fund Annual	Trust Fund Mandatory Authority	Common Services	Advance and Reimbursements	Revolving Fund	OPM Total
Facilities, Security & Emergency Management	2.0	0.0	0.0	0.0	63.0	11.7	0.0	**76.7**
Federal Prevailing Rate Advisory Committee	0.5	0.0	0.0	0.0	0.0	0.0	0.0	**0.5**
Healthcare & Insurance	0.0	0.0	139.8	23.7	0.0	0.0	0.0	**163.5**
HR Solutions	0.0	0.0	0.0	0.0	0.0	0.0	569.0	**569.0**
Merit System Accountability & Compliance	86.6	0.0	0.0	0.0	5.0	2.4	0.0	**94.0**
Office of Communications	14.5	0.0	0.0	0.0	0.0	0.0	0.0	**14.5**
Office of Procurement Operations	5.7	0.0	0.0	0.0	24.8	0.0	0.0	**30.5**
Office of Small and Disadvantaged Business Utilization	0.0	0.0	0.0	0.0	2.0	0.0	0.0	**2.0**
Office of the Chief Financial Officer	3.0	6.7	41.3	0.0	58.8	0.0	3.8	**113.5**
Office of the Director	33.0	0.0	0.0	0.0	0.0	4.0	0.0	**37.0**
Retirement Services	0.0	0.0	561.0	438.1	0.0	0.0	0.0	**999.0**
Suitability Executive Agent Programs	0.0	0.0	0.0	0.0	0.0	0.0	53.0	**53.0**
Security, Suitability and Credentialing Line of Business (SSCLOB)	0.0	0.0	0.0	0.0	0.0	10.0	0.0	**10.0**
White House Fellows	4.9	0.0	0.0	0.0	0.0	0.0	0.0	**4.9**
OPM Human Resources	0.8	0.0	0.0	0.0	55.7	0.0	0.0	**56.5**
Office of the General Counsel	0.0	0.0	0.0	0.0	38.2	0.0	0.0	**38.2**
Office of Privacy and Information Management	3.8	0.0	0.0	0.0	12.0	0.0	0.0	**15.8**

Organizations	Salaries & Expenses	IT Modernization S&E	Trust Fund Annual	Trust Fund Mandatory Authority	Common Services	Advance and Reimbursements	Revolving Fund	OPM Total
Human Capital Data Management and Modernization	34.1	0.0	0.0	0.0	0.0	0.0	33.9	**68.0**
Office of Diversity, Equity, Inclusion and Accessibility	14.0	0.0	0.0	0.0	0.0	0.0	0.0	**14.0**
OPM Total	**477.7**	**6.7**	**768.9**	**462.9**	**301.9**	**39.0**	**792.5**	**2,849.5**

FY 2024 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 2023 Enacted	FY 2024 CBJ	Increase/Decrease
Personnel Compensation	$165,445,548	$198,450,321	$33,004,773
Personnel Benefits	$59,656,762	$71,639,005	$11,982,243
Benefits for former personnel	$748,023	$551,694	($196,329)
Travel and transportation of person	$784,324	$886,661	$102,337
Transportation of things	$22,803	$32,837	$10,034
Communications, utilities and rent	$47,886,880	$54,269,893	$6,383,013
Printing and Reproduction	$1,035,572	$1,037,255	$1,683
Other Services	$109,033,602	$132,373,192	$23,339,590
Supplies and Materials	$767,302	$903,924	$136,622
Equipment	$327,185	$1,619,219	$1,292,034
Total Object Class	**$385,708,000**	**$461,764,000**	**$76,056,000**
FTE	**1,555.2**	**1,843.7**	**288.5**

Salaries and Expenses Budget by Object Class

Object Class	FY 2023 Enacted	FY 2024 CBJ	Increase/Decrease
Personnel Compensation	$76,415,218	$106,466,908	$30,051,690
Personnel Benefits	$26,578,493	$37,445,180	$10,866,687
Benefits for former personnel	$277,000	$200,000	($77,000)
Travel and transportation of person	$438,624	$547,210	$108,586
Transportation of things	$827	$10,950	$10,123
Communications, utilities and rent	$25,166,776	$29,345,972	$4,179,196
Printing and Reproduction	$191,343	$197,524	$6,181
Other Services	$61,228,978	$84,150,250	$22,921,272
Supplies and Materials	$298,050	$341,684	$43,634

Object Class	FY 2023 Enacted	FY 2024 CBJ	Increase/Decrease
Equipment	$188,691	$1,482,322	$1,293,631
Total Object Class	**$190,784,000**	**$260,188,000**	**$69,404,000**
FTE	**786.3**	**1,066.1**	**279.8**

Trust Fund Limitation – Budget by Object Class

Object Class	FY 2023 Enacted	FY 2024 CBJ	Increase/Decrease
Personnel Compensation	$89,030,330	$91,983,413	$2,953,083
Personnel Benefits	$33,078,269	$34,193,825	$1,115,556
Benefits for former personnel	$471,023	$351,694	($119,329)
Travel and transportation of person	$345,700	$339,451	($6,249)
Transportation of things	$21,976	$21,887	($89)
Communications, utilities and rent	$22,720,104	$24,923,921	$2,203,817
Printing and Reproduction	$844,229	$839,731	($4,498)
Other Services	$47,804,623	$48,222,941	$418,318
Supplies and Materials	$469,252	$562,240	$92,988
Equipment	$138,494	$136,897	($1,597)
Total Object Class	**$194,924,000**	**$201,576,000**	**$6,652,000**
FTE	**768.9**	**777.6**	**8.7**

OPM's FY 2024 discretionary budget increased by $76.1 million from the FY 2023's Enacted budget. Salaries and Expenses (S&E) increased by $69.4 million over the FY 2023 Enacted level of $190,784,000, and Trust Fund Limitation increased by $6.7 million from the FY 2023 budget level of $194,924,000.

The FY 2024 Salaries and Expenses fund request totals $260,188,000. The FY 2024 Salaries and Expenses increase is mostly attributable to the following the following factors:

- Personnel Compensation and Benefits increased $36.9 million to finance the President's pay raise, 244 FTEs for Postal Service Health Benefits Program implementation and the continued enhancement of retirement program administration of the Civil Service and Federal Employees' Retirement Systems. The budget also finances an additional 36 FTEs. The primarily attributed to 36 FTEs across various programs within OPM. This includes 12 FTEs for MSAC in support of providing oversight to the merit systems principles initiative and 6 FTEs for ES' Center for Innovation in Federal Talent. Remaining FTEs will support the agencies' missions for strategic workforce planning and regulations established.

- Communications, utilities, and rent increased $4.1M primarily attributable to an increase in Rent to cover rent costs for space occupied by staff that provide

administrative support activities, license and maintenance costs, and postal costs for annual mailing and data exchange.

- Other services increased by $27 million to cover OPM's program contract activities. The contract activities will include the $11.1 million for Healthcare and Insurance for the Postal Service Health Benefits Program (PSHBP) and the Postal Customer Support Center (PCSC) and $1.2 million for RS to cover increased open season costs associated PSHBP. An increase of $9.6 million to the Office of the Chief Information Officer to support the increase in O&M costs and other IT critical contract activities. Additionally, $1 million will support the Human Capital Data Management and Modernization (HCDMM) for the General Services Administration (GSA) contract with the Center of Excellence (COE) and $500 thousand to support contract costs in OPM HR to support Talent Teams. The remaining $3.6 million divided among other OPM program offices to support anticipated operational contract costs.

- Equipment $1.3 million increase is attributed to Retirement Services (RS) .

The FY 2024 Trust Fund Limitation fund request totals $201,576,000. The $6.7 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 $3.9 million to finance the President's pay raise and the additional 9 FTEs. This is primarily attributed to an increase for 6 FTEs in the Healthcare and Insurance program. The increase provides additional program support for Federal Employees Health Benefits Program (FEHBP). The remaining FTE increases are within the Office of the Chief Financial Officer (OCFO) and Office of the Chief Information Officer (OCIO).

- Communications, utilities and rent increased $2.2 million primarily 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 continued custodial services to maintain common area space at OPM's headquarters building (TRB) post COVID-19 Pandemic.

- Other services increased $484 thousand attributable to an increase the Operations and Maintenance costs for the ARC Oracle Release 1 Application System and other agency priorities.

OPM Budget FY 2023 CBJ & FY 2024 CBJ by Organization and Fund — Discretionary Resources

Organizations	FY 2023 Enacted				FY 2024 CBJ			
	Salaries and Expenses	Trust Fund Annual	Common Services	OPM Total	Salaries and Expenses	Trust Fund Annual	Common Services	OPM Total
Centrally Funded Items	$3,810,512	$0	$0	**$3,810,512**	$4,085,918	$759,533	$1,000,000	**$5,845,451**
Office of the Chief Information Officer	$44,920,312	$11,141,045	$50,907,632	**$106,968,989**	$57,128,476	$11,562,388	$51,184,677	**$119,875,541**
Congressional, Legislative and Intergovernmental Affairs	$3,179,034	$0	$0	**$3,179,034**	$3,523,563	$0	$0	**$3,523,563**
Employee Services	$41,519,507	$0	$0	**$41,519,507**	$44,367,963	$0	$0	**$44,367,963**
Equal Employment Opportunity	$0	$0	$1,172,975	**$1,172,975**	$0	$0	$1,229,312	**$1,229,312**
Facilities, Security & Emergency Management	$217,000	$0	$13,368,756	**$13,585,756**	$739,061	$0	$13,906,590	**$14,645,651**
Federal Prevailing Rate Advisory Committee	$176,000	$0	$0	**$176,000**	$204,375	$0	$0	**$204,375**
Healthcare & Insurance	$0	$34,280,848	$0	**$34,280,848**	$25,102,050	$36,996,776	$0	**$62,098,826**
Merit System Accountability & Compliance	$13,609,090	$0	$953,630	**$14,562,720**	$15,919,011	$0	$974,651	**$16,893,662**
Office of Communications	$2,783,421	$0	$0	**$2,783,421**	$3,430,388	$0	$0	**$3,430,388**
Office of Procurement Operations	$1,381,748	$0	$5,639,909	**$7,021,657**	$2,077,546	$0	$5,836,435	**$7,913,981**
Office of Small and Disadvantaged Business Utilization	$0	$0	$523,739	**$523,739**	$0	$0	$525,708	**$525,708**
Office of the Chief Financial Officer	$10,850,892	$9,144,985	$24,598,604	**$44,594,481**	$8,358,785	$13,317,890	$25,455,265	**$47,131,940**
Office of the Director	$7,555,438	$0	$0	**$7,555,438**	$7,531,343	$0	$0	**$7,531,343**
Rent	$11,268,333	$12,441,000	$0	**$23,709,333**	$13,494,793	$15,133,581	$0	**$28,628,374**
Retirement Services	$0	$76,301,006	$0	**$76,301,006**	$13,576,614	$74,048,314	$0	**$87,624,928**
Security, Suitability and Credentialing Line of Business (SSCLOB)	$556,000	$0	$0	**$556,000**	$551,000	$0	$0	**$551,000**
White House Fellows	$1,105,031	$0	$0	**$1,105,031**	$1,184,565	$0	$0	**$1,184,565**
OPM Human Resources	$404,768	$0	$12,224,614	**$12,629,382**	$2,544,418	$0	$13,033,895	**$15,578,313**

Organizations	FY 2023 Enacted				FY 2024 CBJ			
	Salaries and Expenses	Trust Fund Annual	Common Services	OPM Total	Salaries and Expenses	Trust Fund Annual	Common Services	OPM Total
Office of the General Counsel	$0	$0	$8,072,460	**$8,072,460**	$367,544	$0	$8,289,062	**$8,656,606**
Office of Privacy and Information Management	$834,010	$0	$4,914,799	**$5,748,809**	$0	$0	$0	**$0**
Human Capital Data Management and Modernization	$12,403,582	$0	$0	**$12,403,582**	$13,707,981	$0	$0	**$13,707,981**
Office of Diversity, Equity, Inclusion and Accessibility	$5,279,224	$0	$0	**$5,279,224**	$6,460,964	$0	$0	**$6,460,964**
Office of the Executive Secretariat and Privacy and Information Management	$0	$0	$0	**$0**	$1,770,554	$0	$5,232,410	**$7,002,964**
OPM Sub Total	**$161,853,902**	**$143,308,884**	**$122,377,118**	**$427,539,904**	**$226,126,912**	**$151,818,482**	**$126,668,005**	**$504,613,399**
Appropriated Contribution to Common Services	$28,930,098	$51,615,116	$0		$34,061,088	$49,757,518	$0	
Non-Appropriated Contribution to Common Services				**($41,831,904)**				**($42,849,399)**
	$190,784,000	**$194,924,000**	**$122,377,118**	**$385,708,000**	**$260,188,000**	**$201,576,000**	**$126,668,005**	**$461,764,000**

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 2024 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 2024 by Strategic Goal — Discretionary Resources

STRATEGIC_GOAL	FY 2024 CBJ Dollars	FTE
1 - Position the Federal Government as a model employer, improving the Government-wide satisfaction index score by 4 points	$15,744,866	79.2
2 - Transform OPM's organizational capacity and capability to better serve as the leader in Federal human capital management	$102,553,052	190.6
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	$110,132,729	734.3
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	$22,027,878	87.5
5 - Additional Mission and Mission Support Activities	$254,154,874	752.5
	$504,613,399	**1,844.0**
Non-Appropriated Contribution to Common Services	**($42,849,399)**	
OPM Total	**$461,764,000**	**1,844.0**

FY 2023 – FY 2024 Major Differences

Office of Personnel Management - Salaries & Expenses

(Dollars in Thousands)

	FY 2023 Enacted	FY 2024 Request	Difference
Base	**164,934**	**190,784**	**25,850**
Adjustments to Base			
Pay Raise	5,300	3,946	
Common Service Financing		5,131	
Increased cost of Renting and Operating Existing Space		2,502	
Trust Fund Financial System Release 1 (Operational)		(3,657)	
DCSA Transition, Cybersecurity and RS Modernization Capacity for CIO		8,000	
Current Services Total	*170,234*	*206,706*	*36,472*
Program Changes (Increases/Decreases)			
Cybersecurity and Cloud Migration Investments (No-year)	10,500		
Cross Agency Hiring Actions & Certificate Platform	2,800		
Improve Hiring Experience & Agency Coordination (Policy)	1,600	1,000	
Future of Work Research	1,000		
OPM Staff Capacity (Various Offices)	3,103	1,307	
Establish Postal Service Health Benefits Program (includes 153.5 FTE)	-	37,675	
Retirement Processing Enhancements (includes 91 FTE)		7,500	
Increased Personnel System Audit Capacity		1,500	
Establish HR QSMO at OPM	656	1,000	
OPM Talent Team		1,500	
Evaluation Capacity in Support of Evidence Act		500	
Supply Chain Risk Management		500	
DEIA	891	1,000	
Program Increases/Decreases	*20,550*	*53,482*	*32,932*
Total Appropriated	*190,784*	*260,188*	*69,404*
Available Carry Over	-	-	-
Total Amount Available	*190,784*	*260,188*	*69,404*
Total FTE	*786*	*1,066*	*280*

Office of Personnel Management - Limitation on Expenses
(Dollars in Thousands)

	FY 2023 Enacted	FY 2024 Request	Difference
Base	**174,714**	**194,924**	**20,210**
Pay raise	3,496	3,986	
Common Service Financing	2,074	(1,857)	
Share of OPM Rent *(Based on Occupancy)*	(355)	3,453	
Increased Cost of Death Matching with Social Security	800		
Retirement Program Operating Cost Increases	375		
Healthcare and Insurance IT Systems Support (Existing)	1,220		
Operations & Maintenance of TF Financial Release 1		3,657	
Miscellaneous Non-Personnel	595		
Current Services Total	*182,919*	*204,163*	*21,244*
Program Changes(Increases/Decreases)			
Increase Retirement Program Staffing (~34 FTE)	3,455		
Increased Overtime for Retirement Program	2,000	(2,000)	
Enhance FEHBP Operational Capacity (~16 FTE)	2,255		
FEHBP Pharmacy and Benefits Studies	750		
Retirement Processing Enhancements	3,545	(1,819)	
Increased Staffing (HI & CIO, total ~ 8 FTE)		1,232	
Program Increase/Decreases	*12,005*	*(2,587)*	*(14,592)*
Total Appropriated	*194,924*	*201,576*	*6,652*
Available Carry Over	-	-	-
Total Amount Available	*194,924*	*201,576*	*6,652*
Total FTE	*769*	*778*	*9*

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 2024 legislative proposals for OPM are:

- CSRS Disabled Child Benefit Equalization,

- Student Loan Repayment,

- Repeal Aggregate Rate Pay Limitation,

- Improve Financial Management of Tribal FEHB Administrative Fee by Treating as Mandatory Authority,

- Expand FEHB to Tribal Colleges and Universities,

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

- Expand Medicare Drug Inflationary Rebates to Include the Commercial Market,

- Limit Cost-Sharing for Insulin at $35 per Month,

- Shorten FEDVIP Contract Terms to Allow Flexibility for New Carriers,

- Preempt State/Local Taxation of FEDVIP Carriers to Align with FEHB Carriers

- Expand FEDVIP to Certain Tribal Employers,

- Expand Family Member Eligibility under FEDVIP, and

- Improve CHCO Council Effectiveness (OPM Administration and Rotating Vice CHCO Chair).

CSRS Disabled Child Benefit Equalization

This proposal would add paragraph (5) to subsection (e) of section 8341 of title 5, United States Code, providing that a disabled child's benefit paid under the Civil Service Retirement System (CSRS) that was terminated because the child regained the ability for self-support, may be restored if the child again becomes incapable of self-support because of a disability that began before the child reached age 18. This authority already exists under the Federal Employees' Retirement System at 5 U.S.C. 8443(b) and will correct an inequity relating to annuities for disabled dependents.

Student Loan Repayment

This proposal provides an increase to the allowable amounts an agency may provide and amends the required service agreement period an employee must enter into to receive a student loan repayment. The proposal also clarifies that the maximum allowable total amount of $100,000 applies to the employee over the lifetime of the employee's Federal civilian service. This means that if the employee received a student loan repayment, left Federal civilian service, and subsequently returned to Federal civilian service, the amount of any new student loan repayment benefits would be added to the amount of the past student loan repayment benefits in applying the $100,000 lifetime limit.

Repeal Aggregate Rate Pay Limitation

This proposal would repeal the aggregate limitation on pay under 5 U.S.C. 5307 for all employees who receive payments under title 5, United States Code. This change would bolster agency retention efforts and would increase the pool of employees willing to seek promotion to the Senior Executive Service (SES). The aggregate limitation on pay caps the total amount of title 5 allowances, differentials, bonuses, awards, and other similar payments an employee may receive in a calendar year, when combined with the employee's basic pay. The aggregate limitation on pay is currently set at EX-I ($226,300 in 2022) or the Vice President's salary ($261,400 in 2022) for SES/SL/ST employees in certified performance appraisal systems. The proposal would also move the performance appraisal system certification provisions for members of the SES and senior-level employees paid under 5 U.S.C. 5376 (SL/ST) currently found in 5307(d) to a new subchapter III of chapter 43. This new subchapter III of chapter 43 would provide the Director of the Office of Personnel Management sole authority to certify and decertify SES and SL/ST performance appraisal systems and issue regulations regarding certification criteria and procedures.

Improve Financial Management of Tribal FEHB Administrative Fee by Treating as Mandatory Authority

This proposal would provide OPM with direct access to the administrative fee collected for the Tribal FEHB Program as mandatory authority. The fee, which is 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.

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 3,500. 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 2026, 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.

Expand Medicare Drug Inflationary Rebates to Include the Commercial Market

The Inflation Reduction Act requires manufacturers to pay rebates to Medicare when drug prices for certain rebatable Medicare Part B or Part D drugs rise at a rate that is faster than the rate of inflation. The budget includes an allowance to revise the formula to calculate these rebates beyond Medicare utilization to include drug units used by commercial plans. Doing so would provide additional savings while discouraging manufacturers from raising drug prices for commercial coverage, including FEHB.

Limit Cost-Sharing for Insulin at $35 per Month

The Inflation Reduction Act limits Medicare beneficiary cost-sharing to $35 per insulin product for a month's supply. Beginning in plan year 2024, this proposal would extend the cap on

patient cost-sharing to insulin products in commercial markets, including FEHB. This proposal would increase FEHB premiums by approximately 0.1 percent.

Shorten FEDVIP Contract Terms to Allow Flexibility for New Carriers

The proposal would allow OPM greater flexibility to negotiate and, if necessary, enter into contract terms of a defined duration but not one dictated by a certain contract term. The amendments clarify that OPM can enter into contracts with dental and vision Carriers of at least one year that can automatically be renewed, which provides more flexibility than the current 7-year contract term. There is no government contribution to FEDVIP enrollee premiums, so there is no direct government cost for FEDVIP for this proposal.

Preempt State/Local Taxation of FEDVIP Carriers to Align with FEHB Carriers

This proposal would add specific legislative language to the FEDVIP dental and vision benefit preemption statutes stating that no tax, fee, or other monetary payment may be imposed on a qualified company (often referred to as a "FEDVIP carrier") offering dental or vision benefits under the FEDVIP by any State, the District of Columbia, the Commonwealth of Puerto Rico, or any territory of the United States, or by any political subdivision or other Governmental authority thereof. It would clarify the statutory preemption and would ensure that no taxes, fees, or monetary assessments could be imposed on FEDVIP carriers. This proposal would maintain consistency across all OPM-administered insurance benefit programs which include similar preemption language.

Expand FEDVIP to Certain Tribal Employers

This proposal would amend Section 409 of the Indian Health Care Improvement Act (IHCIA), 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.

Expanded Family Member Eligibility Under FEDVIP

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").

Improve CHCO Council Effectiveness (OPM Administration and Rotating Vice CHCO Chair)

This proposal adopts and implements key ideas from the March 2021 National Academy of Public Administration (NAPA) report on how to improve OPM. These ideas strengthen OPM, its role as the government-wide leader for strategic human capital management, and the Chief Human Capital Officers (CHCO) Council. First, the proposal adds a rotating vice-chair to the CHCO Council from among its members. The NAPA report identified this specific change as a way for the CHCO Council to be more effective and inclusive of the views of its members. This proposal executes that, by amending section 1303 of Public Law 107-296, with the requirement for the new vice chairperson position being held by a member of the CHCO Council for one-year terms. The second part of this proposal requires OPM, by statute, to administer the CHCO Council. This ensures OPM and the CHCOs will be closely aligned to create a stronger federal workforce with OPM as the government-wide strategic leader. The NAPA report included a finding that OPM's role as the leader in human capital management should be reaffirmed.

Postal Service Health Benefits Program

The Postal Service Reform Act of 2022 (PSRA, Pub. L. 117-108) requires OPM to establish and administer the Postal Service Health Benefits Program (PSHBP), a new health benefits program for 1.7 million United States Postal Service (USPS) employees, annuitants, and their eligible family members that will replace their Federal Employees Health Benefits (FEHB) Program coverage. The PSRA mandates that the PSHBP begin coverage starting in January 2025.

Though situated within the broader FEHB Program, the PSHBP is a separate health benefit, with separate carriers, plans, and enrollment prerequisites. Critically different from FEHB, the PSHBP requires verifying the Medicare enrollment of PSHBP enrollees – for example, if a postal annuitant who is required to be enrolled in Medicare Part B is not enrolled or disenrolls, they are no longer eligible to be enrolled in the PSHBP. To meet this requirement, OPM must routinely accept and integrate Medicare eligibility enrollment information and confirm PSHBP eligibility with a number of stakeholder agencies, exchanging data with the Social Security Administration (SSA), Department of Veterans Affairs (VA), Department of Labor Office of Workers Compensation (DOL), OPM Retirement Services (RS), and, of course, USPS.   This integration is unique among employer-based health insurance programs.

OPM remains focused, committed, and excited about collaborating with these partner agencies to develop and manage a PSHBP that is the most advanced health insurance exchange available in the U.S. healthcare marketplace and which delivers better customer experience and significantly improved oversight. If successfully implemented, the PSHBP will see robust participation by health plans offering innovative, affordable, high-quality benefits, accurate and efficient enrollment and payment processing that generates savings by reducing premium payments for ineligible persons and other enrollment discrepancies, and superior enrollee satisfaction with the health benefits selection process and their chosen health plan.

The PSRA appropriated $70.5 million in no-year funds to OPM for start-up costs associated with the development of the PSHBP. OPM is utilizing this funding to aggressively pursue a host of implementation activities – from development of a minimally viable product (MVP) covering basic requirements for carrier contracts, eligibility determination, enrollment, and decision support to onboarding personnel needed for project and program management support to minimum updates to existing systems (including OPM's financial management and retirement systems) to issuing regulations by April 2023 that were developed in collaboration with SSA, Centers for Medicare and Medicaid Services (CMS), Indian Health Service (IHS), Department of

Veteran Affairs (VA), and USPS. OPM will also develop the financial configurations for the Employees Health Benefits Fund and Postal Service Retiree Health Benefits Fund to separately account for the new PSHB Program within the Employees Health Benefits Fund.

FY 2024, however, includes start-up and ongoing implementation costs: OPM and partnering agencies will be completing the work begun in FY 2023 while also preparing to implement the initial Open Season, which includes approving PSHBP plans, negotiating rates and benefits, and communicating with enrollees. During FY 2024, OPM will have expended the start-up funds provided in the PSRA and will need support from Congress through appropriations for ongoing implementation costs.

As such, in addition to existing funding, this FY 2024 budget request includes an additional $37.7 million to meet needs vital to the successful implementation of the program. This includes $28 million to support on-going operations and maintenance costs of implementation activities begun in FY 2023 and continuing in FY 2024 that were not otherwise provided for. Specific activities funded include personnel costs, outreach and communication, project management support, cyber security, licenses, Open Season contract supporting annuitants, and maintenance agreements for relevant OPM systems.

This $37.7 million FY 2024 budget request also includes $9.5 million to meet a surge in demand for customer support. Fully 100% of Postal employees and annuitants – all 1.7 million individuals – must change their health enrollment from an FEHB plan to a PSHB plan by January 2025. By contrast, a normal health benefits Open Season typically results in just 5-6% of enrollees making a change in enrollment – and that within a system they already have experience operating within. Change is often difficult, and we expect many Postal employees and annuitants will need extra advice and assistance to understand their choices and actions that must be taken. OPM anticipates a significant spike in demand for customer-facing services this first year and building the capability needed to deliver a good customer experience at scale, and at the outset, is essential to the effective implementation of the PSHBP. It also aligns with existing Administration priorities and the President's Management Agenda's focus on delivering an excellent customer experience.

If funded, OPM plans to meet this surge by standing up a full-service Customer Support Center (CSC) able to address the full suite of customer issues and seamlessly integrated with and complementing an online PSHB enrollment system. Example activities that the CSC will perform include effectuating enrollment changes made by telephone or mail, verifying documentation proving eligibility of family members and enrollees, answering Postal enrollee

questions concerning the PSHBP, and reconciling enrollment and premium discrepancies. It will also include a call center to offer year-round, multi-lingual customer service staff to answer inquiries and provide enrollment assistance by phone, email, and live chat in the U.S. and internationally. OPM will deploy the CSC through a procurement, as this offers OPM the ability to appropriately scale staffing up or down during the initial Open Season as well in subsequent Open Season and non-Open Season periods, ensuring an excellent customer experience at all points while not paying for services that are not required. This PSHB system and customer support functionality will also assist OPM in addressing the accuracy of family member eligibility, an issue the GAO reported could cost the FEHB program (of which Postal employees and annuitants are currently enrolled) as much as $1B per year in improper payments.
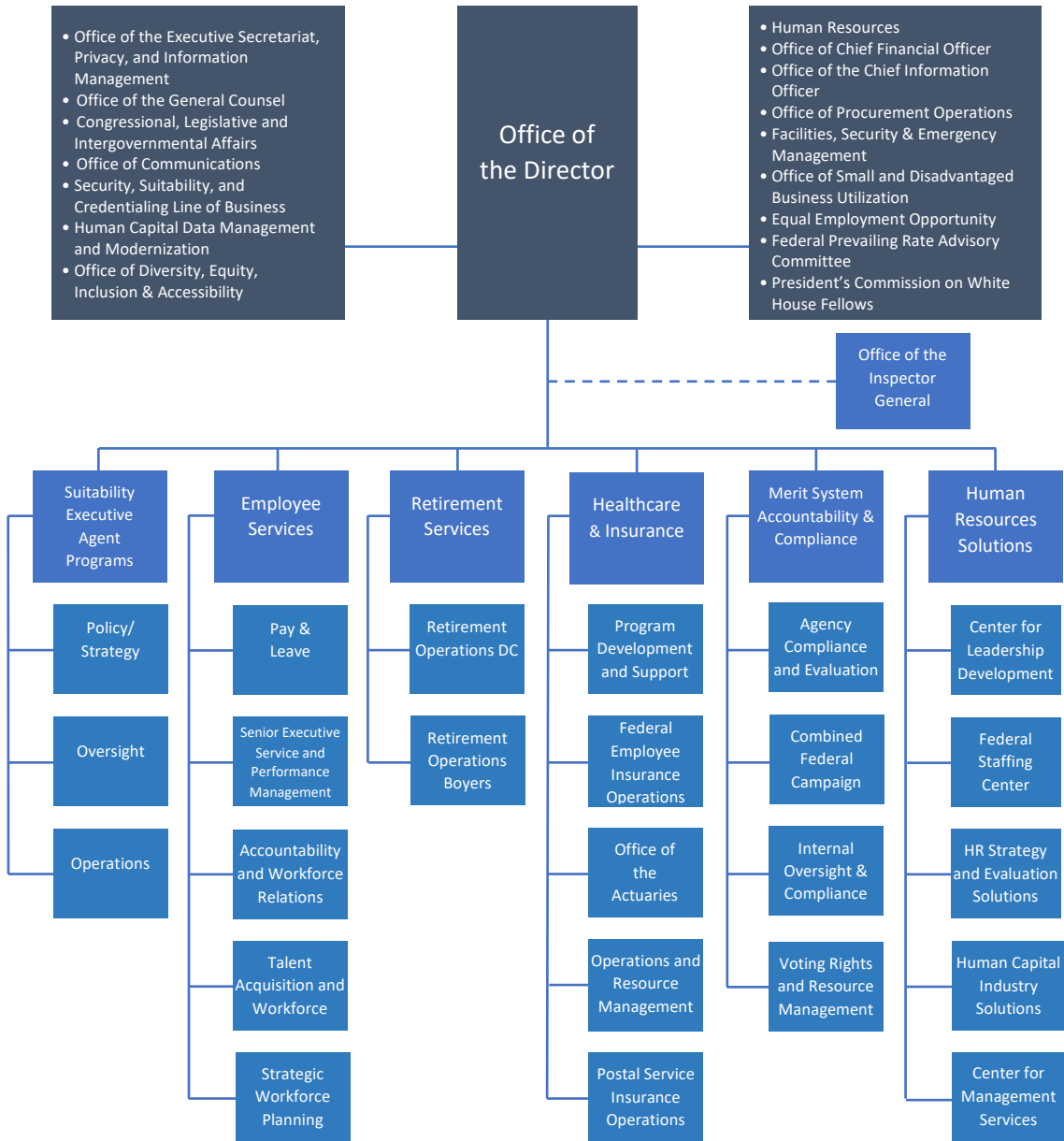
In all upcoming activities, OPM will take an iterative and agile approach to the implementation of the PSHBP. As we continuously mature the PSHBP toward its January 2025 launch, we will mitigate risk by continuing to learn more about the requirements and interdependencies, especially with the partner agencies and industry, communicate our assumptions and plans, incorporate feedback from stakeholders, and update our information and cost estimates accordingly.

FY 2024 Postal Service Health Benefits Program

Organization	Funding Request	FTE
Congressional, Legislative & Intergovernmental Affairs	$179,078	1
Facilities, Security & Emergency Management	$482,541	5
Healthcare & Insurance	$15,602,050	86
Merit System Accountability & Compliance	$130,960	1
Office of the Chief Financial Officer	$556,651	4
Office of the Chief Information Officer	$3,087,836	11
Office of Communications	$491,530	3
Office of the Executive Secretariat and Privacy and Information Management	$155,728	1
Office of the General Counsel	$367,544	1.5
Office of Procurement Operations	$404,874	2
OPM Human Resources	$639,650	4
Retirement Services	$6,076,614	34
Total	$28,175,056	153.5
Postal Customer Support Center	$9,500,000	
Grand Total	$37,675,056	153.5

Organizational Framework

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

Office of the Director (center box)

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

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

Office of the Inspector General

Suitability Executive Agent Programs	Employee Services	Retirement Services	Healthcare & Insurance	Merit System Accountability & Compliance	Human Resources Solutions
Policy/ Strategy	Pay & Leave	Retirement Operations DC	Program Development and Support	Agency Compliance and Evaluation	Center for Leadership Development
Oversight	Senior Executive Service and Performance Management	Retirement Operations Boyers	Federal Employee Insurance Operations	Combined Federal Campaign	Federal Staffing Center
Operations	Accountability and Workforce Relations		Office of the Actuaries	Internal Oversight & Compliance	HR Strategy and Evaluation Solutions
	Talent Acquisition and Workforce		Operations and Resource Management	Voting Rights and Resource Management	Human Capital Industry Solutions
	Strategic Workforce Planning		Postal Service Insurance Operations		Center for Management Services

OPM Budget FY 2023 & FY 2024 by Organization — All Resources

Organization	FY 2023 Enacted Dollars	FTE	FY 2024 CBJ Dollars	FTE	Variance Dollars	FTE
Centrally Funded Items	$3,810,512	1.0	$5,845,451	1.0	$2,034,939	0.0
Chief Human Capital Officer Council	$0	0.0	$0	0.0	$0	0.0
Office of the Chief Information Officer	$247,015,191	280.9	$238,177,295	305.0	($8,837,896)	24.1
Congressional, Legislative and Intergovernmental Affairs	$3,179,034	17.0	$3,523,563	18.0	$344,529	1.0
Employee Services	$41,519,507	182.7	$57,867,963	251.8	$16,348,456	69.1
Equal Employment Opportunity	$1,172,975	7.5	$1,229,312	7.5	$56,337	0.0
Facilities, Security & Emergency Management	$16,009,147	76.7	$17,324,949	83.3	$1,315,802	6.6
Federal Prevailing Rate Advisory Committee	$176,000	0.5	$204,375	0.5	$28,375	0.0
Healthcare & Insurance	$44,372,293	163.5	$78,649,912	256.5	$34,277,619	93.0
HR Solutions	$385,897,853	569.0	$402,234,942	583.1	$16,337,089	14.0
Merit System Accountability & Compliance	$16,956,894	94.0	$19,220,309	107.0	$2,263,415	13.0
Office of Communications	$2,783,421	14.5	$3,430,388	17.5	$646,967	3.0
Office of Procurement Operations	$7,021,657	30.5	$7,913,981	33.5	$892,324	3.0
Office of Small and Disadvantaged Business Utilization	$523,739	2.0	$525,708	2.0	$1,969	0.0
Office of the Chief Financial Officer	$131,853,831	113.5	$140,178,106	120.5	$8,324,275	7.0
Office of the Director	$8,320,438	37.0	$8,321,745	33.0	$1,307	(4.0)
Rent	$24,712,685	0.0	$29,692,374	0.0	$4,979,689	0.0
Retirement Services	$135,740,147	999.0	$152,023,990	1,124.1	$16,283,843	125.1
Suitability Executive Agent Programs	$8,805,896	53.0	$8,536,321	53.0	($269,575)	0.0
Security, Suitability and Credentialing Line of Business (SSCLOB)	$8,289,498	10.0	$8,304,329	10.0	$14,831	0.0
White House Fellows	$1,105,031	4.9	$1,184,565	4.9	$79,534	0.0
OPM Human Resources	$12,629,382	56.5	$15,578,313	66.7	$2,948,931	10.3
Office of the General Counsel	$8,072,460	38.2	$8,656,606	39.7	$584,146	1.5
Office of the Inspector General	$36,395,000	165.2	$45,784,000	211.6	$9,389,000	46.4
Office of Privacy and Information Management	$5,748,809	15.8	$0	0.0	($5,748,809)	(15.8)
Human Capital Data Management and Modernization	$52,687,990	68.0	$68,426,386	68.0	$15,738,396	0.0

Organization	FY 2023 Enacted		FY 2024 CBJ		Variance	
	Dollars	FTE	Dollars	FTE	Dollars	FTE
Office of Diversity, Equity, Inclusion and Accessibility	$5,279,224	14.0	$6,460,964	18.0	$1,181,740	4.0
Office of the Executive Secretariat and Privacy and Information Management	$0	0.0	$7,002,964	22.0	$7,002,964	22.0
OPM Total	$1,210,078,614	3,014.7	$1,336,298,811	3,438.0	$126,220,197	423.3

* 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.

OPM's total budget is expected to increase from FY 2023 to FY 2024 by $115.1 million. This is primarily attributed to continuation of existing and new initiatives, increased capacity to support agency priorities and the President's Agenda, and pay raises. The increases in RS and HI are primarily attributed to the continued support of the Postal Services Health Benefits Program (PSHBP) and retirement processing enhancements. These initiatives account for $35.5 million of the total increase. HI also received an additional $9.5 million to support the Postal Customer Support Center (PCSC). OPM's revolving fund programs anticipate $52.2 million of new business in FY2024 over FY 2023. The Officer of the Inspector General increased by $9.4 million to meet capacity needs as OPM's goals and mission expands. OPM HR increased by $1.5 million to support the establishment of a Talent Team which is responsible for strategic recruitment, strategic workforce planning, innovative hiring programs and the management of the agency's pathways program. The remaining $7 million is attributed to rent increases which also include space accommodations for new FTE's slated for FY 2024, increased capacity across mission and mission support organizations, and pay raises.

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 and Privacy and Information Management (OESPIM) was recently 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. The newly established OESPIM, led by a Senior Executive Service (SES) Executive Director, is responsible for the current OPIM functions and the Executive Secretariat functions, which include correspondence management, coordination of OPM's internal clearance processes (to include policy and program proposals), and regulatory affairs (to include serving as the agency's liaison with the Office of Management and Budget and the Federal Register).

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. 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 lifecycle and enables insightful decision-making by leaders across the Federal Government.

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

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

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

<u>**Program Offices**</u>

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, labor and employee relations, the Administrative Law Judges Program, and oversight of Federal Executive Boards. ES does so by equipping Federal agencies with tools, flexibilities, and authorities, as well as forward-leaning strategic workforce planning products to enable agencies to hire, develop, and retain an effective Federal workforce.

Retirement Services (RS) is responsible for the administration of the Federal Retirement Program covering nearly 2.8 million active employees, including the United States Postal Service, and more than 2.7 million annuitants, survivors, and family members. RS 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 prior to retirement; eligibility determinations at retirement; adjudication of annuity benefits based on age and service, disability, or death, all 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 changes to annuitant accounts, sending annual cost of living and tax information, surveying certain annuitants to confirm their continued eligibility to receive benefits, and conducting other post adjudication activities.

Healthcare and Insurance (HI) consolidates OPM's healthcare and insurance benefits responsibilities into a single organization. This includes contracting, program development, and management functions for the Federal Employees Health Benefits (FEHB) Program, Federal Employees' Group Life Insurance (FEGLI) Program, the Federal Long-Term Care Insurance Program (FLTCIP), the Federal Employees Dental and Vision Insurance Program (FEDVIP), and the Federal Flexible Spending Account Program (FSAFEDS). HI is comprised of the Program Development and Support (PDS), Federal Employees Insurance Operations (FEIO), Postal Service Insurance Operations (PSIO), Office of the Actuaries and Operations and Resource Management divisions. PDS is responsible for extensive operational, analytical, and systems development and support; policy and program development and implementation; data collection and analysis; and stakeholder outreach and education for programs administered by HI. PDS also manages the annual Federal Benefits Open Season. FEIO is responsible for the contracting operations for all insurance programs, the Plan Performance Assessment function connecting health plan quality to carrier profit, the Audit Resolution & Compliance function facilitating and tracking audit responses and resolution, and the Contract Administration and Program Support responsible for leading projects important to insurance operations, including carrier brochure changes and contract amendments. PSIO will perform similar functions for the

new Postal Service Health Benefits Program. The Office of the Actuaries reviews premium proposals from FEHB and FEDVIP carriers, determines the actuarial liabilities for the Retirement, Health and Life Insurance programs and provides supporting documentation as required by the annual audit of OPM's Consolidated Financial Statements.

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

Human Resources Solutions (HRS) provides customized human capital and training products and services to Federal agencies to maximize their organizational and individual performance

and to drive their mission results. Utilizing internal human capital experts and/or private sector partners, HRS helps agencies design effective organizations, recruit and hire top talent, develop and cultivate leaders, build Federal human resource professional capability, manage the performance management process, and achieve long-lasting human capital results. HRS operates under the provisions of the Revolving Fund, 5 U.S.C. §1304 (e)(1), that authorizes OPM to perform personnel management services for Federal agencies on a cost reimbursable basis. HRS is a fee-based organization comprised of four practice areas offering a complete range of tailored and standardized human resources products and services, designed to meet the unique and dynamic needs of the Federal Government. These services operationalize Government-wide HR policies and other key human capital initiatives to support agencies' mission critical human capital needs. Much of this work is directed by statute, and other aspects are performed at the option of an agency that engages HRS in this work. HRS provides customer agencies with innovative, high-quality government-to-government and private-sector solutions to help them develop leaders and attract and build a high-quality public sector workforce and achieve long-lasting mission success. This includes recruiting and examining candidates for positions for employment by Federal agencies nationwide; managing the Leadership for a Democratic Society program and other leadership, management, and professional development programs; automating the full range of Federal rules and procedures for staffing, learning, and performance management; operating the USAJOBS® online recruitment employment site; developing specialized assessments and performance management strategies; providing comprehensive HR strategy; providing learning record systems and learning ecosystems and offering Federal customers human capital management, organizational performance improvement, and training and development expertise delivered through best-in-class contracts.

Suitability Executive Agent (SuitEA) was established as a distinct program office within OPM in December 2016 to strengthen the effectiveness of vetting for and determinations of suitability or fitness for Federal employment or to perform work under a government contract and eligibility for personal identity verification credentials (that is, permitting logical and physical access to agency systems and facilities) across the Government. SuitEA prescribes suitability, fitness, and credentialing standards and procedures 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, and delivers training to suitability and fitness adjudicators across Government.

Mission Support Services

OPM Human Resources (HR)

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

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

Office of the Chief Information Officer (OCIO) defines the enterprise information technology vision, strategy, and policies for OPM. The OCIO determines the most effective use of technology in support of the agency's strategic plan, including the enterprise architecture, platform, systems, and applications. The OCIO is responsible for complying with Executive Orders, OMB Directives, and Federal laws and mandates related to information technology. The OCIO leverages cloud technology and agile methodologies to deliver modern capabilities and solutions to programs and customers. The OCIO is responsible for modernizing information technology to improve operational efficiencies and to improve the customer experience. The OCIO develops and maintains the agency's information technology security policies and operates and enhances the agency's cybersecurity program. The OCIO delivers robust productivity tools for the agency's workforce in the hybrid work environment. This includes enterprise collaboration, video conferencing, and business intelligence tools for OPM employees. The OCIO manages and maintains the enterprise network and cloud services that support OPM's business operations. The OCIO also collaborates with OPM's program offices to provide modern capabilities and solutions that support business needs. The OCIO conducts pre- and post-implementation reviews of information technology programs and projects.

Additionally, the OCIO partners with other agencies on Government-wide initiatives to optimize enterprise services and to develop long-term plans for human resource information technology strategies.

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

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

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

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

implements all required internal OPM diversity and inclusion efforts, including staff training, to promote diversity management.

Other Offices

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

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

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

Performance Budget by Strategic Goal

This section aligns OPM's FY 2024 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 2024 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	**$295,601,765**	**439.2**
Salaries & Expenses	$15,594,503	77.7
Common Services	$150,363	1.5
Revolving Fund	$279,450,886	357.8
Advances & Reimbursements Annual	$406,013	2.3
2 - Transform OPM's organizational capacity and capability to better serve as the leader in Federal human capital management	**$198,570,519**	**343.4**
Salaries & Expenses	$42,172,232	103.6
IT Modernization S&E	$10,500,000	0.0
Trust Fund Annual	$3,293,118	0.0
Common Services	$46,587,702	87.0
Revolving Fund	$87,772,983	141.3
Advances & Reimbursements Annual	$7,869,997	11.6
5 U.S.C. § 8348 (a)(1)(B) - Retirement	$374,486	0.0

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	**$196,481,502**	**1,207.0**
Salaries & Expenses	$21,108,391	144.4
Trust Fund Annual	$79,860,822	589.9
Common Services	$9,163,515	0.0
Revolving Fund	$21,665,583	33.5
5 U.S.C. § 8348 (a)(1)(B) - Retirement	$63,530,389	432.2
FERCCA (P.L. 106-265) - Retirement	$1,152,802	7.0
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	**$68,280,531**	**140.1**
Salaries & Expenses	$21,864,582	86.5
Common Services	$163,296	1.0
Revolving Fund	$46,085,919	51.6
Advances & Reimbursements Annual	$166,734	1.0
5 - Additional Mission and Mission Support Activities	**$531,580,494**	**1,096.7**
Salaries & Expenses	$109,570,736	341.4
IT Modernization S&E	$5,316,468	6.7
Trust Fund Annual	$68,664,542	187.7
Common Services	$70,603,129	216.8
Revolving Fund	$242,875,475	294.6
Advances & Reimbursements Annual	$7,318,093	22.7
Advances & Reimbursements No Year	$5,564,647	2.4
5 U.S.C. § 8958(f)(2)(A) & 5 U.S.C. § 8988(f)(2)(A) - Dental & Vision	$15,006,078	19.8
5 U.S.C. § 9004(f)(B) - Long-Term Care	$1,467,949	4.6
5 U.S.C. § 8348 (a)(1)(B) - Retirement	$5,179,378	0.2
FERCCA (P.L. 106-265) - Retirement	$14,000	0.0
OPM Total	**$1,290,514,811**	**3,226.4**

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 2024 Budget Request by Goal and Objective — All Resources

STRATEGIC_GOAL	STR_ NO	OBJECTIVES	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.	$3,778,314	18.8
	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.	$7,230,690	27.8
	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.	$283,835,144	388.9
	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.	$757,617	3.8
Strategic Goal Total			**$295,601,765**	**439.2**

STRATEGIC_GOAL	STR_NO	OBJECTIVES	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.	$9,672,717	50.0
	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 8 percentage points.	$1,003,711	4.6
	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.	$1,531,541	6.9
	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.	$7,334,428	7.1
	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.	$175,935,687	260.0
	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.	$3,092,435	14.9
Strategic Goal Total			$198,570,519	343.4
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.	$157,526,476	1,153.6

STRATEGIC_GOAL	STR_NO	OBJECTIVES	Dollars	FTE
	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.	$31,330,987	28.5
	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.	$6,423,661	19.8
	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.	$1,200,378	5.1
Strategic Goal Total			**$196,481,502**	**1207.0**
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	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.	$527,492	2.6
	4.2	Increase focus on Government-wide policy work by shifting more low-risk delegations of authorities to agencies.	$2,653,542	16.3
	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.	$53,523,704	60.3
	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.	$7,548,251	38.3
	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.	$743,197	3.4

STRATEGIC_GOAL	STR_NO	OBJECTIVES	Dollars	FTE
	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.	$3,284,345	19.2
Strategic Goal Total			**$68,280,531**	**140.1**
Additional Mission and Mission Support Activities	5.1			
		Additional Mission Activities Aligned to Key Functions	$354,840,980	718.7
	5.2	Additional Mission Support Activities	$222,523,514	589.6
Strategic Goal Total			**$577,364,494**	**1308.3**
OPM Total			**$1,336,298,811**	**3438.0**

FY 2024 Budget Request by Goal and Organization — All Resources

The following table shows FY 2024 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	$5,845,451	**$5,845,451**
Office of the Chief Information Officer	$388,787	$178,297,006	$22,664,237	$772,353	$36,054,912	**$238,177,295**
Congressional, Legislative and Intergovernmental Affairs	$175,668	$175,668	$0	$175,668	$2,996,559	**$3,523,563**
Employee Services	$10,522,506	$4,000	$869,231	$4,249,915	$42,222,311	**$57,867,963**
Equal Employment Opportunity	$0	$0	$0	$0	$1,229,312	**$1,229,312**

Facilities, Security & Emergency Management	$0	$0	$0	$0	$17,324,949	**$17,324,949**
Federal Prevailing Rate Advisory Committee	$0	$0	$0	$0	$204,375	**$204,375**
Healthcare & Insurance	$0	$0	$0	$0	$78,649,912	**$78,649,912**
HR Solutions	$279,375,497	$0	$18,091,463	$9,749,257	$95,018,725	**$402,234,942**
Merit System Accountability & Compliance	$2,540,531	$0	$2,292,709	$6,875,458	$7,511,611	**$19,220,309**
Office of Communications	$177,419	$70,969	$35,483	$0	$3,146,517	**$3,430,388**
Office of Procurement Operations	$0	$833,508	$0	$0	$7,080,473	**$7,913,981**
Office of Small and Disadvantaged Business Utilization	$0	$0	$0	$0	$525,708	**$525,708**
Office of the Chief Financial Officer	$311,917	$6,561,895	$0	$218,231	$133,086,063	**$140,178,106**
Office of the Director	$333,468	$166,734	$0	$166,734	$7,654,809	**$8,321,745**
Rent	$0	$0	$0	$0	$29,692,374	**$29,692,374**
Retirement Services	$0	$0	$152,023,990	$0	$0	**$152,023,990**
Suitability Executive Agent Programs	$75,389	$116,728	$0	$115,773	$8,228,431	**$8,536,321**
Security, Suitability and Credentialing Line of Business (SSCLOB)	$0	$0	$0	$0	$8,304,329	**$8,304,329**
White House Fellows	$0	$0	$0	$0	$1,184,565	**$1,184,565**
OPM Human Resources	$0	$10,116,623	$0	$0	$5,461,690	**$15,578,313**

Office of the General Counsel	$0	$0	$0	$0	$8,656,606	**$8,656,606**
Office of the Inspector General	$0	$0	$0	$0	$45,784,000	**$45,784,000**
Human Capital Data Management and Modernization	$86,601	$613,406	$380,469	$45,737,632	$21,608,278	**$68,426,386**
Office of Diversity, Equity, Inclusion and Accessibility	$1,613,982	$1,613,982	$0	$0	$3,233,000	**$6,460,964**
Office of the Executive Secretariat and Privacy and Information Management	$0	$0	$123,920	$219,510	$6,659,534	**$7,002,964**
OPM Total	**$295,601,765**	**$198,570,519**	**$196,481,502**	**$68,280,531**	**$577,364,494**	**$1,336,298,811**

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 USA Learning®.

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

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

Oversight

Through OPM's oversight evaluation work, special studies, and collaboration with agencies, OPM assesses whether Federal human resources programs and human capital management systems are effective and consistent with merit system principles and related civil service requirements. OPM works directly with agencies to make improvements or changes to programs that are ineffective, inefficient, or not in compliance with Federal law to help them achieve 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, life insurance, long-term care insurance, and flexible spending accounts. OPM manages insurance benefits for more than eight million Federal employees, retirees, and their families, employees of tribes or tribal organizations, and other eligible persons.

In 2019, OPM also began offering dental and vision plans to 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			**$354,840,980**	**718.7**
	Common Services (OPM)	Salaries & Expenses	$34,061,088	306.0
	Common Services (OPM)	Trust Fund Annual	$49,757,518	0.0
	Common Services (OPM)	5 U.S.C. § 8958(f)(2)(A) & 5 U.S.C. § 8988(f)(2)(A) - Dental & Vision	$836,832	0.0
	Common Services (OPM)	5 U.S.C. § 9004(f)(B) - Long-Term Care	$155,488	0.0
	Common Services (OPM)	5 U.S.C. § 8348 (a)(1)(B) - Retirement	$13,730,389	0.0
	Common Services (OPM)	FERCCA (P.L. 106-265) - Retirement	$294,229	0.0
	Centrally Funded Items	Salaries & Expenses	$4,085,918	1.0
	Centrally Funded Items	Trust Fund Annual	$759,533	0.0
	Centrally Funded Items	Common Services	$1,000,000	0.0
	Office of the Chief Information Officer	Revolving Fund	$20,000	0.0
	Employee Services	Salaries & Expenses	$19,296,758	96.8
	Employee Services	Revolving Fund	$13,500,000	63.0
	Healthcare & Insurance	Salaries & Expenses	$25,102,050	86.0
	Healthcare & Insurance	Trust Fund Annual	$36,996,776	145.9
	Healthcare & Insurance	5 U.S.C. § 8958(f)(2)(A) & 5 U.S.C. § 8988(f)(2)(A) - Dental & Vision	$14,965,078	19.8
	Healthcare & Insurance	5 U.S.C. § 9004(f)(B) - Long-Term Care	$1,458,949	4.6
	Healthcare & Insurance	5 U.S.C. § 8348 (a)(1)(B) - Retirement	$127,059	0.2
	HR Solutions	Revolving Fund	$56,350,139	132.5

Strategic Objectives	Organization	Fund	Dollars	FTE
	Merit System Accountability & Compliance	Salaries & Expenses	$4,210,313	24.6
	Merit System Accountability & Compliance	Common Services	$974,651	5.0
	Merit System Accountability & Compliance	Advances & Reimbursements No Year	$2,326,647	2.4
	Office of Small and Disadvantaged Business Utilization	Common Services	$525,708	2.0
	Office of the Chief Financial Officer	Common Services	$248,182	1.0
	Office of the Chief Financial Officer	Revolving Fund	$91,839,114	3.8
	Rent	Salaries & Expenses	$13,494,793	0.0
	Rent	Trust Fund Annual	$15,133,581	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	$8,228,431	51.7
	Security, Suitability and Credentialing Line of Business (SSCLOB)	Salaries & Expenses	$551,000	0.0
	Security, Suitability and Credentialing Line of Business (SSCLOB)	Advances & Reimbursements Annual	$4,515,329	10.0
	Security, Suitability and Credentialing Line of Business (SSCLOB)	Advances & Reimbursements No Year	$3,238,000	0.0
	White House Fellows	Salaries & Expenses	$1,184,565	4.9
	OPM Human Resources	Salaries & Expenses	$692,290	1.0
	OPM Human Resources	Common Services	$2,672,232	1.0
	Office of the General Counsel	Salaries & Expenses	$367,544	1.5
	Office of the General Counsel	Common Services	$8,289,062	38.2
	Human Capital Data Management and Modernization	Salaries & Expenses	$3,004,235	12.8
	Human Capital Data Management and Modernization	Revolving Fund	$18,604,043	9.3

Strategic Objectives	Organization	Fund	Dollars	FTE
	Office of Diversity, Equity, Inclusion and Accessibility	Salaries & Expenses	$15,000	0.0
OPM Total			**$354,840,980**	**718.7**

Additional Mission Support Activities

OPM has also included in its budgetary request funds for information technology, contracting, facilities and security, financial management, FOIA, privacy policy and compliance, records 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			**$222,523,514**	**589.6**
	Office of the Chief Information Officer	Salaries & Expenses	$4,575,658	0.0
	Office of the Chief Information Officer	Trust Fund Annual	$2,456,762	0.0
	Office of the Chief Information Officer	Common Services	$10,492,064	0.0
	Office of the Chief Information Officer	Revolving Fund	$15,658,110	0.0
	Office of the Chief Information Officer	5 U.S.C. § 8348 (a)(1)(B) - Retirement	$2,852,319	0.0
	Congressional, Legislative and Intergovernmental Affairs	Salaries & Expenses	$2,996,559	15.8
	Employee Services	Salaries & Expenses	$9,425,553	20.0
	Equal Employment Opportunity	Common Services	$1,229,312	7.5
	Facilities, Security & Emergency Management	Salaries & Expenses	$739,061	7.0
	Facilities, Security & Emergency Management	Common Services	$13,906,590	63.6
	Facilities, Security & Emergency Management	Advances & Reimbursements Annual	$2,679,298	12.7
	Federal Prevailing Rate Advisory Committee	Salaries & Expenses	$204,375	0.5
	HR Solutions	Revolving Fund	$38,668,586	34.4
	Office of Communications	Salaries & Expenses	$3,146,517	16.3
	Office of the Executive Secretariat and Privacy and Information Management	Salaries & Expenses	$1,533,743	7.8
	Office of the Executive Secretariat and Privacy and Information Management	Common Services	$5,125,791	12.7
	Office of Procurement Operations	Salaries & Expenses	$1,595,610	6.5

Strategic Objectives	Organization	Fund	Dollars	FTE
	Office of Procurement Operations	Common Services	$5,484,863	23.4
	Office of the Chief Financial Officer	Salaries & Expenses	$1,960,201	6.0
	Office of the Chief Financial Officer	IT Modernization S&E	$5,316,468	6.7
	Office of the Chief Financial Officer	Trust Fund Annual	$13,317,890	41.8
	Office of the Chief Financial Officer	Common Services	$19,197,156	53.4
	Office of the Chief Financial Officer	Revolving Fund	$7,052	0.0
	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	$7,531,343	29.0
	Office of the Director	Advances & Reimbursements Annual	$123,466	0.0
	OPM Human Resources	Salaries & Expenses	$639,650	4.0
	OPM Human Resources	Common Services	$1,457,518	9.0
	Office of Diversity, Equity, Inclusion and Accessibility	Salaries & Expenses	$3,218,000	0.0
OPM Total			**$222,523,514**	**589.6**

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.			$3,778,314	18.8
	Employee Services	Salaries & Expenses	$1,546,285	7.0
	HR Solutions	Revolving Fund	$413,291	1.8
	Office of the Chief Financial Officer	Salaries & Expenses	$80,777	0.5
	Suitability Executive Agent Programs	Revolving Fund	$75,389	0.3
	Human Capital Data Management and Modernization	Salaries & Expenses	$48,590	0.3
	Office of Diversity, Equity, Inclusion and Accessibility	Salaries & Expenses	$1,613,982	9.0
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.			$7,230,690	27.8
	Office of the Chief Information Officer	Salaries & Expenses	$316,242	1.7
	Office of the Chief Information Officer	Advances & Reimbursements Annual	$72,545	0.3
	Congressional, Legislative and Intergovernmental Affairs	Salaries & Expenses	$175,668	0.8
	Employee Services	Salaries & Expenses	$3,765,186	16.5
	HR Solutions	Revolving Fund	$2,320,845	5.4
	Merit System Accountability & Compliance	Salaries & Expenses	$247,839	1.0
	Office of the Chief Financial Officer	Salaries & Expenses	$80,777	0.5
	Office of the Chief Financial Officer	Common Services	$46,843	0.5
	Office of the Director	Advances & Reimbursements Annual	$166,734	1.0

Strategic Objectives	Organization	Fund	Dollars	FTE
	Human Capital Data Management and Modernization	Salaries & Expenses	$38,011	0.2
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.			$283,835,144	388.9
	Employee Services	Salaries & Expenses	$4,797,571	22.8
	HR Solutions	Revolving Fund	$276,641,361	350.3
	Merit System Accountability & Compliance	Salaries & Expenses	$2,292,692	14.8
	Office of the Chief Financial Officer	Common Services	$103,520	1.0
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.			$757,617	3.8
	Employee Services	Salaries & Expenses	$413,464	2.0
	Office of Communications	Salaries & Expenses	$177,419	0.8
	Office of the Director	Advances & Reimbursements Annual	$166,734	1.0
OPM Total			**$295,601,765**	**439.2**

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: Janice Underwood, Director, ODEIA

Deputy Strategic Objective Owner: Carmen Garcia, HR Director and 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 2023 and FY 2024 Next Steps:

* Delayed milestone carried over from a previous fiscal year

Key Milestones	Implementing Organization(s)	Target Completion
Issue policies to eliminate potential barriers to equity in workforce functions	ES	FY 2023
Collect demographic data from Federal agencies to look at diversity, equity, inclusion, and accessibility across grade/pay levels and the employee lifecycle	ES, OPM HR	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
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
Conduct analysis to identify trends across the employee lifecycle and build supporting dashboards	ES, OPM HR, HCDMM	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
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

Key Milestones	Implementing Organization(s)	Target Completion
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
Communicate DEIA priorities and accomplishments via the ODEIA website and the Government-wide State of DEIA report	ODEIA	FY 2023
Coordinate Government-wide to facilitate recruitment of historically underrepresented groups	OPM HR, ES	FY 2023
Convene agency subject matter experts to review job classification pay-setting regulations and guidance to promote pay equity	ES	FY 2023
Provide guidance to agencies on climate and culture assessment, barrier analysis, and intersectionality	ODEIA	FY 2023
Provide technical assistance and guidance on strategies to increase access to professional development programs*	ODEIA	FY 2023
Issue guidance to agencies on collecting and reporting DEIA-related data*	ES, OPM HR	FY 2023
Implement interventions recommended by the FY 2023 assessment of the personnel vetting process to eliminate barriers to transgender, gender non-conforming, and non-binary employees and applicants	ODEIA, SuitEA	FY 2024
Expand data offered in the DEIA Dashboard shared with agencies	ODEIA, HRS, HCDMM	FY 2024
Build cohorts across Government for agency engagements	ODEIA, HRS	FY 2024
Conduct assessment of the Senior Executive Service to identify barriers to improve outreach and recruitment of qualified individuals from underserved communities	ES, ODEIA	FY 2024
Evaluate progress toward expanded outreach to promote public service careers, particularly with underserved communities	ODEIA, HRS	FY 2024
Create relationships with national policy think tanks or other relevant organizations to pilot a program/marketing campaign focused on recruitment and retention of underrepresented groups and recruiting the formerly incarcerated	ODEIA	FY 2024

Key Milestones	Implementing Organization(s)	Target Completion
Create public web presence for ODEIA and the Chief Diversity Officer Executive Council on OPM.gov with public resources, common templates, and other relevant DEIA documents generated from the Council, which can serve as a DEIA destination for public and private stakeholders	ODEIA	FY 2024
Develop plan to eliminate barriers for qualified individuals from underserved communities to enter into the Senior Executive Service	ES, ODEIA	FY 2024
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 2024

Performance Measures

_* No historical results.

Performance Measures	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Target	FY 2024 Target
Government-wide Diversity, Equity, Inclusion, and Accessibility index score	_*	_*	_*	_*	69	72	73

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.			$3,778,314	18.8
	Employee Services	Salaries & Expenses	$1,546,285	7.0
	HR Solutions	Revolving Fund	$413,291	1.8
	Office of the Chief Financial Officer	Salaries & Expenses	$80,777	0.5
	Suitability Executive Agent Programs	Revolving Fund	$75,389	0.3
	Human Capital Data Management and Modernization	Salaries & Expenses	$48,590	0.3
	Office of Diversity, Equity, Inclusion and Accessibility	Salaries & Expenses	$1,613,982	9.0
OPM Total			**$3,778,314**	**18.8**

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: Jason Barke, Deputy Associate Director for Strategic Workforce Planning, ES

Deputy Strategic Objective Owner: Margot Conrad, Senior Advisor to the Director & Executive Director, CHCOC; Danielle Opalka, Supervisory HR Specialist, 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 2023 and FY 2024 Next Steps:

Key Milestones	Implementing Organization(s)	Target Completion
Issue vision and strategy for future of work	ES, HRS, MSAC, HCDMM, CHCOC, ODEIA	FY 2023
Develop a more robust set of legislative, regulatory, and policy recommendations based on the vision and strategy	ES, CLIA, CHCOC	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	OCFO, OD, ES	FY 2023

Key Milestones	Implementing Organization(s)	Target Completion
Conduct data analytics to evaluate the impact that future of work policies have on the workforce	ES, HCDMM	FY 2023
Collaborate with agencies to conduct and evaluate Future of Work pilots	ES, HRS, OCFO, MSAC	FY 2024
Refine and explore legislative and regulatory recommendations, and issue policy and guidance	ES, CLIA, CHCOC	FY 2024
Launch future of work dashboards for agencies to track progress and share agency efforts enterprise-wide	ES, HCDMM, OCIO	FY 2024
Share lessons learned and best practices as agencies continue to adopt new ways of working	ES, HRS, CHCOC, MSAC	FY 2024
Develop additional technical assistance and fee-for-service solutions to support agencies in preparing for the future of work	ES, HRS, MSAC, OD	FY 2024

Performance Measures

_* No historical results.

Performance Measures	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Target	FY 2024 Target
Percent of CHCOs who report they have the necessary guidance and resources from OPM to inform their future of work planning	_*	_*	_*	_*	81.82%	84.82%	87.82%
Percent of CHCOs who report they find the services from OPM to inform their future of work planning helpful	_*	_*	_*	_*	69.70%	72.70%	75.70%

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.			$7,230,690	27.8

Strategic Objectives	Organization	Fund	Dollars	FTE
	Office of the Chief Information Officer	Salaries & Expenses	$316,242	1.7
	Office of the Chief Information Officer	Advances & Reimbursements Annual	$72,545	0.3
	Congressional, Legislative and Intergovernmental Affairs	Salaries & Expenses	$175,668	0.8
	Employee Services	Salaries & Expenses	$3,765,186	16.5
	HR Solutions	Revolving Fund	$2,320,845	5.4
	Merit System Accountability & Compliance	Salaries & Expenses	$247,839	1.0
	Office of the Chief Financial Officer	Salaries & Expenses	$80,777	0.5
	Office of the Chief Financial Officer	Common Services	$46,843	0.5
	Office of the Director	Advances & Reimbursements Annual	$166,734	1.0
	Human Capital Data Management and Modernization	Salaries & Expenses	$38,011	0.2
OPM Total			**$7,230,690**	**27.8**

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 for Talent Acquisition, Classification, and Veterans Programs, ES

Deputy Strategic Objective Owners: Ana Mazzi, Principal Deputy Associate Director, MSAC; Daluana Gammon, Manager, HRS

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 2023 and FY 2024 Next Steps:

* Delayed milestone carried over from a previous fiscal year

Key Milestones	Implementing Organization(s)	Target Completion
Build updated Government-wide competency models (Federal Workforce Competency Initiative)	ES, HRS, MSAC	FY 2023
Develop and pilot 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
Develop draft framework for innovation in Federal talent initiative to include vision, charter, roles, and responsibilities	ES, HRS, MSAC	FY 2023
Implement cross-agency actions for talent that use enhanced assessments to support and improve skills-based hiring	ES, HRS, MSAC	FY 2023
Establish Talent Network platform for Competitive Service Act and 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
Analyze the research data on the current state of the Federal HR profession*	ES, HRS	FY 2023
Refresh Pathways regulations*	ES, HRS, MSAC	FY 2023
Finalize Rule of Many Regulation*	ES, HRS, MSAC	FY 2023
Deploy new features in USA Staffing to improve HR and hiring managers experience	ES, HRS, MSAC	FY 2024
Assess the end-to-end hiring model to include preceding planning steps	ES, HRS, MSAC	FY 2024

Key Milestones	Implementing Organization(s)	Target Completion
Leverage the existing interagency work groups (HR CHCO Workgroup; OPM, OMB, ONCD Cyber Workgroup; and FAI Board) to identify strategies to close human resource, cybersecurity, and acquisitions skills gaps	ES, HRS, MSAC	FY 2024
Issue guidance to finalize National Security Internships*	ES, HRS, MSAC	FY 2024
Design and implement research studies on current hiring practices and potential solutions to hiring challenges	OCFO	FY 2024

Performance Measures

_* No historical results.

Performance Measures	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Target	FY 2024 Target
Percent of respondents who agree that their work units have the job-relevant knowledge and skills necessary to accomplish organizational goals	80%	81%	82%	80%	79%	81%	82%
Average score for hiring manager satisfaction that applicants to human resources, acquisitions, and cybersecurity positions are referred in a timely manner with the necessary skills to perform the job	_*	_*	_*	_*	4.17	4.18	4.19
Percent of vacancies using alternative assessments to replace or augment the self-report occupational questionnaire	_*	_*	7.79%	10.01%	8.87%	7.00%	9.00%

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 tracked prior to FY 2022.

Note: In FY 2022, OPM revised the FY 2023 target for the Percent of respondents who agree that their work units have the job-relevant knowledge and skills necessary to accomplish organizational goals, based on new FY 2021 baseline data.

Note: In February 2023, OPM revised previously reported results for the percent of vacancies using alternative assessments to replace or augment the self-report occupational questionnaire to consistently exclude direct hire announcements, though some direct hire announcements may still be found in the dataset due to challenges identifying and excluding such announcements.

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.			$283,835,144	388.9
	Employee Services	Salaries & Expenses	$4,797,571	22.8
	HR Solutions	Revolving Fund	$276,641,361	350.3
	Merit System Accountability & Compliance	Salaries & Expenses	$2,292,692	14.8
	Office of the Chief Financial Officer	Common Services	$103,520	1.0
OPM Total			**$283,835,144**	**388.9**

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: Maria Lujan, Director of Public Engagement, OC

Deputy Strategic Objective Owners: Laura Goulding, Deputy Director, OC; Terese Bell, HR Specialist, ES; Erikka Knuti, Director of Communications, OC

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
Carry out promotional campaign to share outcomes of employee recognition leading practices toolkit at Federal agencies with key stakeholders	ES, CHCOC	FY 2023
Establish interagency working group concentrating specifically on recognizing and elevating the Federal workforce	CHCOC, OD	FY 2023
Create a new "Worker Empowerment" web page on Opm.gov	OC, ES	FY 2024
Solicit feedback from CHCOs to inform future deliverables and products related to engaging and recognizing the Federal workforce	OD, CHCOC	FY 2024

Performance Measures

_* No historical results.

Performance Measures	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Target	FY 2024 Target
Number of social media engagements on recognition-focused content	_*	_*	_*	_*	195389	205149	214918

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.			$757,617	3.8
	Employee Services	Salaries & Expenses	$413,464	2.0
	Office of Communications	Salaries & Expenses	$177,419	0.8
	Office of the Director	Advances & Reimbursements Annual	$166,734	1.0
OPM Total			**$757,617**	**3.8**

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.			$9,672,717	50.0
	OPM Human Resources	Salaries & Expenses	$1,212,478	5.0
	OPM Human Resources	Common Services	$8,460,239	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 8 percentage points.			$1,003,711	4.6
	Office of the Chief Information Officer	Revolving Fund	$470,316	2.0
	Congressional, Legislative and Intergovernmental Affairs	Salaries & Expenses	$175,668	0.8
	Employee Services	Salaries & Expenses	$4,000	0.0
	Office of Communications	Salaries & Expenses	$70,969	0.3
	Office of the Chief Financial Officer	Common Services	$116,024	0.5
	Office of the Director	Advances & Reimbursements Annual	$166,734	1.0
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.			$1,531,541	6.9
	Office of the Chief Information Officer	Salaries & Expenses	$627,396	3.0
	Office of the Chief Information Officer	Advances & Reimbursements Annual	$70,637	0.3
	Office of Procurement Operations	Salaries & Expenses	$481,936	2.2
	Office of Procurement Operations	Common Services	$351,572	1.4

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.			$7,334,428	7.1
	Office of the Chief Information Officer	Salaries & Expenses	$394,670	1.8
	Office of the Chief Information Officer	Common Services	$248,182	1.0
	Office of the Chief Information Officer	Advances & Reimbursements Annual	$245,705	0.9
	Office of the Chief Financial Officer	Salaries & Expenses	$759,008	0.0
	Office of the Chief Financial Officer	Common Services	$5,686,863	3.4
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.			$175,935,687	260.0
	Office of the Chief Information Officer	Salaries & Expenses	$36,631,538	80.7
	Office of the Chief Information Officer	IT Modernization S&E	$10,500,000	0.0
	Office of the Chief Information Officer	Trust Fund Annual	$3,293,118	0.0
	Office of the Chief Information Officer	Common Services	$30,976,503	33.0
	Office of the Chief Information Officer	Revolving Fund	$86,773,120	137.0
	Office of the Chief Information Officer	Advances & Reimbursements Annual	$7,386,921	9.4
	Office of the Chief Information Officer	5 U.S.C. § 8348 (a)(1)(B) - Retirement	$374,486	0.0
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.			$3,092,435	14.9
	Office of the Chief Information Officer	Common Services	$304,413	1.0
	Suitability Executive Agent Programs	Revolving Fund	$116,728	0.5
	OPM Human Resources	Common Services	$443,906	1.7
	Human Capital Data Management and Modernization	Salaries & Expenses	$200,587	0.9
	Human Capital Data Management and Modernization	Revolving Fund	$412,819	1.8
	Office of Diversity, Equity, Inclusion and Accessibility	Salaries & Expenses	$1,613,982	9.0
OPM Total			**$198,570,519**	**343.4**

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: Carmen Garcia, HR Director and Chief Human Capital Officer, OPM HR

Deputy Strategic Objective Owners: Neal Desai, Senior Advisor for Transformation, HCDMM

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 2023 and FY 2024 Next Steps:

Key Milestones	Implementing Organization(s)	Target Completion
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

Key Milestones	Implementing Organization(s)	Target Completion
Establish a communications plan aligned to launch platform and share developmental opportunities	OPM HR, OC, OD	FY 2023
Gather available developmental 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
Assess the agency's rotational program and implement changes as needed	OPM HR	FY 2024
Collect human capital data to identify and assess use of flexibilities	OPM HR	FY 2024
Increase partnerships with other program and support offices to expand recruitment sources and visibility	OPM HR	FY 2024
Assess strategic recruitment impact through analysis of hiring or applicant data	OPM HR	FY 2024
Assess results of talent planning strategy	OPM HR	FY 2024
Assess the agency's hiring plan and upskilling needs	OPM HR	FY 2024

Performance Measures

_* No historical results.

Performance Measures	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Target	FY 2024 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%	80.90%	82.30%	81.67%	82.42%

Note: OPM changed the FY 2023 target in September 2022 from 87.80% to 81.67%.

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.			$9,672,717	50.0
	OPM Human Resources	Salaries & Expenses	$1,212,478	5.0
	OPM Human Resources	Common Services	$8,460,239	45.0
OPM Total			**$9,672,717**	**50.0**

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, Acting Chief of Staff, OD

Deputy Strategic Objective Owners: Viet Tran, Press Secretary, 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 2023 and FY 2024 Next Steps:

* Delayed milestone carried over from a previous fiscal year

Key Milestones	Implementing Organization(s)	Target Completion
Pursue updates to the CHCO Council statute to strength the Council	OD, CHCOC	FY 2023
Develop first annual press report	OC	FY 2023
Provide resources and guidance on Federal employment and opportunities for Tribal and Native communities	CLIA, HRS, OCIO, OC	FY 2023
Establish the human capital advisory committee/ framework for engaging with stakeholders*	OD, CHCOC, ES	FY 2023
Work with OPM stakeholders to develop press editorial calendar based on anticipated guidance, policies, or initiatives*	OC	FY 2023
Establish a research agreement policy and a mechanism for academics to engage with OPM on projects that involve sharing de-identified, record-level data	OCFO	FY 2023
Revise the IPA toolkit to document the process for bringing external talent into OPM	OCFO	FY 2023
Provide OPM legislative updates to CHCO Council	CLIA, CHCOC	FY 2024
Establish an updated Media Center for OPM.gov	OC	FY 2024

Key Milestones	Implementing Organization(s)	Target Completion
Develop robust systems and guidance to improve information sharing with OPM's customers	CLIA, OC, OCIO	FY 2024
Initiate three or more collaborations with academics to further research, evaluation, and/or policy development	OCFO	FY 2024

Performance Measures

_* No historical results.

Performance Measures	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Target	FY 2024 Target
Percent of CHCOs indicating that OPM treats them as strategic partners	_*	_*	_*	_*	93.94%	94.94%	95.94%
Percent of CHCOs who strongly agree that OPM treats them as strategic partners	_*	_*	_*	_*	27.27%	33.27%	39.27%

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 8 percentage points.			$1,003,711	4.6
	Office of the Chief Information Officer	Revolving Fund	$470,316	2.0
	Congressional, Legislative and Intergovernmental Affairs	Salaries & Expenses	$175,668	0.8
	Employee Services	Salaries & Expenses	$4,000	0.0
	Office of Communications	Salaries & Expenses	$70,969	0.3
	Office of the Chief Financial Officer	Common Services	$116,024	0.5
	Office of the Director	Advances & Reimbursements Annual	$166,734	1.0
OPM Total			$1,003,711	4.6

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: Shreena Lyons, Senior Procurement Executive, OPO

Deputy Strategic Objective Owners: Ed DeHarde, Deputy Associate Director, HI; Larry Allen, Associate Chief Information Officer, OCIO; Indu Garg, Human Capital Category Manager, 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 2023 and FY 2024 Next Steps:

* Delayed milestone carried over from a previous fiscal year

Key Milestones	Implementing Organization(s)	Target Completion
Start migration of Tier 3- unmanaged spend to Tier 1 and Best In Class managed spend	OPO	FY 2023
Start migration of Tier 0- unmanaged spend to Tier 1 and Best In Class managed spend	OPO	FY 2023
Establish and maintain an acquisition reporting structure to increase accountability and transparency in the contracting process	OPO	FY 2023
Utilize available funding to enhance Procurement Center capabilities	OPO	FY 2023
Incorporate Technology Business Management principles into Enterprise Acquisition Planning	OPO, OCFO, OCIO	FY 2023
Issue guidance and provide training to program offices on the development and tracking of Contractor Past Performance Assessments	OPO	FY 2023
Issue guidance and rollout refined Critical Procurement Priority tracking	OPO, OD, OFCFO	FY 2023
Hire Supply Chain Risk Manager and launch pilot oversight program	OPO, OCIO	FY 2023

Key Milestones	Implementing Organization(s)	Target Completion
Obtain approval of Enterprise Acquisition Policy by OPM senior leadership*	OPO, OESPIM, OD	FY 2023*
Execute training and guidance for Contracting Officer's Representatives	OPO, OCIO	FY 2024
Draft Strategic Sourcing Guidance for OPM-wide contract vehicles	OPO, OD	FY 2024
Reassess Enterprise Acquisition Policy	OPO	FY 2024

Performance Measures

_* No historical results.

Performance Measures	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Target	FY 2024 Target
Percent of OPM's spend under management (SUM) (Cumulative)	_*	_*	_*	_*	94.86%	OMB-set Target	OMB-set Target
Percent of contract actions in compliance with Government-wide past performance reporting requirements (Cumulative)	_*	40.27%	47.73%	30.00%	51.90%	73%	OMB-set Target

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 (FY 2020), 51.1 percent (FY 2021). The measure definition changed in FY 2022.

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.			$1,531,541	6.9
	Office of the Chief Information Officer	Salaries & Expenses	$627,396	3.0
	Office of the Chief Information Officer	Advances & Reimbursements Annual	$70,637	0.3
	Office of Procurement Operations	Salaries & Expenses	$481,936	2.2
	Office of Procurement Operations	Common Services	$351,572	1.4
OPM Total			$1,531,541	6.9

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: Erica Roach, Acting Chief Financial Officer, OCFO

Deputy Strategic Objective Owners: Melissa Ford, Associate CFO for Budget & Performance, OCFO; Jane Lee, Senior Advisor to the Director, 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 the Congress to identify alternative funding sources

FY 2023 and FY 2024 Next Steps:

Key Milestones	Implementing Organization(s)	Target Completion
Provide supervisors and managers with tools, reports, and guidance to inform the budget formulation and execution process on the CFO Portal	OCFO	FY 2023
Design alternative service delivery solutions to obtain alternative funding for Defense Counterintelligence Security Agency IT support	OD	FY 2023
Establish IT Working Capital Fund	OCFO, OCIO	FY 2023
Develop a business case to establish an OPM Working Capital Fund	OCFO	FY 2024
Develop a proposal for a Management Fee that allows OPM to administer earned benefit programs with mandatory funding as opposed to discretionary funds	OCFO	FY 2024
Conduct review of Revolving Fund statute and identify opportunities for assisting OPM programs with expanding reimbursable services	OCFO, OCIO	FY 2024

Key Milestones	Implementing Organization(s)	Target Completion
Increase Voluntary Early Retirement Authority and Voluntary Separation Incentive Payment fee collection efforts	OCFO	FY 2024

Performance Measures

_* No historical results. Performance Measures	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Target	FY 2024 Target
Percent of OPM managers who indicate that they have sufficient resources to get their job done	46	54	_*	_*	_*	Establish Baseline	Establish Baseline
Percent of OPM staff who indicate that they have sufficient resources to get their job done	59	62	_*	_*	_*	Establish Baseline	Establish Baseline

Note: FY 2021 and FY 2022 results for these measures are unavailable because the corresponding survey item was not included in the FY 2021 and FY 2022 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.			$7,334,428	7.1
	Office of the Chief Information Officer	Salaries & Expenses	$394,670	1.8
	Office of the Chief Information Officer	Common Services	$248,182	1.0
	Office of the Chief Information Officer	Advances & Reimbursements Annual	$245,705	0.9
	Office of the Chief Financial Officer	Salaries & Expenses	$759,008	0.0
	Office of the Chief Financial Officer	Common Services	$5,686,863	3.4
OPM Total			**$7,334,428**	**7.1**

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: Scott Knell, Chief Technology Officer, OCIO; Shreena Lyons, Senior Procurement Executive, OPO; Joe Powers, Associate Chief Information Officer, Enterprise Infrastructure Systems, OCIO; James Saunders, Chief Information Security Officer, OCIO; Larry Allen, Associate Chief Information Officer, OCIO

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 2023 and FY 2024 Next Steps:

* Delayed milestone carried over from a previous fiscal year

Key Milestones	Implementing Organization(s)	Target Completion
Establish cloud/technology training offering for OPM	OCIO	FY 2023

Key Milestones	Implementing Organization(s)	Target Completion
Establish Development, Security, and Operations platforms for continuous integration and deployment and test automation	OCIO	FY 2023
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 2023
Establish enterprise standards for technology purchases taking into effect the risk to supply chain and cybersecurity threats*	OCIO	FY 2023
Enhance and modernize OPM's IT security strategy and posture and educate stakeholders about their cybersecurity responsibilities	OCIO	FY 2024
Establish a governance structure and tools to provide feedback and transparency for IT spend in the agency	OCIO	FY 2024
Reduce the number of open audit findings and recommendations	OCIO	FY 2024
Deploy capability and solutions using agile techniques and incremental development to reduce the time to deliver solutions	OCIO	FY 2024
Transition IT systems and applications to cloud technology and services	OCIO	FY 2024
Prepare and train OCIO and OPM users/stakeholders on modernized/digitalized/cloud technology and tools	OCIO	FY 2024
Conduct capability/technology discovery sessions and analyze technical alternatives with stakeholders and program offices	OCIO	FY 2024
Create user experience journey maps with stakeholders and program offices	OCIO	FY 2024
Review the engineering, security, privacy, and architecture for High Value Assets	OCIO	FY 2024
Complete the transfer of DCSA functions including Security Operations Monitoring and Response	OCIO	FY 2024
Develop Information Technology Strategic Sourcing or enterprise-wide contract vehicles and policies to reduce unmanaged agency spend and to maximize adoption	OCIO	FY 2024

Key Milestones	Implementing Organization(s)	Target Completion
Establish enterprise standards for technology purchases with consideration of the risk to supply chain, cybersecurity threats, and cost reduction	OCIO	FY 2024

Performance Measures

_* No historical results.

Performance Measures	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Target	FY 2024 Target
Percent of software projects implementing adequate incremental development	100%	96.43%	85.17%	85.71%	100%	94%	95%
Score for utilization of the working capital fund to support IT modernization and security	2.00	2.00	2.00	3.00	4.00	2.81	2.87

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.			$175,935,687	260.0
	Office of the Chief Information Officer	Salaries & Expenses	$36,631,538	80.7
	Office of the Chief Information Officer	IT Modernization S&E	$10,500,000	0.0
	Office of the Chief Information Officer	Trust Fund Annual	$3,293,118	0.0
	Office of the Chief Information Officer	Common Services	$30,976,503	33.0
	Office of the Chief Information Officer	Revolving Fund	$86,773,120	137.0
	Office of the Chief Information Officer	Advances & Reimbursements Annual	$7,386,921	9.4
	Office of the Chief Information Officer	5 U.S.C. § 8348 (a)(1)(B) - Retirement	$374,486	0.0
OPM Total			$175,935,687	260.0

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: Lisa Loss, Acting Chief Management Officer, OD

Deputy Strategic Objective Owners: Carmen Garcia, HR Director and Chief Human Capital Officer, OPM HR; David Padrino, Chief Transformation Officer, OD

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 2023 and FY 2024 Next Steps:

* Delayed milestone carried over from a previous fiscal year

Key Milestones	Implementing Organization(s)	Target Completion
Assess supervisory performance 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
Assess results against enterprise-wide checklist*	HCDMM	FY 2023
Develop standardized onboarding process to include strategic plan elements and connectedness to jobs and organization*	OC, OPM HR	FY 2023
Develop and implement standardized approach based on best practices to engage OPM stakeholders during major system changes*	OCIO, HCDMM, OPM HR, OCFO	FY 2023

Key Milestones	Implementing Organization(s)	Target Completion
Collect stakeholder feedback (for example, interviews, focus groups, surveys) on approach impact*	OCIO, HCDMM, OPM HR, OCFO	FY 2023
Develop and launch an OPM-wide Engagement Plan	OPM HR, OD	FY 2023
Develop enterprise-mindset index based on key data points	OPM HR, OD, HCDMM, OCIO	FY 2024
Further refine enterprise-mindset index and leading practices	HCDMM	FY 2024
Add elements of the strategic plan to recruitment or retention communications	OPM HR	FY 2024
Assess state of DEIA through data analysis	OPM HR, SuitEA, ODEIA	FY 2024

Performance Measures

_* No historical results.

Performance Measures	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Target	FY 2024 Target
OPM Leaders Lead score	59	61	64	69	68	69	70

Note: The FY 2023 Target for this measure was changed from 65.5 to 69.35.

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.			$3,092,435	14.9
	Office of the Chief Information Officer	Common Services	$304,413	1.0
	Suitability Executive Agent Programs	Revolving Fund	$116,728	0.5
	OPM Human Resources	Common Services	$443,906	1.7
	Human Capital Data Management and Modernization	Salaries & Expenses	$200,587	0.9
	Human Capital Data Management and Modernization	Revolving Fund	$412,819	1.8
	Office of Diversity, Equity, Inclusion and Accessibility	Salaries & Expenses	$1,613,982	9.0
OPM Total			**$3,092,435**	**14.9**

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.			$157,526,476	1,153.6
	Office of the Chief Information Officer	Salaries & Expenses	$9,905	0.0
	Office of the Chief Information Officer	Trust Fund Annual	$5,690,508	28.9
	Office of the Chief Information Officer	Revolving Fund	$433,857	3.0
	Office of the Chief Information Officer	5 U.S.C. § 8348 (a)(1)(B) - Retirement	$214,792	1.1
	HR Solutions	Revolving Fund	$127,507	0.7
	Retirement Services	Salaries & Expenses	$13,576,614	125.0
	Retirement Services	Trust Fund Annual	$73,512,568	558.7
	Retirement Services	5 U.S.C. § 8348 (a)(1)(B) - Retirement	$62,807,923	429.2
	Retirement Services	FERCCA (P.L. 106-265) - Retirement	$1,152,802	7.0
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.			$31,330,987	28.5
	Office of the Chief Information Officer	Salaries & Expenses	$4,073,067	0.0
	Office of the Chief Information Officer	Trust Fund Annual	$122,000	0.0
	Office of the Chief Information Officer	Common Services	$9,163,515	0.0
	Office of the Chief Information Officer	5 U.S.C. § 8348 (a)(1)(B) - Retirement	$69,337	0.0

Strategic Objectives	Organization	Fund	Dollars	FTE
	Employee Services	Salaries & Expenses	$131,353	0.5
	HR Solutions	Revolving Fund	$17,771,715	28.0
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.			$6,423,661	19.8
	Office of the Chief Information Officer	Revolving Fund	$2,887,256	0.0
	Employee Services	Salaries & Expenses	$737,878	2.8
	HR Solutions	Revolving Fund	$125,349	0.5
	Merit System Accountability & Compliance	Salaries & Expenses	$2,292,709	14.8
	Human Capital Data Management and Modernization	Salaries & Expenses	$127,462	0.7
	Human Capital Data Management and Modernization	Revolving Fund	$253,007	1.1
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.			$1,200,378	5.1
	HR Solutions	Revolving Fund	$66,892	0.3
	Office of Communications	Salaries & Expenses	$35,483	0.2
	Office of the Executive Secretariat and Privacy and Information Management	Salaries & Expenses	$123,920	0.5
	Retirement Services	Trust Fund Annual	$535,746	2.3
	Retirement Services	5 U.S.C. § 8348 (a)(1)(B) - Retirement	$438,337	1.9
OPM Total			**$196,481,502**	**1,207.0**

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, RS; MC Price, Associate Chief Information Officer, OCIO

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 2023 and FY 2024 Next Steps:

Key Milestones	Implementing Organization(s)	Target Completion
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
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
Complete a curriculum for advanced Retirement Services courses for Retirement Services personnel	RS	FY 2024
Implement digital file tracking for new retirement cases	OCIO, RS	FY 2024

Key Milestones	Implementing Organization(s)	Target Completion
Implement plan to engage agency benefits officers to improve the communication of the retirement application process and identify training needs	RS, HRS	FY 2024

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 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Target	FY 2024 Target
Average number of minutes to answer phone calls (Cumulative)	_*	_*	_*	_*	32.87	5.00	15.00
Average number of days to process retirement cases	58.60	55.70	68.50	78.96	88.41	60.00	60.00
Average satisfaction score for services received from Retirement Services	_*	4.10^	4.12†	3.92	3.74	4.05	4.10

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.			$157,526,476	1,153.6
	Office of the Chief Information Officer	Salaries & Expenses	$9,905	0.0
	Office of the Chief Information Officer	Trust Fund Annual	$5,690,508	28.9
	Office of the Chief Information Officer	Revolving Fund	$433,857	3.0
	Office of the Chief Information Officer	5 U.S.C. § 8348 (a)(1)(B) - Retirement	$214,792	1.1

Strategic Objectives	Organization	Fund	Dollars	FTE
	HR Solutions	Revolving Fund	$127,507	0.7
	Retirement Services	Salaries & Expenses	$13,576,614	125.0
	Retirement Services	Trust Fund Annual	$73,512,568	558.7
	Retirement Services	5 U.S.C. § 8348 (a)(1)(B) - Retirement	$62,807,923	429.2
	Retirement Services	FERCCA (P.L. 106-265) - Retirement	$1,152,802	7.0
OPM Total			**$157,526,476**	**1,153.6**

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: Erika Vega, Program Manager, HRS

Deputy Strategic Objective Owner: MC Price, Associate Chief Information Officer, OCIO

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 2023 and FY 2024 Next Steps:

Key Milestones	Implementing Organization(s)	Target Completion
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
Implement a new profile document API to eliminate barriers in the apply experience	HRS, OCIO	FY 2023
Implement application guide enhancements to remove redundancies in the apply experience	HRS, OCIO	FY 2023
Collect and synthesize job search data (for example, saved searches and organic searches) for user research purposes	HRS	FY 2023
Prototype and test career exploration features that leverage data insights	HRS	FY 2023
Develop customer dashboards for career sites, event pages, and branded search pages to measure visitor engagement	HRS, OCIO	FY 2023
Implement authentication streamlining enhancements based on the usability audit	HRS, OCIO	FY 2023

Key Milestones	Implementing Organization(s)	Target Completion
Develop a login.gov feature dashboard to share results with GSA	HRS, OCIO	FY 2023
Expand the content tagging approach to segment Job Opportunity Announcements and candidate profiles to showcase content by career fields, programs, hiring paths, and other breakouts	HRS, OCIO	FY 2023
Implement enhancements based on the needs of applicants and agencies for enhancing the location field	HRS	FY 2023
Implement talent engagement tools within the Agency Talent Portal	HRS, OCIO	FY 2023
Implement early career marketplace components (for example, internships and fellowships)	HRS, OCIO	FY 2023
Incorporate a Human Centered Design strategy to capture the current state of agency touchpoints in the talent acquisition customer experience	HRS	FY 2023
Upgrade the integration mechanism (Staffing Integration Framework) between USAJOBS and Talent Acquisition Systems to incorporate versioning to improve delivery time for new enhancements	HRS, OCIO	FY 2023
Implement improvements to the seeker search experience	HRS, OCIO	FY 2024
Upgrade the resume builder features	HRS, OCIO	FY 2024
Conduct pilots and fully implement career exploration features that leverage data insights	HRS, OCIO, ES	FY 2024
Develop an agency evaluation approach to leverage qualitative and quantitative data to improve the customer experience	HRS, OCIO	FY 2024
Implement authentication enhancements based on user feedback	HRS, OCIO	FY 2024
Finalize the business case to move USAJOBS to the cloud	HRS, OCIO	FY 2024
Drive improvements to better integrate Open Opportunities with USAJOBS	HRS, OCIO	FY 2024
Expand the USAJOBS video series	HRS	FY 2024

Performance Measures

_* No historical results

Performance Measures	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Target	FY 2024 Target
Average overall satisfaction score with USAJOBS (desktop)	_*	_*	3.80	3.87	3.88	3.95	3.99
Average ease score (desktop)	_*	_*	3.64	3.74	3.76	3.77	3.80
Average efficiency score (desktop)	_*	_*	3.59	3.74	3.78	3.77	3.80
Average transparency score (desktop)	_*	_*	3.99	4.16	4.18	4.18	4.20
Average website helpfulness score (desktop)	_*	_*	3.77	3.84	3.84	3.86	3.90
Average trust score (desktop)	_*	_*	3.67	3.75	3.74	3.77	3.80
Average effectiveness score (desktop)	_*	_*	3.64	3.77	3.78	3.78	3.81
Average overall satisfaction score with USAJOBS (mobile)	_*	_*	4.27	4.21	4.23	4.23	4.27
Average trust score (mobile)	_*	_*	4.13	4.11	4.13	4.13	4.18
Average effectiveness score (mobile)	_*	_*	4.10	4.11	4.14	4.12	4.17
Average ease score (mobile)	_*	_*	4.13	4.09	4.12	4.11	4.15
Average efficiency score (mobile)	_*	_*	4.03	4.08	4.09	4.06	4.09
Average transparency score (mobile)	_*	_*	4.38	4.39	4.37	4.42	4.45
Average website helpfulness score (mobile)	_*	_*	4.22	4.14	4.16	4.18	4.20

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.			$31,330,987	28.5
	Office of the Chief Information Officer	Salaries & Expenses	$4,073,067	0.0
	Office of the Chief Information Officer	Trust Fund Annual	$122,000	0.0
	Office of the Chief Information Officer	Common Services	$9,163,515	0.0
	Office of the Chief Information Officer	5 U.S.C. § 8348 (a)(1)(B) - Retirement	$69,337	0.0

Strategic Objectives	Organization	Fund	Dollars	FTE
	Employee Services	Salaries & Expenses	$131,353	0.5
	HR Solutions	Revolving Fund	$17,771,715	28.0
OPM Total			**$31,330,987**	**28.5**

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: Ana Mazzi, Principal Deputy Associate Director, MSAC

Deputy Strategic Objective Owners: 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 2023 and FY 2024 Next Steps:

* Delayed milestone carried over from a previous fiscal year.

Key Milestones	Implementing Organization(s)	Target Completion
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
Develop and provide solutions that align with expressed agency needs gathered through the listening channels	ES, HRS, MSAC	FY 2023
Provide feedback to agencies on Human Capital Operating Plans, identifying strengths and opportunities for improvement*	ES, 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, OCIO, HCDMM	FY 2023
Develop web-based innovative, dynamic, and interactive catalogue of OPM tools, services, and resources	ES, HRS, MSAC	FY 2024
Develop a process to identify opportunities for cross-collaborative guidance, support, and service for future surge hiring initiatives	ES, HRS, MSAC	FY 2024

Performance Measures

_* No historical results

Performance Measures	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Target	FY 2024 Target
Average score for helpfulness of OPM human capital services in achieving human capital objectives	_*	_*	_*	4.31	4.42	4.32	4.46

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.			$6,423,661	19.8
	Office of the Chief Information Officer	Revolving Fund	$2,887,256	0.0
	Employee Services	Salaries & Expenses	$737,878	2.8
	HR Solutions	Revolving Fund	$125,349	0.5
	Merit System Accountability & Compliance	Salaries & Expenses	$2,292,709	14.8

Strategic Objectives	Organization	Fund	Dollars	FTE
	Human Capital Data Management and Modernization	Salaries & Expenses	$127,462	0.7
	Human Capital Data Management and Modernization	Revolving Fund	$253,007	1.1
OPM Total			**$6,423,661**	**19.8**

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: Neil Desai, Senior Advisor for Transformation, HCDMM

Deputy Strategic Objective Owners: Melvin Brown, Principal Deputy Chief Information Officer, OCIO; Kellie Cosgrove Riley, Executive Director, OESPIM; 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 update and maintain the content on OPM.gov more easily

- Establish a unified approach to the development and maintenance of web content

FY 2023 and FY 2024 Next Steps

Key Milestones	Implementing Organization(s)	Target Completion
Conduct user research to inform functionality of a new Federal Employees 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

Key Milestones	Implementing Organization(s)	Target Completion
Onboard OPM.gov development and customer experience teams	OCIO, RS, HRS	FY 2024
Implement OPM.gov minimum viable product in Enterprise Cloud Environment to provide program offices more direct control over their own content	OCIO, OC, RS, OESPIM	FY 2024
Conduct regular iterative testing of OPM.gov design with users to solicit feedback for specific features and future design	OCIO, RS, OESPIM	FY 2024

Performance Measures

_* No historical results

Performance Measures	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Target	FY 2024 Target
Average effectiveness score	_*	_*	_*	_*	_*	Establish Baseline	Establish Baseline + .1
Average ease score	_*	_*	_*	_*	_*	Establish Baseline	Establish Baseline + .1

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

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.			$1,200,378	5.1
	HR Solutions	Revolving Fund	$66,892	0.3
	Office of Communications	Salaries & Expenses	$35,483	0.2
	Office of the Executive Secretariat and Privacy and Information Management	Salaries & Expenses	$123,920	0.5
	Retirement Services	Trust Fund Annual	$535,746	2.3
	Retirement Services	5 U.S.C. § 8348 (a)(1)(B) - Retirement	$438,337	1.9
OPM Total			$1,200,378	5.1

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.			$527,492	2.6
	HR Solutions	Revolving Fund	$527,492	2.6
4.2 - Increase focus on Government-wide policy work by shifting more low-risk delegations of authorities to agencies.			$2,653,542	16.3
	Congressional, Legislative and Intergovernmental Affairs	Salaries & Expenses	$175,668	0.8
	Employee Services	Salaries & Expenses	$69,393	0.3
	Merit System Accountability & Compliance	Salaries & Expenses	$2,292,708	14.8
	Suitability Executive Agent Programs	Revolving Fund	$115,773	0.5
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.			$53,523,704	60.3
	Office of the Chief Information Officer	Revolving Fund	$772,353	0.0
	Employee Services	Salaries & Expenses	$1,593,985	8.0
	HR Solutions	Revolving Fund	$5,720,582	12.3
	Office of the Executive Secretariat and Privacy and Information Management	Common Services	$106,619	0.5
	Human Capital Data Management and Modernization	Salaries & Expenses	$10,196,940	18.9

Strategic Objectives	Organization	Fund	Dollars	FTE
	Human Capital Data Management and Modernization	Revolving Fund	$35,133,225	20.6
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.			$7,548,251	38.3
	Employee Services	Salaries & Expenses	$1,791,417	9.0
	HR Solutions	Revolving Fund	$3,407,449	14.0
	Merit System Accountability & Compliance	Salaries & Expenses	$2,292,708	14.8
	Office of the Chief Financial Officer	Common Services	$56,677	0.5
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.			$743,197	3.4
	Employee Services	Salaries & Expenses	$431,525	1.8
	Office of the Executive Secretariat and Privacy and Information Management	Salaries & Expenses	$112,891	0.5
	Office of the Chief Financial Officer	Salaries & Expenses	$161,554	1.0
	Human Capital Data Management and Modernization	Salaries & Expenses	$37,227	0.2
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.			$3,284,345	19.2
	Employee Services	Salaries & Expenses	$363,595	1.5
	HR Solutions	Revolving Fund	$93,734	0.4
	Merit System Accountability & Compliance	Salaries & Expenses	$2,290,042	14.8
	Office of the Director	Advances & Reimbursements Annual	$166,734	1.0
	Human Capital Data Management and Modernization	Salaries & Expenses	$54,929	0.3
	Human Capital Data Management and Modernization	Revolving Fund	$315,311	1.3
OPM Total			**$68,280,531**	**140.1**

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: Tiffany Worthy, Senior Advisor to the Director, OD

Deputy Strategic Objective Owners: John Gill, Deputy Director, HRS; Arianne Miller, Managing Director, the Lab, HRS

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 2023 and FY 2024 Next Steps:

Key Milestones	Implementing Organization(s)	Target Completion
Roll out project postmortems to the workforce	OD	FY 2023
Plan and execute forums/workshops	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
Host second training session on innovation at a senior leadership retreat or convening	OD	FY 2023
Design employee and team rewards/recognition types within OPM's existing award structures and recognition processes	OD	FY 2023
Socialize recognition structures and process with senior leaders	OD	FY 2023
Pilot learning communities	HRS	FY 2023
Host second training session on innovation/transformation to senior leaders	OD	FY 2024

Key Milestones	Implementing Organization(s)	Target Completion
Implement learning communities and/or cross-organizational forums	HRS, OD	FY 2024
Assess recognition structures	OD	FY 2024
Introduce the OPM Innovation in Service Delivery Program	HRS	FY 2024

Performance Measures

_* No historical results

Performance Measures	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Target	FY 2024 Target
Percent of OPM leaders trained in innovation techniques (Cumulative)	_*	_*	_*	_*	6.74%	31.74%	56.74%
OPM Innovation score	_*	_*	_*	_*	67.22	70.22	73.22

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.			$527,492	2.6
	HR Solutions	Revolving Fund	$527,492	2.6
OPM Total			**$527,492**	**2.6**

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: Lisa Loss, Director, SuitEA; Alethea Predeoux, Chief of Staff to the Director, OD; Allison Kidd-Miller, Deputy 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 2023 and FY 2024 Next Steps:

* Delayed milestone carried over from a previous fiscal year

Key Milestones	Implementing Organization(s)	Target Completion
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
Draft proposed legislation to authorize OPM to delegate to agencies low-risk transactions*	ES, MSAC, SuitEA, CLIA	FY 2023
Conduct virtual or in-person "road shows" related to new delegations	ES, MSAC, SuitEA	FY 2024
Develop and deliver a webinar and Federal HR Institute training for agencies	ES, MSAC, SuitEA	FY 2024

Obtain OPM clearance of additional proposed legislation	ES, MSAC, SuitEA	FY 2024
Submit additional draft legislation to OMB for interagency review and comment	ES, MSAC, SuitEA	FY 2024
Submit additional draft legislation to the Congress for review, sponsor, and enact	ES, MSAC, SuitEA, CLIA	FY 2024

Performance Measures

_* No historical results

Performance Measures	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Target	FY 2024 Target
Percent of low-risk delegations with errors identified through OPM or agency led evaluations	_*	_*	_*	_*	_*	Establish Baseline	Establish Baseline
Percent of CHCOs who agree that OPM provides appropriate delegations to agencies	_*	_*	_*	_*	48.48%	51.50%	54.50%
Percent of low-risk delegations granted to agencies	_*	_*	_*	_*	_*	Establish Baseline	Establish Baseline + 3 percentage points

Note: For the measure *Percent of low-risk delegations with errors identified through OPM or agency led evaluations*, this measure is based on whatever transactional work is ultimately delegated to agencies and cannot be calculated until FY 2025. The FY 2023 and FY 2024 Targets were changed to *Establish Baseline*.

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.			$2,653,542	16.3
	Congressional, Legislative and Intergovernmental Affairs	**Salaries & Expenses**	$175,668	0.8
	Employee Services	**Salaries & Expenses**	$69,393	0.3
	Merit System Accountability & Compliance	**Salaries & Expenses**	$2,292,708	14.8
	Suitability Executive Agent Programs	**Revolving Fund**	$115,773	0.5
OPM Total			**$2,653,542**	**16.3**

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 Cosgrove-Riley, Executive Director, OESPIM; Craig Gagel, Supervisory Program Analyst, HCDMM; Anoop Mohan, Supervisory Data Management Specialist, HCDMM; Charles Ezell, Supervisory IT Specialist, OCIO

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 2023 and FY 2024 Next Steps:

* Delayed milestone carried over from a previous fiscal year

Key Milestones	Implementing Organization(s)	Target Completion
Modernize eOPF platform to deliver better customer interface and enable more efficient processing at key "moments that matter"	HCDMM, ES	FY 2023

Key Milestones	Implementing Organization(s)	Target Completion
Digitize and streamline navigation for the Guide to Processing Personnel Actions for HR community	HCDMM, ES	FY 2023
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
Publish the FY 2023-2026 OPM Data Strategy	HCDMM	FY 2023
Develop and launch a Federal HR Analytics Community of Practice	HCDMM	FY 2023
Publish a roadmap and FY 2023-2024 implementation plan for OPM's enterprise analytics platform	HCDMM	FY 2023
Build Application Programming Interface data gateway to provide agencies with easier, more rapid access to data*	HCDMM, OCIO, OC	FY 2023
Develop and make available to agencies a comprehensive HR dynamic dashboard covering applicant, workforce, and survey-based data*	HCDMM, OCIO	FY 2023
Complete development of cloud-based data science environment at OPM*	OCIO	FY 2023
Publish new, high-value data sets to the Application Programming Interface data gateway	HCDMM, ES, HRS, OESPIM	FY 2024
Implement EHRI payroll data quality improvements	HCDMM, ES, OESPIM	FY 2024

Performance Measures

 _* No historical results

Performance Measures	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Target	FY 2024 Target
Percent of CHCOs who agree that OPM provides agencies with high quality workforce data and information for decision-making	_*	_*	_*	_*	54.55%	59.55%	65.00%
Average quarterly number of users of OPM's publicly available human capital data sets/files	_*	_*	_*	_*	126.75	133.09	139.43
Average quarterly number of users of OPM's human capital dashboards	_*	_*	_*	_*	67.67	71.05	74.44

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

Note: For measure 4.3.003, the reported result for FY 2022 is the quarterly average for quarters one, three, and four. Data is not available for the second quarter of FY 2022.

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.			$53,523,704	60.3
	Office of the Chief Information Officer	Revolving Fund	$772,353	0.0
	Employee Services	Salaries & Expenses	$1,593,985	8.0
	HR Solutions	Revolving Fund	$5,720,582	12.3
	Office of the Executive Secretariat and Privacy and Information Management	Common Services	$106,619	0.5
	Human Capital Data Management and Modernization	Salaries & Expenses	$10,196,940	18.9
	Human Capital Data Management and Modernization	Revolving Fund	$35,133,225	20.6
OPM Total			$53,523,704	60.3

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

Strategic Objective Owner: Sara Saphos, Senior Program Analyst, ES

Deputy Strategic Objective Owners: Arianne Miller, Managing Director, the Lab, HRS; Joanne Plasky, Manager, MSAC

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 2023 and FY 2024 Next Steps:

Key Milestones	Implementing Organization(s)	Target Completion
Populate a 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
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
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

Key Milestones	Implementing Organization(s)	Target Completion
Issue a report on leading practices identified from agency human capital reviews	ES, MSAC, HRS	FY 2024
Expand the use of the leading practices portal to include additional human capital management areas	ES, MSAC, HRS	FY 2024
Conduct a series of events to share leading practices with agencies	ES, MSAC, HRS, OCFO	FY 2024

Performance Measures

_* No historical results

Performance Measures	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Target	FY 2024 Target
Number of leading practices shared with Federal agencies	_*	_*	_*	_*	9	5	5

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.			$7,548,251	38.3
	Employee Services	Salaries & Expenses	$1,791,417	9.0
	HR Solutions	Revolving Fund	$3,407,449	14.0
	Merit System Accountability & Compliance	Salaries & Expenses	$2,292,708	14.8
	Office of the Chief Financial Officer	Common Services	$56,677	0.5
OPM Total			$7,548,251	38.3

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: Holly Whelan, Senior Advisor, Office of the Deputy Director

Deputy Strategic Objective Owners: Margot Conrad, Senior Advisor to the Director & Executive Director, CHCOC; Robert Shriver, Deputy Director, OD; Allison Kidd-Miller, Deputy General Counsel, OGC

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

- 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 2023 and FY 2024 Next Steps:

* Delayed milestone carried over from a previous fiscal year

Key Milestones	Implementing Organization(s)	Target Completion
Streamline or update OPM program delegations	OD	FY 2023
Survey program leadership and document clearance drivers to identify priority skills and supports needed to effectively serve as drivers	OESPIM	FY 2023
Develop additional resources and tools for document clearance drivers informed by input	OESPIM, OD	FY 2023
Hire additional staff to expand regulatory capabilities	ES, OESPIM	FY 2023

Key Milestones	Implementing Organization(s)	Target Completion
Pilot regulatory training and resources program across key OPM audiences	OD, ES, OGC	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; conduct evaluations of priority policies	ES, HCDMM, OCFO	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
Align document management system reporting with new processes to determine baseline and create targets for timeliness of priority policy development*	OESPIM	FY 2023
Modify clearance process to identify necessary information for OC to inform release of policy processes*	OC	FY 2023
Develop checklist to help program offices identify opportunities to reach impacted stakeholders with their policy guidance*	OC	FY 2023
Develop internal Customer Relationship Management capabilities to fully track requests that are received and develop of responses and new/updated policy	ES	FY 2024
Develop a "boot camp" for program offices to improve skills on handling clearances and standardizing proficiencies across the offices	OESPIM	FY 2024
Improve visibility into Document Approval System Hub data and use it to inform decision making and support process improvements	OESPIM, HCDMM	FY 2024
Evaluate the success of policy coordination efforts and scale leading practices across the full set of OPM's policy making offices	OD	FY 2024
Embed regulatory training into the onboarding and upskilling opportunities for key staff that work with regulations– including those working directly with regulations and those who need increased understanding of high-level regulatory concepts	OESPIM	FY 2024
Evaluate success of pilot training on the regulatory competencies that exist within OPM organizations and determine whether additional strategies or trainings are needed	OESPIM	FY 2024
Scale regulatory training to key OPM audiences across the agency and address staffing needs	OESPIM	FY 2024

Key Milestones	Implementing Organization(s)	Target Completion
Expand participation in agency policy coordination efforts to promote cross organizational awareness	OD, ES	FY 2024
Hold monthly CHCO Council Personnel Policy Office Hours to gather input from CHCOs and other HR experts on future human capital policies	CHCOC	FY 2024
Design and conduct evaluations for 1-2 priority workforce policies, and pilot the process of using research to develop new workforce policies for one new policy	OCFO	FY 2024

Performance Measures

_* No historical results

^ OPM previously reported the FY 2021 Result for the measure *Percent of priority policy guidance issued by the deadline* as 100.0%. Due to the transitions in the agency's document clearance system, this result was inaccurate. OPM has changed the FY 2021 Result to *No historical result.*

Performance Measures	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Target	FY 2024 Target
Percent of priority policy guidance issued by the deadline	_*	_*	_*	_*	38.46%	43.46%	48.46%
Percent of CHCOs who agree that OPM's policy approach is responsive to agency needs	_*	_*	_*	_*	54.55%	59.55%	64.55%

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.			$743,197	3.4
	Employee Services	Salaries & Expenses	$431,525	1.8
	Office of the Executive Secretariat and Privacy and Information Management	Salaries & Expenses	$112,891	0.5
	Office of the Chief Financial Officer	Salaries & Expenses	$161,554	1.0
	Human Capital Data Management and Modernization	Salaries & Expenses	$37,227	0.2
OPM Total			$743,197	3.4

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: Ella Holman, Program Manager, Chief Human Capital Officers Council, OD

Deputy Strategic Objective Owners: Timothy Heath, Accountability Program Manager, MSAC; April Davis, Manager, ES; 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 2023 and FY 2024 Next Steps:

Key Milestones	Implementing Organization(s)	Target Completion
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
Streamline and implement improvements to reduce burden and support innovation in response to agency and stakeholder feedback	ES, MSAC, HRS, HCDMM	FY 2024
Hold webinars to communicate and collect feedback on strategy, policy, tools and guidance with agencies	ES, MSAC, HRS	FY 2024

Performance Measures

_* No historical results

Performance Measures	FY 2018 Result	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Target	FY 2024 Target
Percent of CHCOs who agree that the human capital management system changes resulted in less administrative burden to agencies	_*	_*	_*	_*	_*	Establish Baseline	29.00%

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

Note: The FY 2023 Target changed from *Establish Baseline + 5 Percentage Points* to *Establish Baseline.* OPM will establish a baseline for this measure via a FY 2023 CHCO Survey.

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.			$3,284,345	19.2
	Employee Services	Salaries & Expenses	$363,595	1.5
	HR Solutions	Revolving Fund	$93,734	0.4
	Merit System Accountability & Compliance	Salaries & Expenses	$2,290,042	14.8
	Office of the Director	Advances & Reimbursements Annual	$166,734	1.0
	Human Capital Data Management and Modernization	Salaries & Expenses	$54,929	0.3
	Human Capital Data Management and Modernization	Revolving Fund	$315,311	1.3
OPM Total			$3,284,345	19.2

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 2024, the net assets combined total is $1.2 trillion, receipts total $202 billion, and outlays total $185 billion. These trust funds will finance: the retirement program for 2.8 million Federal civilian employees and provide retirement benefits for retirees and survivors; finance the health insurance for 8.1 million employees, retirees, and eligible family members; and provide life insurance coverage for 4.3 million employees and retirees.

FY 2024 All Earned Benefits Funds (millions)

Budget Items	CSRDF	FEHB/REHB	FEGLI	PSRHF	FSAFEDS	Total
FY 2024 Start of Year Fund Balance	$1,075,991	$22,622	$50,931	$32,021	$70	$1,181,635
FY 2024 Receipts	$127,423	$67,956	$6,253	$719	$23	$202,374
FY 2024 Outlays	$110,670	$65,325	$4,386	$4,626	$12	$185,019
FY 2024 End of Year Fund Balance	**$1,092,744**	**$25,395**	**$52,798**	**$28,114**	**$81**	**$1,199,132**
FY 2024 Participants:						
Actives (Millions)	2,467	2,199	2,730			
Annuitants (Millions)	2,816	1,985	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)

Budget Items	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate	FY 2023 – 2024 Variance
Start of Year Balance	$25,185	$22,836	$22,622	($214)
Receipts from the Public	$18,428	$19,748	$20,993	$1,245
Receipts from Federal Sources	$41,574	$43,225	$45,749	$2,524
Interest Earnings	$429	$612	$1,214	$602
Change in Uncollected Customer Payments	$0	$0	$0	$0
Total Program Outlays	$60,958	$64,490	$65,325	$835
End of Year Balance	**$22,836**	**$22,622**	**$25,395**	**$3,322**

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 48 for FY 2023 and 40 for FY 2024.

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)

Budget Items	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate	FY 2023- 2024 Variance
Start of Year Balance	$48,570	$49,601	$50,931	$1,330
Receipts from the Public	$3,236	$3,501	$3,613	$112
Receipts from Federal Sources	$698	$670	$700	$30
Interest Earnings	$959	$1,290	$1,940	$650
Change in Uncollected Customer Payments	$0	$0	$0	$0
Total Program Outlays	$3,862	$4,131	$4,386	$255
End of Year Balance	**$49,601**	**$50,931**	**$52,798**	**$1,867**

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)

Budget Items	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate	FY 2023 – 2024 Variance
Start of Year Balance	$1,031,382	$1,056,332	$1,075,991	$19,659
Receipts from the Public	$6,187	$6,869	$7,517	$648
Receipts from Federal Sources	$93,039	$95,138	$97,965	$2,827
Interest Earnings	$22,326	$22,363	$21,941	($422)
Total Program Outlays	$96,602	$104,711	$110,670	$5,959
End of Year Balance	$1,056,332	$1,075,332	$1,092,744	$16,753

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 2024, it is estimated that employees will contribute $7.3 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.

Effective FY 2023, 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).

Effective FY 2024, 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 16.9 percent of pay (employee's share, 0.8 percent, and employer's share, 16.1 percent); FERS-RAE Non-Postal employees, the normal cost rate will be 19.6 percent of pay (employee's share, 3.1 percent, and employer's share, 16.5 percent); FERS-RAE Postal employees will be 17.3 percent of pay (employee's share, 3.1 percent, and employer's share, 14.2 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, 16.5 percent, and less excess of 1.0 percent to be credited back to the assets of the CSRDF); FERS-FRAE Postal employees will be 17.6 percent of pay (employee's share, 4.4 percent, and employer's share, 13.2 percent).

Postal Service Retiree Health Benefits Fund (millions)

Budget Items	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate	FY 2023 – 2024 Variance
Start of Year Balance	$38,849	$35,607	$32,021	($3,586)
Receipts from the Public (Postal Service)	$0	$0	$0	$0
Receipts from Federal Sources	$0	$0	$0	$0
Interest Earnings	$909	$751	$719	($32)
Total Program Outlays	$4,151	$4,337	$4,626	$289
End of Year Balance	**$35,607**	**$32,021**	**$28,114**	**($3,907)**

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)

Budget Items	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate	FY 2023 – 2024 Variance
Start of Year Balance	$57	$64	$70	$6
Receipts from the Public	$18	$21	$22	$1
Receipts from Federal Sources	$1	$1	$1	$0
Program Obligations (Mandatory)	$4	$11	$7	($4)

Budget Items	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate	FY 2023 – 2024 Variance
Agency Administrator Cost and Program	$8	$5	$5	$0
End of Year Balance	**$64**	**$70**	**$81**	**$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:

- Health Care Flexible Spending Accounts (HCFSA);
- Limited Expense Health Care Flexible Spending Account (LEX HCFSA); and
- Dependent Care Flexible Spending Account (DCFSA).

The funds cannot be transferred between accounts. In 2022, DCFSAs had a minimum annual election of $100 and $10,500 maximum ($5,250 for married couples, filing separately). HCFSAs and LEX HCFSAs 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 HCFSAs, 11,788 LEX HCFSAs, and 79,384 in DCFSAs.

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 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)

Budget Items	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate	FY 2023 – 2024 Variance
Budget Authority	$13,385	$15,122	$15,542	$420
Obligations	$13,385	$15,122	$15,542	$420
Outlays	$13,785	$14,465	$15,465	$1,000

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 2024, budget authority and obligations will increase by $420 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)

Budget Items	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate	FY 2023- 2024 Variance
Budget Authority	$43	$43	$45	$2
Obligations	$43	$43	$45	$2
Outlays	$43	$43	$45	$2

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 2024, budget authority and obligations will increase $2.0 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)

Budget Items	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate	FY 2023 – 2024 Variance
Budget Authority	$46,380	$47,532	$47,732	$200
Obligations	$46,380	$47,532	$47,732	$200
Outlays	$46,380	$47,532	$47,732	$200

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)

Budget Items	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate	FY 2023 – 2024 Variance
Current Appropriation	$18,966	$18,600	$19,500	$900
Permanent Indefinite Authorization	$27,382	$28,900	$28,200	($700)
Payment for Spouse Equity	$32	$32	$32	$0
Total	**$46,380**	**$47,532**	**$47,732**	**$200**

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 2024, the Permanent Indefinite Authorization will increase $200 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

- Federal Executive Boards

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 2024 CBJ
Suitability Executive Agent	$8,536,321
Human Resources Solutions	$402,234,942
Enterprise Human Resources Integration	$51,568,405
HR Line of Business	$3,150,000
Human Resources Solutions Information Technology Program Management Office	$107,015,012
Credit Monitoring	$91,846,166
Federal Executive Boards	$13,500,000
OPM Total	**$677,850,846**

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 with 100 percent of its resourcing coming from its federal customers. Starting in FY 2021, SuitEA began collecting resources through its own inter-agency agreements based on a new customer-vetted cost model. SuitEA prides itself on its customer service and plans to continue to keep costs down while providing the highest level of service possible. Federal customers are given their estimated allocation costs two years in advance in order to match the budget cycles. For this budget submission, the FY 2024 revenue is predicted to equal expenses. While collections may differ from expenses on a yearly basis, over time SuitEA is committed to operating on a break-even basis to the best of its ability, typically over a five-year period. In FY 2024 the program will be in its fourth year of collecting through the OPM revolving fund in this manner and is estimating to have accumulated acceptable retained earnings, which will lower the financial risk for unforeseen circumstances going forward.

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. 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 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 collected through inter-agency agreements allow customer agencies to attend and benefit from the government-wide suitability training programs that SuitEA developed and offers for suitability and fitness adjudicators with no additional attendee fee. These classes are compliant with the National Training Standards for Suitability Adjudicators. In FY 2023, SuitEA issued updates to the National Training Standards for Suitability Adjudicators to align with Trusted Workforce 2.0 policy updates SuitEA continues to co-lead an effort for similar revisions to the National Training Standards for Security Adjudicators and Background Investigations. 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. Through FY 2023 into FY 2024, SuitEA will develop gap training for current suitability and fitness adjudicators to address policy changes brought about by Trusted Workforce 2.0 while also updating training content of its' Government-wide training offerings. Additionally, SuitEA is continuing to take steps towards developing training for credentialing adjudicators.   In FY 2021, SuitEA began delivering its training virtually and plans to extend virtual offerings into FY 2024. While in person training is expected to increase, 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 travel students to the courses. 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. Training related costs are built into the SuitEA budget and 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 the 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.

SuitEA Oversight inspects Executive Branch suitability and credentialing programs to support personnel suitability, fitness, and credentialing requirements for persons working for and on behalf of the Federal Government, as well as to enable efficient and effective processes in support of reciprocal recognition of security and suitability investigations across government.

SuitEA Oversight's team of 7 Inspectors currently conducts 18 full inspections and approximately 10-15 follow-up inspections each fiscal year. In FY 2021 to FY 2023 Oversight continued to conduct reviews remotely, in light of the COVID-19 pandemic. As public health considerations allow, Oversight will phase in in-person reviews during FY 2023 and FY 2024 to the extent practicable in the hybrid work environment.

In coming fiscal years, Oversight will look to further streamline inspection processes and increase Oversight staff, in order to increase the number of programs inspected each year, further supporting efficient processes across government. Oversight is also looking to add broader-scope trend analysis, focusing on identifying areas of weakness and success across all Executive Branch agencies.

Directly contributing to OPM strategic objective 4.2, SuitEA took steps to continue improving the quality of delegated suitability adjudications government-wide by issuance of 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 into FY 2024 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. 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.   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 explored 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 2024 to assist agencies in future years.

In accordance with the roadmap for a transformed Government-wide approach to suitability, fitness, credentialing, and security vetting developed with the ODNI and the 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. In FY 2022, SuitEA and ODNI issued Guidelines for Federal Personnel Vetting, Performance Management, and Engagement. These Guidelines describe the vision for modernizing the personnel vetting enterprise by establishing strategic outcomes for transformational changes to personnel vetting policies and processes, performance management, and engagement with individuals undergoing the vetting process. The guidelines are aligned with and supportive of the Federal Government's broader efforts to recruit and retain a diverse and talented workforce. Additionally, SuitEA and ODNI jointly issued the Federal Personnel Vetting Investigative Standards, marking a key milestone in the transformation of the investigative process. These Standards use a risk management approach to investigations that maximizes uniformity across all Federal personnel vetting domains and focuses on the efficient collection

of information needed to make informed trust determinations. Additionally, SuitEA and ODNI jointly issued the Common Principles in Applying Federal Personnel Vetting Adjudicative Standards and the Federal Personnel Vetting Performance Management Standards. The Common Principles in Applying Federal Personnel Vetting Adjudicative Standards provide guidance to further align processing and adjudications for suitability, security, and credentialing, to the maximum extent possible. The Federal Personnel Vetting Performance Management Standards access the success of personnel vetting programs by measuring efficiency, effectiveness, fairness, and risk across the Federal personnel vetting enterprise, enabling departments and agencies to make effective and data-driven decisions. Further policy development and phased implementation of the roadmap will take place in FY 2024 as SuitEA, together with the PAC and ODNI, works with agencies through to transition them to modernized personnel vetting capabilities. In FY 2023 SuitEA proposed 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 2023 SuitEA also proposed 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 2023 and FY 2024, 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 2023, SuitEA identified and proposed 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 end of 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 FY 2023 and will be under consideration in FY 2023.

Once final, SuitEA will create and coordinate a Credentialing Handbook and Best Practices guide with stakeholders in FY 2023. Content development for the handbook began in FY 2022 and will include information requested by credentialing stakeholders across the Executive branch. SuitEA will also begin work on a virtual credentialing adjudication's training once the final regulation is issued. Research into the content began in FY 2022 and will continue until its issuance, projected by FY 2024.

Since FY 2021, SuitEA has been collaborating with USAccess, the largest PIV credentialing issuer in the U.S. government to improve Departments and Agencies' reporting to the personnel vetting central repository system hosted by the Defense Counterintelligence and Security Agency (DCSA). SuitEA continues to liaise between USAccess and DCSA to assist efficient information sharing in support of workforce "transfers of trust," or reciprocal acceptance of existing credentials. In FY 2022, SuitEA hired a credentialing security specialist to assist with credentialing training development, stakeholder engagement, and Trusted Workforce reform efforts.

SuitEA continues to provide personnel vetting requirements for the new supporting IT Enterprise architecture for federal personnel vetting. In 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 transitioned to the FY 2022 – 2026 Strategic Plan, SuitEA continues to work with ES and HRS to identify ways to integrate and improve the flow of HR and vetting related data within the updated systems 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 2023, 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;

Beginning in FY 2022 and continuing into FY 2023 and FY 2024, SuitEA will contribute to Objective 1.1 through suitability and credentialing program government-wide efforts. In accordance with the requirements of President Biden's National Security Memorandum – 3 and Executive Order 14035, working with the Performance Accountability Council (PAC) and Office of the Director of National Intelligence (ODNI), SuitEA will take steps to eliminate bias in the

vetting process and mitigate barriers in background investigation processes for LGBTQ+ employees and applicants, in particular transgender, gender non-conforming, and non-binary employees and applicants. In FY 2023, OPM proposed modifications to personnel vetting investigative questionnaires to incorporate language that is inclusive for all applicants; these changes, if approved will be implemented in personnel vetting systems by FY 2024. In FY 2022, SuitEA engaged with the PAC to propose a framework for collection of demographic information from individuals undergoing personnel vetting to enable research to identify potential bias or process variances impacting various populations. The survey instrument will be developed in FY 2023 and if approved, will facilitate research to begin by FY 2024.

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

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, SuitEA supervisors will identify means to operate SuitEA with an OPM enterprise mindset, including collaboration and communication among different work units to achieve agency goals. Throughout FY 2022 and continuing into FY 2023, SuitEA will take action to carry out these measures. For example, in FY 2022, SuitEA requested and was selected to participate in HCDMM's innovation pilot project. In FY 2024 SuitEA will contribute to OPM's assessment of its state of DEIA through data analysis and plans to act as a pilot program in order to create a model for the rest of OPM.

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 worked with MSAC, ES, CLIA, CHCO, and OGC to complete a review of transactional approval activities, including those identified by NAPA, and delegated authorities the Chief Human Capital Officers have requested. These reviews informed identification and assessment of transactional approval activities that OPM agrees are appropriate for OPM to delegate where it may do so and those that are appropriate for Congress to authorize OPM to delegate. In FY 2022, SuitEA assisted ES, MSAC, CLIA, and OGC in identifying items for legislative proposals for FY 2023 and FY 2024. In FY 2023, SuitEA will continue to work with the co-owners of the objective to identify additional delegations that may be appropriate. Should the assessment reveal any transactional approval authorities under SuitEA's purview that could be appropriately delegated to agencies without Congressional authorization, SuitEA will execute such delegations in FY 2023. As applicable, in FY 2023 and FY 2024, SuitEA will work with customer agencies to support their needs should they take on additional suitability and/or credentialing functions as delegated by OPM, and SuitEA will continue 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.

In alignment with Administration and OPM priorities, HRS is 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 provides guidance and project management expertise to IIJA agencies (e.g., USDA, Commerce, Energy, EPA, Interior, and DOT) and plays an important role in supporting IIJA

agencies' talent acquisition, and training needs. HRS collaborates with other OPM programs (e.g., ES, MSAC) to support IIJA hiring agencies in areas including recruiting for mission-critical occupations, building high-performing staff capacity through technical training courses and on-the-job activities; hosting webinars on topics within the Talent Surge Executive Playbook to assist with the development of Hiring Surge Plans; developing career summary pages to showcase the mission, people, opportunities, and resources available to recruit new talent into Federal service; piloting and establishing 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; 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; and providing other practical solutions to meet IIJA agency human needs.

Center for Leadership Development (CLD) (Strategic Goals 1.2, 1.3, 3.1, 3.2, 4.1, 4.3, 4.4, 4.6, and 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 at OPM (the Lab), the Process and Performance Improvement Program (PPIP), and USALearning® (USAL). 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 partners regularly with other OPM entities and agencies to provide blended services.

CLD's Federal Executive Institute and Development Centers offer open-enrollment (interagency) and custom (single-agency) learning opportunities delivered in virtual, residential, and blended modalities. Since the onset of the pandemic environment all programs have been offered virtually. Some in-person delivery (both residential and non-residential resumed during the Summer of 2022). CLD expects virtual and hybrid delivery to continue for many offerings based on customer interest as well as health considerations. Residential programs will return as a core to delivery mode for programs based at the FEI while virtual deliveries continue to be offered until in-person modalities can be safely resumed.

The Lab at OPM, which helps agencies transform programs, processes, and people through human-centered design, expects increased demand and delivery on project-based work and

custom education programs given the governmentwide focus on customer experience driven by the President's Management Agenda and Executive Order on Transforming Federal Customer Experience and Service Delivery (EO 14058). The Federal HR Institute, through their comprehensive Staffing, Classification, and Pay Setting curriculum, and the Process & Performance Improvement Program (PPIP), through their training and certification programs, both expect to educate a larger number of Federal employees while expanding the number of agency-specific learning solutions offered.

The Presidential Management Fellows (PMF) program, established by Executive Order in 1977 to attract outstanding men and women from a variety of academic disciplines and career paths to Federal service, has set forth new processes in recruitment, assessment, and development to build and grow a diverse and qualified workforce through an open and fair process consistent with merit system principles and enable the program to provide opportunities for fellows to learn, develop, and grow.

The USA Learning® program provides agencies with customized Learning Management Systems, access to online course libraries, custom course development, hosting and helpdesk support, technical support services, online assessments, virtual conferencing, and other technical support tools. USALearning® platforms create an infrastructure that supports agency-wide Diversity Training, Ethics, professional development, assessments, cybersecurity courses, and other mission critical specialized training.

CLD Pricing / Fee Structures:

CLD's pricing is a full cost recovery model. Prior to each fiscal year, CLD analyzes the planned delivery schedule of the year, and operational expense projections to set prices. Prices for customers are communicated as hourly rates, and/or fixed fees, depending on the service.

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

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

Federal Staffing Center (OPM Strategic Plan Objective 1.3, 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 five main programs: USAJOBS®, USA Staffing®, USA Hire℠, the Staff Acquisition Group, and the Talent Acquisition Analytics Group.

In FY 2024, FSC will continue to focus on activities to advance the President's Management Agenda and OPM strategic priorities. This includes serving as a goal owner for OPM Strategic Objective 3.2; supporting agency talent surge requirements for the Infrastructure, Investment and Jobs Act; deploying key USA Staffing features and enhancements (e.g., Streamlined Application Experience, Hurdled Assessment Questionnaires, content management tool); continuing to conduct USAJOBS applicant experience research and making refinements to improve satisfaction; and continuing to support agencies in scaling USA Hire online assessments to improve the quality of hires across government in alignment with EO 13932.

USAJOBS, the Federal Government's official employment site, will focus on implementing activities supporting OPM Strategic Objective 3.2, to create a personalized USAJOBS experience to help applicants find relevant opportunities, including upgrading the resume builder features; conducting pilots and fully implementing career exploration features that leverage data insights; and expanding the USAJOBS video series. USA Staffing, the Federal Government's Talent Acquisition System, will focus on several enhancements including maturing the classification capability, streamlining the applicant experience, and completing a Structured Resume Review capability. USA Hire, USA Staffing's online assessment platform, expects continued growth in FY 2024 as agencies leverage capabilities in the new USA Hire platform. USA Staffing and the Talent Acquisition Analytics Group will continue providing Applicant Flow Data and supporting agencies in their use of the data as part of their recruitment and hiring processes. USA Staffing will partner with the Equal Employment Opportunity Commission to expand Applicant Flow Data resources and training to assist agencies in collecting, analyzing, and using Applicant Flow Data to identify barriers in the hiring process. Staff Acquisition will continue providing surge staffing, recruitment and branding, and technical training support for agencies. Additionally, Staff Acquisition will expand its student program offerings, including the

Scholarship for Service Program. The Talent Acquisition Analysis Group will focus on launching Power BI reporting capabilities in USA Staffing, USAJOBS, and USA Performance, including developing and delivering training and other resources to enable users to have the knowledge skills required to effectively use our data and tools.

FSC Pricing / 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 or the number of FTEs in the organizations.

- USAJOBS charges an annual fee based on the agency's FTE count, with a minimum fee of $5,000.

- USA Staffing charges a per-HR-user fee for all-inclusive access to the system. The USA Staffing license fee for FY 2023 is $8,954. A growing customer base enables FSC to achieve greater economies of scale through shared service delivery.

- USA Hire uses a mix of fees structures based on assessment type: 1) fee based on a percentage of the USA Staffing user fee; 2) fixed rates; 3) per applicant testing fees.

- Staff Acquisition's pricing structure is based on the time and resources associated with delivering staffing services through completing tasks within a hiring action, factored as a 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 1.1, 1.2, 1.3, 4.3, 4.6, and 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.

HRSES Pricing / Fee Structures:

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 driven by labor costs to deliver each product or service plus an overhead expense allocation for full cost recovery.

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
- Services and consultation available on retainer

Human Capital Industry Solutions (HCIS) (Strategic Goals 1.3, and 5.1 Additional Mission Activities):

The HCIS program employs public/private partnerships to deliver private sector human capital and training services and assisted acquisition program management services, to Federal agencies through three Multiple Award, Indefinite Delivery/Indefinite Quantity (MA/IDIQ) contract vehicles (HCaTS Unrestricted, HCaTS Small Business, and HCaTS 8(a)) in the areas of Training and Development, Human Capital Strategy and Organizational Performance Improvement. HCIS supports the continual improvement of human capital and training investments and 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.

HCIS has observed other Federal agencies move to provide assisted acquisition services as well as a trend towards increased reliance on internal contracting. 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 is recovered through an established assisted acquisition services fee schedule. To date, costs have not been recovered completely. This fact, and the need to maintain cost competitiveness, has resulted in the ongoing review of the program to achieve cost recovery.

HCIS Fee Structures and Pricing:

HCIS uses a tiered pricing structure for assisted services. In addition, a Contract Access Fee (CAF) of 0.75% is assessed by GSA on every project whether through HCaTS Assisted or Direct. The tiers, based on the value indicated on a signed 7600B consist of the following:

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

Center for Management Services (HRS Support Programs) (Strategic Goals 3.3, 4.1, and 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 2024 = $402.5M
- FY 2025 = $407.2M
- FY 2026 = $417.3M

New Business Justification

CLD

FHRI will expand to four HR curriculum levels 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 to enhance the Federal customer experience.

USA Learning expects continued steady growth of its customer base.

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

FSC

FSC will continue focusing on improving the USAJOBS applicant 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.

USA Staffing will support multiple agency transitions to the system, growing its user base as agencies opt to use USA Staffing to meet their talent acquisition requirements.

USA Hire will continue supporting agencies in optimizing the new online testing platform capabilities and expand agencies' use of modern, competency-based assessments.

Staff Acquisition will continue providing surge staffing, technical training, and recruitment and branding support for agencies. Additionally, Staff Acquisition will expand its student program offerings, including the Scholarship for Service Program.

HRSES

In partnership with HR Solutions' FSC and CLD, HRSES will expand its IT systems capabilities – namely USA Performance. Specific investments in system enhancements to improve the end user experience with performance plans and to expand reporting capabilities will meet current and future agencies' performance management needs. It expects aggressive growth in user sales in FY 2023 through FY 2025.

HRSES will continue to meet agencies' current and increasing assessment needs through its content management for the USA Hire online assessment platform and assisting with developing and implementing assessments providing agencies with needed assessment options.

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 embrace the future of federal work and increase the effectiveness of federal government hybrid operating environments.

HRSES will clarify and expand its employee experience offerings to include capabilities from across HR Solutions to increase the federal government's ability to create and improve structures, processes, and cultures best suited to engaging employees and increasing individual and organizational performance.

HCIS

HCIS plans to deliver on existing contacts and is actively engaging agencies in various forums to attract new business. HCIS will support administration priorities, specifically streamlining agency access to industry experts toward the increased use and implementation of hiring assessments.

Enterprise Human Resources Integration (EHRI)

Enterprise Human Resources Integration (EHRI) comprises two programs, the electronic Official Personnel Folder (eOPF) and Enterprise Human Resources Integration Data Warehouse (EHRIDW), supporting the e-Government initiative designed to leverage the benefits of information technology, as required by the E-Government Act of 2002. The goal of these two programs is to streamline and automate the collection, aggregation, and sharing of Federal workforce and employee HR, payroll, and training information Government-wide. The investment broadly supports the OPM mission by enabling the agency to provide the Federal HR community with access to employee data to improve workforce planning for hiring, skills development, retention strategies and Government-wide policy.

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 and workforce 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 current Federal Employees who have an eOPF. The system has replaced many manual HR processes by automating numerous agency HR processes and creating a streamlined Federal HR document system for 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. For FY 2024, we anticipate revolving fund agreements in the amount of $26,666,589 and expenses (including new investments) totaling $51,568,405 for eOPF support and scanning services. 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:

- Program Management Office support

- Contract administration

- IT security

- OPM Common Services

- Credit monitoring

- Software license renewals and maintenance

- Record storage and transfer services provided by the National Personnel Records Center

- IT infrastructure hosting and maintenance services

- Product development

- Document scanning

- Helpdesk services

In FY 2024, EHRI/eOPF will continue to develop and implement a roadmap to modernize the program and provide agencies with a cost-efficient system of records to maintain official employee documentation electronically. This will include a redesign of eOPF and EHRIDW into a single application providing access to a broader scope of data for employees and agencies, with a more comprehensive view across the Human Capital lifecycle. Additionally, other Federal employees and HR records management requests continue to come from Agencies including, but not limited to, the employee Emergency Medical Folder (EMF). EMF management, as an example, is an OPM responsibility that has historically been borne by agencies. Recently, agencies have requested that OPM create a system similar to or within eOPF system to manage EMF's. There is thus a need to plan, develop and stand up a system/program to accept and manage these agencies' records in FY 2023 or FY 2024.

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.

Finally, the EHRI program will continue to develop additional opportunities to share data and data products across platforms, when appropriate, and continue to explore and implement creative user focused solutions and data products that improve the value of data and records for employees and agency HR specialists. These products will include robust data visualization and analytics products that offer agencies role-based access to granular to improve consistent and efficient access to data, analysis, and insights across agencies.

In FY 2023, EHRI/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 (HRLOB) and HR Quality Services Management Office (HR-QSMO)

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 into its structure. Within HCDMM, HRLOB consists of primarily Human Capital Policy Performance and Operations (HCPPO).

In May 2022, OPM was pre-designated by OMB as the HR QSMO and this function has been placed alongside HRLOB within HCDMM. The HR QSMO will establish a marketplace of services and products that enables agencies to improve the delivery of human capital activities in alignment with, and by operationalizing, the HRLOB related standards. The HR QSMO also provides consultative support to agencies and shared service providers (SSPs) who are planning or implementing HR IT modernization efforts. As part of this, the HR QSMO is working to build and maintain an HR IT Inventory and Modernization Roadmap Assessment that provides agencies with market intelligence and identifies opportunities for agencies to plan collaboratively. The HR QSMO also supports OPM's Data Strategy through the operation of the Federal-wide Human Capital Data Analytics Community of Practice (CoP), which has been established under the auspices of the CHCO Council. This CoP promotes the adoption of OPM's government-wide data standards, enables agencies to share data analytics and visualization solutions, and aids in a community-wide upskilling effort aimed at improving agencies' ability to use human capital data as a strategic asset.

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 $93,500,000 in total agreements in FY 2024 and expects program income of $90,000,000 with revenue exceeding expenses by $1,500,000. 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 2024 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 2024 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 migrating to cloud for many of our systems.

Human Resources Solutions Line of Business

The OPM Human Resources Solutions (HRS) LOB accounts for 47 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 opportunities website that connects job seekers with federal employment opportunities around the world. 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 accounts for 45% of overall 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. The PMO also provides hosting and web services for opm.gov for organizations throughout the Federal government.

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 8 percent of annual revenue.

The HRS IT PMO will continue to deliver products and services to our customers as outlined above, allowing agencies that the PMO 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 2024.

Credit Monitoring and Identity Protection Services

OPM continues to maintain the Credit Monitoring and Identity Protection Services Program, which was implemented following 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 through the background investigations program performed by the former 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, Inc., doing business as IDX, 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 a proportional allocation of the 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 2024 and FY 2025 costs are projected to be $90,055,101.75 and $96,188,699.52, respectively, for the following:

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

Verification Center Operations – The Verification Center is provided through an assisted acquisition, funded by OPM, through an interagency agreement with DOD's Defense Manpower Data Center (DMDC).

Verification Letters – The determinations of impact status that 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 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 four FTEs, including labor by other offices throughout the agency which is charged to the CM&IPS program.

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

Federal Executive Boards (FEB)

As described in the President's FY 2023 Budget, agencies have been directed to contribute funds to OPM to support administration of the Federal Executive Board (FEB) program. The reinvigorated vision for FEBs and the new interagency funding model standardizes and enhances FEB programming across the Nation to assist agencies in strategic and collaborative efforts outside the Washington, DC area. The revitalized FEB program will utilize a shared funding model that uses annual proportional contributions from CFO Act Agencies based on the number of employees outside Washington D.C.

Office of the Inspector General

Budget Request – Fiscal Year 2024

The U.S. Office of Personnel Management (OPM) Office of the Inspector General (OIG) is requesting $45,784,000 for its fiscal year (FY) 2024 budget. This request is composed of $7,066,000 from the Salaries and Expenses (S&E) General Fund and $38,718,000 from the OPM Trust Funds.

Salaries & Expenses and Trust Fund

The OPM OIG is requesting an increase of $9,389,000: $158,000 in S&E General Fund and $9,231,000 in OPM OIG Trust Funds appropriations.

Budgetary Resources	FY 2022 Enacted		FY 2023 Enacted		FY 2024 Request	
	$	FTE	$	FTE	$	FTE
Salaries & Expenses	$5,150,000	21	$6,908,000	22	$7,066,000	26
Trust Fund Annual	$28,083,000	136	$29,487,000	143	$38,718,000	186
Total Discretionary (dollars)	**$33,233,000**	**157**	**$36,395,000**	**165**	**$45,784,000**	**212**

Revolving Fund

For FY 2024, the OPM OIG estimates that **$1,600,000** and seven full-time equivalent positions will be required for OPM Revolving Fund (RF) oversight activities. Currently, the OPM RF consists of the following programs: Human Resources Solutions (HRS), Enterprise Human Resources Integration, Human Capital Data Management and Modernization, HRS Information Technology Program Management Office, Suitability Executive Agent, Credit Monitoring, and Federal Executive Boards.

Budgetary Resources	FY 2022 Enacted		FY 2023 Enacted		FY 2024 Request	
	$	FTE	$	FTE	$	FTE
Revolving Fund (Estimated)	$1,500,000	7	$1,545,000	7	$1,600,000	7
OIG Total (dollars)	**$1,500,000**	**7**	**$1,545,000**	**7**	**$1,600,000**	**7**

Additional Investments

The OPM OIG requests additional investments in the following areas:

Discretionary		FY 2022 Enacted	FY 2023 Enacted	FY 2024 Request	Difference
Base		$33,233,000	$36,395,000	$36,395,000	-
Adjustments to Base	Salary 5.2% increase			$850,000	$850,000
	4.1% Benefits Increase			$281,000	$281,000
2024 Pay Raise-Benefits Increase/Decrease		-		*$1,131,000*	*$1,131,000*
Program Changes(Increases/Decreases)				**Increases**	
Personnel Needed to Leverage and Secure Advanced Data Capabilities				$1,889,000	$1,889,000
Inspector General Independence				$1,269,000	$1,269,000
Office of Evaluations Investment				$156,000	$156,000
Administrative Sanctions Program Investment				$117,000	$117,000
Ensuring Diversity, Equity, Inclusion, and Accessibility				$581,000	$581,000
Additional OPM OIG Investment				$288,000	$288,000
Postal Service Health Benefit Oversight				$2,612,000	$2,612,000
Maturing the Advanced Analytics Program				$867,000	$867,000
Additional Investment in Legal Staff				$479,000	$479,000
FY 2024 Program Increases/Decreases				*$8,258,000*	*$8,258,000*
Total Appropriated		**$33,233,000**	**$36,395,000**	**$45,784,000**	**$9,389,000**
Total FTE		157	165	212	47

Budget Investments – FY 2024

Fully Funding Initiatives Requested in FY 2022 and 2023 ($4,300,000 for 29 FTE)

The OPM OIG's recent Congressional Budget Justifications (CBJs) detailed the organization's vision for maturing its advanced data analytics program and establishing the OPM OIG as an entity that is operationally independent from its parent agency. These initiatives continue to be the primary priority of the organization, as both are foundational elements of the recently developed OPM OIG FY 2023–2028 Strategic Plan.

Advanced Data Analytics Program

In its FY 2022 budget request, the OPM OIG outlined its vision for implementing an advanced data analytics program to help detect fraud, waste, and abuse in the Federal Employees Health Benefits Program (FEHBP). With its modernized data engineering platform in place, the organization is positioned to move from a reactive oversight model to a proactive one where data drives the oversight work.

The OPM OIG collects, stores, and analyzes billions of highly sensitive 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). The OPM OIG's information systems provide an integrated view of the FEHBP population, and no other entity possesses a consolidated claims data repository like that owned and operated by the OPM OIG. The OPM OIG has developed a unique data engineering program with complex data extraction and manipulation processes catered towards staging the FEHBP claims data for downstream data science methods such as artificial intelligence and machine learning. For these reasons, it is imperative that the OPM OIG establish a mature data analytics program separate and distinct from any other shared service analytics programs in Government.

Although the OPM OIG was able to partially fund this initiative with its increased FY 2023 appropriations, it cannot fully migrate to a proactive oversight model (one where data

generates audit/investigation leads) until this program is fully funded with both the information technology and personnel needed to support it.

Inspector General Independence

The OPM OIG's FY 2023 CBJ outlined the imperative need to establish the Inspector General as operationally independent from the Director of OPM. The Inspector General Act of 1978, as amended, commonly known as the 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 audit, evaluate, review, and investigate agency fraud, waste, abuse, and mismanagement efficiently and effectively.

Although the OPM OIG operates independently from OPM in many areas (e.g., information technology and procurement), it is still heavily dependent on the parent agency for Human Resources (HR) and Legal Services. As a result of this dependency, the OPM OIG is bound by OPM's policies, procedures, and time frames and is not able to make fully independent personnel decisions and actions. When HR-related legal needs arise, the OPM's Office of General Counsel represents the IG, which is in conflict with the IG Act's requirement that an IG "obtain legal advice from a counsel either reporting directly to the Inspector General or another Inspector General." Although the OPM OIG has a strong working relationship with OPM, it is only one of OPM's many consumers of HR and Legal Services.

The current arrangement represents a conflict of interest and weakens the OPM OIG's independence. As the oversight body for the agency, the OPM OIG could potentially be responsible for investigating individuals that represent the office in HR and litigation actions. OPM is also in a position to impact the timeframe it takes to recruit and onboard critical oversight personnel for the OIG.

Other Unfunded Initiatives

In addition to the two primary objectives described above, the OPM OIG has not been able to fully fund initiatives related to:

- Enhancing its Administrative Sanctions Program;

- Strengthening its Office of Evaluations;

- Developing additional audit support software systems;

- Establishing a paid internship program in support of Diversity, Equity, Inclusion, and Accessibility;

Each of these remain a strategic goal of the organization, and the OPM OIG is dedicated to fully implementing them if funded.

Oversight of U.S. Office of Personnel Management's Implementation of the Postal Service Reform Act of 2022 ($2,612,000 for 13 FTE)

On April 6, 2022, President Biden signed into law the landmark Postal Service Reform Act of 2022 (Act) (Public Law No. 117–108). The law establishes a new Postal Service Health Benefits Program (PSHBP) within the FEHBP. Congress appropriated $70,500,000 (for FY 2022 until expended) to OPM to implement the requirements of the law. It is essential that the OPM OIG be resourced commensurate with OPM to ensure the oversight of the development, implementation, and administration of the PSHBP is conducted in a secure, effective and efficient manner by OPM.

The OPM OIG's Office of Audits and the Office of Evaluations will need to conduct continuous oversight and periodic audits/evaluations during the development, implementation, and administration of the PSHBP. This will require staff experienced in project management oversight, conducting issue-based studies of OPM programs focused on program effectiveness, and knowledge of OPM's Healthcare & Insurance Program. The OPM OIG meets regularly with OPM's Healthcare & Insurance's PSHBP implementation team to provide proactive oversight rather than waiting until OPM's implementation is completed. This proactive approach will

strengthen OPM's controls and improve the chances of a successful development and implementation.

Early OIG involvement and oversight of major program management activities are key to ensuring successful outcomes that deliver services to enrollees and the public and safeguard taxpayer dollars. The OPM OIG has firsthand experience with previous challenges OPM has encountered when the OIG was not utilized for collaboration and proactive oversight. For example, OPM's information technology (IT) modernization project known as 'Shell' was initiated in 2016 without OPM OIG involvement. The project was ultimately a major failure for the agency and cost taxpayer's tens of millions of dollars.

The OPM OIG's Office of Investigations will focus on oversight of the PSHBP's procurement process while the program is established within OPM; liaison with the agency/PSHBP on matters related to fraud, waste, and abuse within the program; and conduct investigations related to the disbursement of program benefits, including health care fraud during the administration phase.

The OIG cannot delay until the PSHBP is established to begin oversight. Current investigative resources are already operating at maximum capacity investigating fraud, waste, and abuse in existing OPM programs. Adding investigative resources simultaneously with OPM's implementation of administrative, hiring, and procurement processes is crucial because past experience demonstrated that those activities are vulnerable to fraud, waste, and abuse. The OPM OIG is particularly concerned about potential procurement fraud, hiring officials engaging in prohibited personnel practices, or other financial violations such as health care fraud that can occur once the PSHBP begins disbursing benefits. Fraud in enrollment eligibility is also an area of concern for the OPM OIG. The Office of Investigations has recently investigated these enrollment issues in OPM programs and is concerned similar issues could potentially affect the PSHBP.

Effective coordination with the new OPM PSHBP office will improve the Office of Investigations' abilities to determine potential vulnerabilities (including areas of long-term, programmatic concern) and train and support the oversight activities of Office of Investigations staff and Federal law enforcement partners such as the U.S. Department of Justice and U.S. Attorneys' Offices nationwide for successful judicial prosecutions and financial recoveries of improper payments.

Maturing the Advanced Analytics Program ($667,000 for 3 FTE and $200,000)

Information Technology Program Management Office

Over the last several years the OPM OIG has significantly expanded its IT portfolio to include multiple cloud-based information systems that include software applications supported by multiple vendors. It is imperative that the OPM OIG establish a centralized IT Program Management Office (PMO) to ensure that all IT investments remain aligned with both the OPM OIG's mission, its enterprise architecture, and its updated Strategic Plan.

The establishment of a centralized PMO will allow the OPM OIG to allocate full-time resources to the critical role of IT portfolio management. The PMO will be a bridge between the business units and the contracting team, ensuring alignment between the organization's IT acquisitions and its strategic goals.

The PMO will also manage projects from an enterprise level rather than focusing only on a single business unit, thereby increasing efficiency in IT operations. This will lead to consolidation of information systems on enterprise-wide platforms, ultimately leading to direct cost savings and critical cybersecurity and IT management benefits.

Data Analytics Center of Excellence

With the recent modernization of its technical environment, the OPM OIG is poised to establish a data analytics Center of Excellence (CoE) to further leverage its IT capabilities. The CoE will be a formal body of knowledge on data analytics with the goal of providing expertise, managing governance practices, and supporting projects associated with data analytics.

In the long term, the CoE will be tasked with:

- Developing and implementing policies and best practices on data governance, data engineering, and data analytics with a focus on value generation;

- Providing training to broaden data literacy and the analytics capabilities of business and power users;

- Building data science capability through hiring data scientists and data engineers as a part of the CoE that will work with business units to develop analytics services to enable data-driven decision-making; and

- Maintaining self-service cloud-based data analytic platforms such as data warehouses, data discovery, self-service visualization, and machine learning analytics tools.

Data Scientist

The OPM OIG intends to hire a highly skilled Data Scientist to support our office's advanced data analytics program. The candidate recruited for this position will have extensive experience and advanced degrees in the fields of engineering, health care, and/or statistics.

The OPM OIG has been very successful in analyzing and mining its FEHBP health care data for audit and investigative purposes, and this system is the source of millions of dollars in financial recoveries and multiple criminal convictions every year. Investments in data analytics would allow for greater maximization of this data for identifying fraud. The evolving nature of health care fraud tactics necessitates advancements in data analytics to stay on top of existing known trends, much less detect newly emerging trends or predict future fraud schemes. The Data Scientist will not only improve the efficiency of health care data mining and querying but can implement modern concepts such as machine learning and predictive analytics.

Training Program for the OPM OIG's Data Analytics Program

Another pillar of the OPM OIG CoE is a formal data analytics training program. The CoE will provide coaching and support to the entire OPM OIG for adopting an enterprise-wide data-centric culture. The OPM OIG's mission of combating fraud, waste, and abuse in the FEHBP requires knowledge in the fields of technology, analytics, and health care. While commercial training courses may offer instruction in one of these fields, the OPM OIG needs a customized training program tailored to its unique mission. The OPM OIG's broad user community needs to be proficient in using the specific technology toolset that was developed to analyze this unique health care data set.

The CoE training program will be built around the OPM OIG's business model and will provide specific and relevant analytics training to auditors, investigators, and evaluators. The training program will include live classroom training, on-demand video training, and knowledge base repositories (i.e., wiki pages). The training will include both the routine use of analytics tools for business users and advanced data visualization as well as analytical methods regarding artificial intelligence and machine learning algorithms for power users. The training program will ultimately empower the business users to adopt data analytics tools and improve our ability to identify fraud, waste, and abuse more proactively in OPM programs.

Additional Investment in Legal Staff ($479,000 for 2 FTE)

Whistleblower Protection Coordinator

With the addition of a dedicated FTE focused on the Whistleblower Protection Coordinator (WPC) duties and responsibilities, the OPM OIG can continue to build out the Whistleblower Protection Program, allowing the OPM OIG to increase whistleblower protection education agency-wide and increase its engagement with potential whistleblowers. A dedicated WPC will also allow the OPM OIG to develop the Program while not sacrificing the investigative work associated with retaliation cases or the other legal work currently performed by the OPM OIG Office of Legal and Legislative Affairs (OLLA). It is well established that a WPC who can educate agency staff is in the best interest of not only the OPM OIG but also the Federal Government as a whole, and the OPM OIG is committed to making these functions a priority.

Debarring Official

The OPM OIG Debarring Official plays a critical role in the sanctions and debarment process, acting in the best interest of FEHBP enrollees and the Federal Government by considering on a case-by-case basis proposed suspensions, debarments, and contests. The Assistant Inspector General for Legal & Legislative Affairs is currently serving as the OPM OIG Debarring Official. The OPM OIG's Debarring Official is responsible for its Administrative Sanctions function as well as interacting with the Interagency Suspension and Debarment Committee (ISDC), which is comprised of debarring officials from agencies governmentwide.

As of September 30, 2022, over 38,000 health care providers were currently suspended or debarred from participating in the FEHBP. In FY 2022, the OPM OIG debarred or suspended 850 health care providers from participating in the FEHBP.

Many of the OPM OIG's debarment actions are based on the U.S. Department of Health and Human Services' (HHS) exclusion of the health care providers from Medicare and Medicaid. The OPM OIG has increased its efforts to identify health care providers who under the statute should not participate in the FEHBP and taken independent action to suspend or debar health care providers. With a very small staff, the OPM OIG has increased the number of suspensions and debarments initiated by our office over the past 3 fiscal years, from 63 in FY 2019 to 91 in FY 2020 and 132 in FY 2021 – a 45-percent increase over the past fiscal year and over a 100-percent increase over the past 3 fiscal years. These self-initiated cases require more staff time and more attention from the Debarring Official.

A dedicated FTE focused on the Debarring Official responsibilities is also necessary as the OPM OIG fully expects for HHS exclusions to increase to pre-pandemic levels. This combined with the increased OPM OIG self-initiated cases and the other sources of debarments presents a workload level that will require the focus of an FTE without additional responsibilities.

Personnel Cost Increases ($1,131,000)

Pay Raise ($850,000)

The Biden Administration proposes a 5.2-percent pay raise for FY 2024. The proposed 5.2-percent pay raise will result in additional personnel costs totaling $850,000 for the OPM OIG.

Benefit Increase ($281,000)

For FY 2024, the OPM OIG health benefits assumption is an average increase of 4.1-percent. This increase will result in additional personnel costs totaling $281,000 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 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 conducts comprehensive, independent, and risk-based audits of OPM programs, operations, and contractors. The office's core responsibility is auditing OPM contractors that underwrite and provide health and life insurance benefits to Federal employees, annuitants, and their eligible dependents and survivors through the FEHBP and the Federal Employees' Group Life Insurance program. Audits issued by the office annually lead to the recovery of tens of millions of dollars of improper payments from the OPM trust funds.

The Office of Investigations

The Office of Investigations 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 the U.S. Department of Justice 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 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 a more reactive nature similar to investigations to quickly respond to high priority issues requiring immediate attention.

The Office of Management

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

The Office of Legal and Legislative Affairs

The Office of Legal and Legislative Affairs provides legal advice and representation to the IG and 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 from participation in the FEHBP health care providers who have committed various criminal and professional violations.

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 2021 Result	FY 2022 Result	FY 2023 Goal	FY 2024 Goal
Percentage of Items Completed on Audit Agenda, in accordance with Yellow Book Standards	97%	100%	90%	90%
Percentage of Audit Reports issued that meet OIG timeliness and quality guidelines	96%	90%	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)	98%	97%	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%	93%	90%	90%
Percentage of Suspension and Debarment referrals that are issued within OIG timeliness and regulatory standards[A]	NA	NA	85%	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 2020 Result	FY 2021 Result	FY 2022 Result
Positive Financial Impact Using Questioned Costs	$81,301,015	$72,561,951	$69,522,235
ROI Using Questioned Costs	$2.80	$2.40	$2.28
Positive Financial Impact Using Management Commitment to Recover Funds	$59,257,326	$48,756,232	$52,404,850

	FY 2020 Result	FY 2021 Result	FY 2022 Result
ROI Using Management Commitment to Recover Funds	$2.00	$1.60	$1.72
Questioned Costs	$23,522,728	$29,958,345	$10,445,548
FEHBP Audit Cycles (in years)[A] _Target_			
Experience-Rated Carrier Audits 7	9.8	15	15
Community-Rated Carrier Audits 5	21.4	17.2	15.1
Carrier IT Security Audits 6	9.3	8.2	7.6
Audit Recovery Rate[B]	39%	43%	50%
Number of debarments and suspensions	776	710	850
Number of Debarment and Suspension Inquiries	4,479	3,609	3,298

[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.

FY 2024 Budget Request by Object Class

Salaries and Expenses by Object Class

Object Class	FY 2023 Enacted	FY 2024 Request	Increase/Decrease
Personnel compensation	$3,251,000	$3,378,000	$127,000
Personnel benefits	$1,015,000	$1,046,000	$31,000
Travel and transportation of persons	$22,000	$22,000	$0
Transportation of things	$0	$0	$0
Communications, utilities, and rent	$1,773,000	$1,774,000	$1,000
Printing and reproduction	$0	$0	$0
Other services	$847,000	$846,000	($1,000)
Supplies and materials	$0	$0	$0
Equipment	$0	$0	$0
Land and structures	$0	$0	$0
Total Object Class	**$6,908,000**	**$7,066,000**	**$158,000**
FTE	**22.0**	**26.0**	**4.0**

Trust Fund Limitations – Budget by Object Class

Object Class	FY 2023 Enacted	FY 2024 Request	Increase/Decrease
Personnel compensation	$17,226,000	$23,246,000	$6,020,000
Personnel benefits	$5,777,000	$8,500,000	$2,723,000
Travel and transportation of persons	$515,000	$515,000	$0
Transportation of things	$10,000	$10,000	$0
Communications, utilities, and rent	$2,543,000	$2,543,000	$0
Printing and reproduction	$20,000	$20,000	$0
Other services	$2,823,000	$3,311,000	$488,000
Supplies and materials	$76,000	$76,000	$0
Equipment	$497,000	$497,000	$0
Land and structures	$0	$0	$0
Total (dollars)	**$29,487,000**	**$38,718,000**	**$9,231,000**
FTE	**143.0**	**186.0**	**43.0**

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 2023 Enacted		FY 2024 Request		Increase/Decrease	
	$	FTE	$	FTE	$	FTE
OIG Salaries and Expenses	$24,869	0.0	$28,264	0.0	$3,395	0.0
OIG Trust Funds	$106,153	0.0	$154,872	0.0	$48,719	0.0
OIG Total (dollars)	**$131,022**	**0.0**	**$183,136**	**0.0**	**$52,114**	**0.0**

Training Resource Summary – includes all resources (dollars)

Budget Source	FY 2023 Enacted		FY 2024 Request		Increase/Decrease	
	$	FTE	$	FTE	$	FTE
OIG Salaries and Expenses	$14,973	0.0	$14,973	0.0	$0	0.0
OIG Trust Funds	$218,048	0.0	$561,048	0.0	$343,000	0.0
Revolving Fund (Estimated)	$6,276	0.0	$6,276	0.0	$0	0.0
OIG Total (dollars)	**$239,297**	**0.0**	**$582,297**	**0.0**	**$343,000**	**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 2024

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 **Final Report Date**	Audit Number	Recommendation Number	Title	Recommendation Detail	Status
9/17/2012	GAO-12-878	1	Federal Training Investments: Office of Personnel Management and Agencies Can Do More to Ensure Cost-Effective Decisions	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. OPM provided a sample training summary it prepares for each agency. The summary contains a section on utilization of learning by source type and utilization of learning by delivery method. These sections also contain data that can be used when comparing the merits of different delivery mechanisms and determining future use. On June 11, 2020, OPM shared with GAO that program officials are gathering support for its implementation of the recommendation and would soon provide that information.

GAO Open Recommendations Report **Final Report Date**	Audit Number	Recommendation Number	Title	Recommendation Detail	Status
9/17/2012	GAO-12-878	2	Federal Training Investments: Office of Personnel Management and Agencies Can Do More to Ensure Cost-Effective Decisions	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: • 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.	On July 19, 2017, OPM provided a document that summarized efforts that are underway to address the recommendation. OPM provided a refresher to the Chief Learning Officers Council on OPM's guidance on Reporting of Training Data. This included reviewing OPM's and agencies' responsibilities for the collection and reporting of data and reviewing the process of how agency data is transmitted to EHRI. OPM highlighted the Guide to Human Resources Reporting as the source for the required format for reporting training data to EHRI and provided the Guide for Collection and Management of Training Information. Both guides are also located on OPM's website. OPM's training data report summaries encourage agencies to review their data, to check for submission errors and consistencies in reporting, and to validate that all training events are included. OPM reported that 3 CHCO agencies that did not submit any data for FY 14 submitted data for FY 15 and that EHRI is assisting agencies with data quality transmission and PII issues. On June 11, 2020, OPM shared that program officials are gathering support for its implementation of the recommendation and would soon provide that information to GAO.

GAO Open Recommendations Report **Final Report Date**	**Audit Number**	**Recommendation Number**	Title	Recommendation Detail	Status
11/6/2013	GAO-14-65	1	Review of Agencies' Implementation of OMB's PortfolioStat Process	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.	OPM partially agreed with this recommendation. OPM reported it continues to work with federal agencies by providing classification technical assistance, and updating and establishing classification related policy. However, OPM reported that to address this recommendation, it would need Congressionally approved appropriations to establish a commission to review the General Schedule system, which it has not received. To fully implement the recommendation, OPM still needs to work in conjunction with key stakeholders such as OMB and unions; complete its review of studies and lessons learned; and if warranted, develop a legislative proposal to make the GS system's design and implementation more consistent with the attributes of a modern, effective classification system.

GAO Open Recommendations Report **Final Report Date**	**Audit Number**	**Recommendation Number**	Title	**Recommendation Detail**	**Status**
11/6/2013	GAO-14-65	2	Review of Agencies' Implementation of OMB's PortfolioStat Process	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.	OPM sent an update to GAO January 12, 2023, and is awaiting GAO's response. In FY 2022, OCIO awarded a new contract for Help Desk Support Services. This contract includes a 24/7/365(366) remote call center and cloud-based Automatic Call Distribution (ACD) solution. The AWS Connect ACD service is a FedRAMP cloud contact center that can be used virtually anywhere to provide phone support to customers requesting IT support. In addition, the new help desk contract will provide enhancements for Tier 0 (self-service support) and automation services to improve the customer experience. In addition, see response for GAO-14-65 recommendation 1.

GAO Open Recommendations Report **Final Report Date**	Audit Number	Recommendation Number	Title	Recommendation Detail	Status
11/6/2013	GAO-14-65	3	Review of Agencies' Implementation of OMB's PortfolioStat Process	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.	OPM sent an update to GAO January 12, 2023, and is awaiting GAO's response. In FY 2022, OCIO awarded a new contract for Help Desk Support Services. This contract includes a 24/7/365(366) remote call center and cloud-based Automatic Call Distribution (ACD) solution. The AWS Connect ACD service is a FedRAMP cloud contact center that can be used virtually anywhere to provide phone support to customers requesting IT support. In addition, the new help desk contract will provide enhancements for Tier 0 (self-service support) and automation services to improve the customer experience. In addition, see response for GAO-14-65 recommendation 1.
5/22/2014	GAO-14-413	6	Government-wide Policies and Practices for Managing Software Licenses	Provide software license management training to appropriate agency personnel addressing contract terms and conditions, negotiations, laws and regulations, acquisition, security planning, and configuration management.	Corrective actions are in progress to address this recommendation. A preliminary list of the software management training is noted in the preliminary SW SOP. Further, the SW SOP will include a list of the appropriate agency personnel identified for training. The training will address laws and regulations, acquisition, contract terms and conditions, negotiations, security planning, and configuration management. The list of training will be reviewed annually.

GAO Open Recommendations Report **Final Report Date**	**Audit Number**	**Recommendation Number**	Title	**Recommendation Detail**	**Status**
9/2/2014	GAO-14-677	1	Federal Employee Classification System	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 partially agreed with this recommendation. OPM officials reported it continues to work with federal agencies by providing classification technical assistance, and updating and establishing classification related policy. However, OPM reported that to address this recommendation, it would need Congressionally approved appropriations to establish a commission to review the General Schedule system, which it has not received. To fully implement the recommendation, OPM still needs to work in conjunction with key stakeholders such as OMB and unions; complete its review of studies and lessons learned; and if warranted, develop a legislative proposal to make the GS system's design and implementation more consistent with the attributes of a modern, effective classification system.

| 10/19/2014 | GAO-15-79 | 1 | Federal Paid Administrative Leave: Additional Guidance Needed to Improve OPM Data (GAO 15-79) | Develop guidance for agencies on which activities to enter, or not to enter, as paid administrative leave in agency time and attendance systems. | In July 2019, OPM shared with GAO that they have not finalized the remaining regulations due to legal and practical concerns related to employees serving overseas. For example, the proposed rules could conflict with overseas personnel observing local holidays for security, diplomatic, and practical reasons. OPM also announced that it is reconvening its interagency working group for dismissal and closure procedures to update its "DC Dismissal and Closure Procedures" guidance to reflect the new "weather and safety leave" procedures. In addition, in response to our recommendation, in May 2015, OPM issued a fact sheet on administrative leave, which discusses the appropriate use of an agency's administrative leave authority, including a definition of administrative leave as well as applicable government-wide, individual agency, and emergency policies on the use of administrative leave. However, this fact sheet will need to be revised to reflect the newly issued regulations for "weather and safety leave" in addition to the regulations for the other categories of paid leave when they are in effect. Once all regulations are finalized, the proposed rules, along with updated fact sheet guidance, should help agencies and federal employees appropriately use, record, and report administrative leave. As of November 2021, OPM is awaiting a resolution for affected employees serving overseas, |

GAO Open Recommendations Report **Final Report Date**	**Audit Number**	**Recommendation Number**	Title	**Recommendation Detail**	Status
					including the Departments of Defense and State.
10/19/2014	GAO-15-79	1	Federal Paid Administrative Leave: Additional Guidance Needed to Improve OPM Data (GAO 15-79)	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.	In April 2018, OPM issued final regulations for "weather and safety leave" and announced that it would issue separate final regulations for "administrative leave," "investigative leave," and "notice leave" at a later date. To accompany the final regulations for "weather and safety leave," OPM issued two new data standards for agencies to report Paid Holiday Time Off and Weather and Safety Leave Hours Used that became effective in May 2018. Also, in November 2018, OPM released an update to its "DC Dismissal and Closure Procedures" guidance to reflect the new "weather and safety leave" procedures. Once all regulations are finalized, the proposed rules, along with updated guidance to payroll providers for reporting paid administrative leave and the new leave categories, should help agencies report comparable and reliable data to EHRI.
9/15/2015	GAO-15-617	1	Review of IT Savings Reinvestment	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 has updated its IT Strategic Plan to include its approach to reinvesting savings from the consolidation of commodity IT resources. The IT Strategic Plan is in the internal review process. Once approved, it will be shared with GAO to request closure of this recommendation.

GAO Open Recommendations Report **Final Report Date**	Audit Number	Recommendation Number	Title	Recommendation Detail	Status
9/29/2016	GAO-16-511	1	Federal Agencies' Use of Application Rationalization	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 updated its closeout process policy and acquisition closeout checklist. Supporting documents have been submitted to OIG to close recommendation.

10/7/2016	GAO-17-127	1	Reliability of the Enterprise Human Resources Integration System's Payroll Data	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 taken steps to improve the usability of payroll data through functional improvements, addressing technology constraints and implementing internal controls to release the payroll data like the controls that exist for HR data. Below are a few updates on the progress we made since the last update.
					People : OPM hired a new Program Manager in March 2022 and the recruitment for a Payroll Specialist is in motion. To achieve fast-cycle-progress in our initiatives by embracing a Product-aligned operating model, recruitment is also in progress for a new Product Manager.
					Technology : EHRI faces frequent disruptions in data collections, up to 8 months to resolve in some cases, due to underlying technology weaknesses. A project to expand the technology options for data providers to securely transmit data to OPM is expected to go-live in the 2nd Quarter of FY'23. A larger modernization project was kicked off recently and the team is now planning the first set of deliverables for FY'23.
					Functional Improvements : OPM formed an initial team of two statisticians to start profiling the payroll data to understand the payroll data trends and to identify inconsistent data patterns. While this work stream is constrained by the partial availability of statisticians and the absence of functional guidance of a payroll specialist, we have already

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					stared uncovering areas that needs further research and/or modifications. A second team is exploring trends in Payroll data associated with remote/telework. OPM is currently working on introducing two new data elements in the payroll dataset to capture the frequency and hours associated with Remote work, telework and Mobile work. This will be an input to further refinements of the payroll dataset.
10/7/2016	GAO-17-127	3	Reliability of the Enterprise Human Resources Integration System's Payroll Data	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.	Closure documentation was sent to GAO.
10/7/2016	GAO-17-127	4	Reliability of the Enterprise Human Resources Integration System's Payroll Data	To integrate the payroll data into the larger suite of EHRI databases, the Director of OPM should develop a schedule for executing these plans.	Closure documentation was sent to GAO.

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10/7/2016	GAO-17-127	5	Reliability of the Enterprise Human Resources Integration System's Payroll Data	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.	Nearly 250 validation edits for payroll data and the new Payroll Specialist will be focused on developing new data rules and edits for payroll data informed by data profiling and policy office advise. As part of the EHRI modernization initiative, evaluation is in progress for a new Data Quality Management tool that will offer OPM a low-code environment where data rules can be configured and profiling of data against those roles can be performed with more ease. OPM intends to develop data quality scorecards as part of its implementation. To improve data stewardship, OPM is currently refreshing the agency POCs and establishing formal escalation paths for issue resolution at the agency level. OPM completed the evaluation for a new Data Cataloging tool as part of the Zero Trust initiative and working on a purchase decision. OPM also defined a formal data governance framework for EHRI data. Hiring is in progress for a new Deputy CDO who will oversee the implementation of OPM's new data governance model.

GAO Open Recommendations Report **Final Report Date**	Audit Number	Recommendation Number	Title	Recommendation Detail	Status
9/1/2016	GAO-16-521	2	Federal Hiring: OPM Needs to Improve Management and Oversight of Hiring Authorities	GAO PR Recommendation 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.	As of January 2022, OPM stated that it is reviewing different data sources to identify opportunities to streamline federal hiring regulations and improve guidance to agencies so they can better meet their talent acquisition needs. According to OPM, this review will identify what hiring authorities are being used, how they are used, and which agencies are using them. Additionally, OPM has stated that it has refined or is considering refinement and improved access to a number of hiring authorities. To fully implement this recommendation, OPM needs to complete the process of streamlining the number of hiring authorities and, as appropriate, develop legislative proposals in consultation with the CHCO Council. Expanding access to hiring authorities found to be highly efficient and effective while eliminating those found to be less effective would help simplify and improve the federal hiring process.

GAO Open Recommendations Report **Final Report Date**	**Audit Number**	**Recommendation Number**	Title	**Recommendation Detail**	**Status**
3/20/2017	GAO-17-247	2	Federal Telework: Additional Controls Could Strengthen Telework Program Compliance and Data Reporting	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.	In December 2020 and again in September 2021, OPM officials told us the agency continues to not concur with the recommendation, saying its processes provide agencies with opportunities to correct their own data. We agree that OPM should not independently validate agency data, but OPM should take the steps necessary to identify and explain data outliers and limitations that agencies otherwise do not identify. Because OPM is the agency responsible for reporting telework data, OPM should ensure its annual reports to Congress include a clear discussion of data reliability limitations. Following up on data outliers and large year-to-year changes can help OPM identify data errors that could be corrected by agencies and provide OPM with the opportunity to discuss data limitations with agencies. Including such information clearly in the annual telework reports to Congress can make them more useful to Congress and to others. If we confirm that OPM does take action in response to this recommendation, we will provide updated information.

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8/3/2017	GAO-17-614	2	OPM Information Security	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.	One DHS recommendation related to application whitelisting remains open. Recent security tool acquisitions and capabilities will be utilized to create a new corrective action plan for this recommendation. Once the DHS recommendation is closed the agency will submit closure evidence to GAO.
9/6/2017	GAO-17-448	1	Review of Data Center Optimization Progress	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.	In January 2019, OPM planned to have two data centers with automated monitoring tools. One of the data centers referenced completed implementation of the automated monitoring tools in December 2022. OPM is preparing documentation to provide to GAO to evidence completion. OPM plans to close the second data center by the end of FY23.
9/25/2017	GAO-17-675	1	Offices of Small and Disadvantaged Business Utilization (OSDBU) Reforms	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.	As of 1/20/2023 - OPM has identified and is considering several possible solutions to address the 3-part recommendation, but a final decision has not been made at this time. Supporting documents for the last part of the recommendation was sent on 5/24/2022.

GAO Open Recommendations Report **Final Report Date**	Audit Number	Recommendation Number	Title	Recommendation Detail	Status
11/7/2017	GAO-18-148	1	Agencies' Efforts in Implementing Provisions of FITARA Related to Incremental Development	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.	Corrective actions are in progress to address the recommendation.
12/14/2017	GAO-18-91	2	Federal Special Pay Authorities	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.	In May 2021, OPM provided documentation, but it did not clearly address efforts to work with the CHCO Council to provide guidance on assessing effectiveness. We requested an update from OPM in September 2021 and again in October 2022. As of November 2022, OPM informed us that it is still developing guidance on assessing effectiveness.
12/14/2017	GAO-18-91	3	Federal Special Pay Authorities	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.	In January 2023, OPM provided updated SOPs to document the annual review practice and copies of the updated SOPs as a result of that annual review.
5/31/2018	GAO-18-377	1	Improper Payments: Actions and Guidance Could Help Address Issues and Inconsistencies in Estimation Processes	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.	RS is assembling a new package and updated Older Claims report.

GAO Open Recommendations Report **Final Report Date**	**Audit Number**	**Recommendation Number**	Title	**Recommendation Detail**	Status
8/2/2018	GAO-18-93	1	Federal Chief Information Officer Authorities	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)	OPM finalized a policy to address the role of the CIO for key responsibilities and it includes the five areas GAO identified. A recommendation closure update is in the internal review process and will be provided to GAO when approved.
8/15/2018	GAO-18-48	3	Federal Employee Misconduct: Actions Needed to Ensure Agencies Have Tools to Effectively Address Misconduct	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 partially agreed with this recommendation. In response to our recommendation, in March 2022, OPM reported that it was reviewing and updating existing training materials, and was in the process of testing one course and determining the appropriate system for agencies to access the overall training. OPM stated the first course may be available to agencies in late 2022. To fully implement this recommendation, OPM needs to complete its update of guidance on training supervisors and human resources staff on addressing federal employee misconduct and make this information available to supervisors and human capital practitioners. Doing so will enhance the guidance and technical assistance needed to effectively address misconduct and maximize the productivity of the workforce.

GAO Open Recommendations Report **Final Report Date**	Audit Number	Recommendation Number	Title	Recommendation Detail	Status
11/20/2018	GAO-19-35	2	Non-SES Agency Performance Management Systems	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)	In March 2022, OPM reported that its Senior Executive Service Performance Management Team included a new quarterly survey in their Executive Resources forums requesting that agencies share any promising practices and lessons learned. However, OPM told us that there had not been a strong response to the survey. In addition to the survey, OPM also reported requesting agencies share their promising practices at OPM's annual Performance Management forum but did not receive many comments. To fully address this recommendation, OPM needs to continue identifying and implementing mechanisms that encourage agencies to share lessons learned.
11/20/2018	GAO-19-35	3	Non-SES Agency Performance Management Systems	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)	As of March 2022, OPM stated that due to agency vacancies and a focus on other priorities, it has not made substantive progress on establishing a strategic partnership to produce emerging research and innovations in performance management. However, OPM stated that hires made in 2022 will allow the agency to apply resources to finalizing its strategy. To fully address this recommendation, OPM needs to finalize and issue its strategy to share emerging research and innovations in performance management.

GAO Open Recommendations Report **Final Report Date**	Audit Number	Recommendation Number	Title	Recommendation Detail	Status
6/14/2019	GAO-19-217	1	Federal Retirement: OPM Actions Needed to Improve Application Processing Times	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.	Retirement Services and CIO leadership are working on modernization initiatives for FY23. OPM is committed to modernizing RS IT infrastructure and is currently working to prioritize and identify funding in FY 2024.
6/14/2019	GAO-19-217	2	Federal Retirement: OPM Actions Needed to Improve Application Processing Times	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.	RS established a 45-day timeliness performance goal for the medical determination phase of disability retirement applications.
6/14/2019	GAO-19-217	4	Federal Retirement: OPM Actions Needed to Improve Application Processing Times	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.	RS submitted closing documentation to GAO in August 2022. On January 24, 2023, RS received follow-up questions. The follow-up questions are currently being reviewed.

GAO Open Recommendations Report **Final Report Date**	Audit Number	Recommendation Number	Title	Recommendation Detail	Status
6/14/2019	GAO-19-217	5	Federal Retirement: OPM Actions Needed to Improve Application Processing Times	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.	BAL 12-103 was reissued to update the agencies on our changes, specifically the acceptance of electronic signatures. It addresses errors received in the retirement packages. In addition, RS has either met with agencies with error rates exceeding 20% or reached out to them via email or telephone. RS has frequently discussed agency specific trends and provide feedback on how to remedy errors. Some agencies have also received training and/or question and answer sessions with their liaison regarding their specific errors and were provided information on the submission of healthy retirement packages.
6/14/2019	GAO-19-217	6	Federal Retirement: OPM Actions Needed to Improve Application Processing Times	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.	Discussions with the contractor are underway to move to an Excel based format and also make the audit html based for each agency.

GAO Open Recommendations Report **Final Report Date**	Audit Number	Recommendation Number	Title	Recommendation Detail	Status
7/25/2019	GAO-19-384	1 (53)	Cybersecurity Risk Management	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)	OPM is updating policies to address the missing elements to satisfy this recommendation.
7/25/2019	GAO-19-384	2 (54)	Cybersecurity Risk Management	The Director of OPM should establish a process for conducting an organization-wide cybersecurity risk assessment. (Recommendation 54)	OPM has drafted an OPM Organizational Risk Assessment Plan and will continue efforts to address the recommendation.
10/30/2019	GAO-20-129	15	Information Technology: Agencies Need to Fully Implement Key Workforce Planning Activities	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.	Corrective actions are in progress to address the recommendation.
3/30/2020	GAO-20-59	2	Electronic Records Management	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.

GAO Open Recommendations Report **Final Report Date**	Audit Number	Recommendation Number	Title	Recommendation Detail	Status
3/30/2020	GAO-20-59	3	Electronic Records Management	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)	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 . 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).
3/30/2020	GAO-20-59	4	Electronic Records Management	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.
3/30/2020	GAO-20-59	5	Electronic Records Management	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)	Corrective actions are in progress to address the recommendation.

GAO Open Recommendations Report **Final Report Date**	Audit Number	Recommendation Number	Title	Recommendation Detail	Status
8/21/2020	GAO-20-592	1	Veteran Employment Satisfaction	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.	
9/16/2020	GAO-20-559	1	SES Reassignments	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 did not concur with our recommendation. In its comment on a draft of the report, OPM said it relies on federal agencies to comply with provisions governing SES reassignments. OPM further stated that it has chosen not to make reassignments a focus of its enforcement efforts, in light of scarce resources and other mandates OPM is required to meet. In August 2022, OPM reiterated that it did not concur with the recommendation for these same reasons. However, as discussed in the report, we maintain that OPM should use its oversight authority to ensure agencies' reassignments of SES staff are consistent with requirements.
10/25/2021	GAO-22-104297	1	Federal Hiring: OPM Should Collect and Share COVID-19 Lessons Learned to Inform Hiring During Future Emergencies	The Director of OPM, in conjunction with the Chief Human Capital Officers Council, should develop and implement a process for collecting and sharing comprehensive government-wide information on the lessons learned associated with agencies' use of different hiring authorities in response to the COVID-19 pandemic.	

GAO Open Recommendations Report **Final Report Date**	**Audit Number**	**Recommendation Number**	Title	**Recommendation Detail**	**Status**
1/27/2022	GAO-22-104414	2	Intergovernmental Personnel Act (IPA) mobility program	The Director of OPM should establish a process and update its guidance to obtain complete and accurate data about the number of non-federal mobility program participants on detail to federal agencies.	OPM did not concur with our recommendation. In its comment on a draft of the report, OPM said it relies on federal agencies to comply with provisions governing SES reassignments. OPM further stated that it has chosen not to make reassignments a focus of its enforcement efforts, in light of scarce resources and other mandates OPM is required to meet. In August 2022, OPM reiterated that it did not concur with the recommendation for these same reasons. However, as discussed in the report, we maintain that OPM should use its oversight authority to ensure agencies' reassignments of SES staff are consistent with requirements.

GAO Open Recommendations Report **Final Report Date**	Audit Number	Recommendation Number	Title	Recommendation Detail	Status
2/23/2022	GAO-22-104206	1	Office of Personnel Management Federal Financial System Modernization	The Director of OPM should direct the CFO to ensure that the FFS-R project conducts a comprehensive M3 risk assessment and defines and meets exit criteria for the Migration phase Release 1 and Release 2 tollgates before proceeding to the next phase of the modernization.	OPM does not agree that a comprehensive M3 risk assessment is a prudent use of resources as the M3 playbook allowed agencies to tailor and OPM used a tailored approach for the FFS-R project. The FFS-R Project conducted a comprehensive risk assessment that was tailored for a project of this scope and size. The project also defined Release 1 Go-Live criteria and conducted a Production Readiness Review which served as the tollgate to exit Migration and move to the Operations phase for Release 1. The project team met all exit criteria and Release 1 was successfully deployed on 10/3/22. OPM will continue to use a tailored M3 playbook approach leveraging a tollgate process and comprehensive risk management will continue into Release 2.
2/23/2022	GAO-22-104206	2	Office of Personnel Management Federal Financial System Modernization	The Director of OPM should direct the CFO to ensure that the TFM program develops cost estimates using best practices described in GAO's Cost Estimating and Assessment Guide.	As OPM develops cost estimates for Release 2 and any subsequent releases, we will construct a resource and cost loaded WBS and other best practice methods described in GAO's Cost Estimating and Assessment Guide. OPM is still developing the cost estimate for Release 2.

GAO Open Recommendations Report **Final Report Date**	**Audit Number**	**Recommendation Number**	Title	**Recommendation Detail**	**Status**
2/23/2022	GAO-22-104206	3	Office of Personnel Management Federal Financial System Modernization	The Director of OPM should direct the CFO to ensure that the TFM program updates the TFM schedule using best practices described in GAO's Schedule Assessment Guide by addressing those schedule characteristics that were not substantially or fully met.	OPM intends to develop the TFM schedule for release 2 and subsequent releases consulting the GAO Schedule Assessment Guide to ensure that it addresses schedule characteristics that were not substantially or fully met in the TFM IMS for Release 1. The FFS-R project Release 2 schedule has not been developed.
2/23/2022	GAO-22-104206	4	Office of Personnel Management Federal Financial System Modernization	The Director of OPM should direct the CFO to ensure that interagency agreements, including service level agreements, identify how security requirements will be conducted and the level of services, including cybersecurity, that will be provided.	The OPM O&M IAA with Treasury ARC signed on 9/16/22 includes service level agreements which outline the security requirements and the level of services, including cybersecurity, that will be provided by ARC.

IG Open Recommendations Report

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9/23/2008	4A-CI-00-08-022	Federal Information Security Management Act Audit - 2008 (FISMA)	2	We recommend that OPM's program offices test the contingency plans for each system on an annual basis.	OPM is coordinating across multiple program offices and expects to continue to make significant progress.
9/14/2011	1K-RS-00-11-068	Stopping Improper Payments to Deceased Annuitants	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.	OPM is exploring methods to consistently track and analyze returned 1099-Rs.
11/12/2014	4A-CI-00-14-016	Federal Information Security Modernization Act Audit Fiscal Year 2014 (FISMA)	7	We recommend that the OCIO develop and implement a baseline configuration for all operating platforms in use by OPM including, but not limited to, CentOS, FreeBSD, SunOS, and Windows 8.	OPM is coordinating across multiple program offices and expects to make significant progress in the next fiscal year.
11/12/2014	4A-CI-00-14-016	Federal Information Security Modernization Act Audit Fiscal Year 2014 (FISMA)	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 across multiple program offices and expects to make significant progress in the next fiscal year.
3/23/2015	4K-RS-00-14-076	Review of OPM's Compliance with the Freedom of Information Act	1	We recommend that OPM's FOIA Office document a formal policy for handling multiple requests of the same information.	OPIM is working on internal SOP on proactive disclosures, including how to handle multiple requests of the same information.
3/23/2015	4K-RS-00-14-076	Review of OPM's Compliance with the Freedom of Information Act	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.	OPM is working on internal SOP on proactive disclosures, including how to handle multiple requests of the same information.

Final Report Date	Audit Number	Title	Recommendation Number	Recommendation Detail	Status
7/29/2015	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	3	PIV authentication: We recommend that RS require GDIT to enforce PIV authentication for all required AHBOSS users.	Corrective actions are in progress. Significant work is required to address the recommendation.
7/29/2015	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	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.	OPM is working to capture artifacts to develop a closure package to provide the evidence the data center has been moved to a cloud environment.
7/8/2016	4A-CA-00-15-041	Office of Personnel Management's Contract Management Operations	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.	
7/8/2016	4A-CA-00-15-041	Office of Personnel Management's Contract Management Operations	3	We recommend that OPO develop an accurate inventory of FYs 2013 and 2014 contracts ready for closeout.	OPM has developed memos that were related to the closeout process for the outdated open closeout items. The memos contracts which were aged beyond 6 years were streamline de-obligated/closed and not converted to the new system, therefore the request for an inventory of 2013 and 2014 is not possible. Supporting documents have been submitted to OIG.

Final Report Date	Audit Number	Title	Recommendation Number	Recommendation Detail	Status
7/8/2016	4A-CA-00-15-041	Office of Personnel Management's Contract Management Operations	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 has submitted documentation to OIG. Per OIG, the amount in question has been reduced from $108,880,417 to $6,140,755. In addition, the number of contracts in question has been reduced from 46 to 9. OIG provided an updated spreadsheet, documenting the amounts still in question. OPM is currently reviewing the document to determine next steps for closing out this recommendation.
7/8/2016	4A-CA-00-15-041	Office of Personnel Management's Contract Management Operations	6	We recommend that OPO de-obligate 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 has submitted documentation to OIG. Per OIG, the amount in question has been reduced from $108,880,417 to $6,140,755. In addition, the number of contracts in question has been reduced from 46 to 9. OIG provided an updated spreadsheet, documenting the amounts still in question. OPM is currently reviewing the document to determine next steps for closing out this recommendation.
10/13/2016	4A-CI-00-16-061	Web Application Security Review	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.	This recommendation has been implemented and is closed.

Final Report Date	Audit Number	Title	Recommendation Number	Recommendation Detail	Status
10/13/2016	4A-CI-00-16-061	Web Application Security Review	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.	OPM is implementing corrective actions across multiple program offices to address this recommendation.
10/13/2016	4A-CI-00-16-061	Web Application Security Review	3	We recommend that OPM implement a process to perform credentialed web application vulnerability scans and track any identified vulnerabilities until they are remediated.	OPM is implementing corrective actions across multiple program offices to address this recommendation.
6/20/2017	4A-CI-00-17-014	Audit of the U.S. Office of Personnel Management's Security Assessment and Authorization (SAA) Methodology	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.	The system referenced in the recommendation has been decommissioned. The decommission documentation and other supporting documents are in progress for closure.
6/20/2017	4A-CI-00-17-014	Audit of the U.S. Office of Personnel Management's Security Assessment and Authorization (SAA) Methodology	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).	The system referenced in the recommendation has been decommissioned. The decommission documentation and other supporting documents are in progress for closure.
6/20/2017	4A-CI-00-17-014	Audit of the U.S. Office of Personnel Management's Security Assessment and Authorization (SAA) Methodology	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.	The system referenced in the recommendation has been decommissioned. The decommission documentation and other supporting documents are in progress for closure.

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11/14/2008	4A-CF-00-08-025	Audit of the Office of Personnel Management's Fiscal Year 2008 Consolidated Financial Statements	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.	Corrective actions are in progress. Significant work is required to address the recommendation.
11/10/2010	4A-CF-00-10-015	Audit of the Office of Personnel Management's Fiscal Year 2010 Consolidated Financial Statements	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. Significant work is required to address the recommendation.
11/14/2011	4A-CF-00-11-050	Audit of the Office of Personnel Management's Fiscal Year 2011 Consolidated Financial Statements	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. Significant work is required to address the recommendation.
11/10/2014	4A-CF-00-14-039	Audit of the Office of Personnel Management's Fiscal Year 2014 Consolidated Financial Statements	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. Significant work is required to address the recommendation.

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11/10/2014	4A-CF-00-14-039	Audit of the Office of Personnel Management's Fiscal Year 2014 Consolidated Financial Statements	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."	OCIO is coordinating across multiple program offices and expects to make significant progress in the next fiscal year.
11/10/2014	4A-CF-00-14-039	Audit of the Office of Personnel Management's Fiscal Year 2014 Consolidated Financial Statements	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: • 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. Significant work is required to address the recommendation.

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11/13/2015	4A-CF-00-15-027	Audit of the Office of Personnel Management's Fiscal Year 2015 Consolidated Financial Statements	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. Significant work is required to address the recommendation.
11/14/2016	4A-CF-00-16-030	Audit of the Office of Personnel Management's Fiscal Year 2016 Closing Package Financial Statements	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. Significant work is required to address the recommendation.
11/14/2016	4A-CF-00-16-030	Audit of the Office of Personnel Management's Fiscal Year 2016 Closing Package Financial Statements	3	Enhance processes in place to track the inventory of the Agency's systems and devices	Corrective actions are in progress. Significant work is required to address the recommendation.
11/14/2016	4A-CF-00-16-030	Audit of the Office of Personnel Management's Fiscal Year 2016 Closing Package Financial Statements	4	Implement a system /control that tracks terminated contractors.	Corrective actions are in progress. Significant work is required to address the recommendation.

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11/14/2016	4A-CF-00-16-030	Audit of the Office of Personnel Management's Fiscal Year 2016 Closing Package Financial Statements	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. Significant work is required to address the recommendation.
11/14/2016	4A-CF-00-16-030	Audit of the Office of Personnel Management's Fiscal Year 2016 Closing Package Financial Statements	7	Assign specific individuals with overseeing / monitoring POA&Ms to ensure they are addressed in a timely manner.	Corrective actions are in progress. Significant work is required to address the recommendation.
11/14/2016	4A-CF-00-16-030	Audit of the Office of Personnel Management's Fiscal Year 2016 Closing Package Financial Statements	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. Significant work is required to address the recommendation.
11/14/2016	4A-CF-00-16-030	Audit of the Office of Personnel Management's Fiscal Year 2016 Closing Package Financial Statements	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. Significant work is required to address the recommendation.
11/14/2016	4A-CF-00-16-030	Audit of the Office of Personnel Management's Fiscal Year 2016 Closing Package Financial Statements	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. Significant work is required to address the recommendation.

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11/14/2016	4A-CF-00-16-030	Audit of the Office of Personnel Management's Fiscal Year 2016 Closing Package Financial Statements	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. Significant work is required to address the recommendation.
11/14/2016	4A-CF-00-16-030	Audit of the Office of Personnel Management's Fiscal Year 2016 Closing Package Financial Statements	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. Significant work is required to address the recommendation.
9/29/2017	4A-CI-00-17-030	Audit of the Information Technology Security Controls of the U.S. Office of Personnel Management's SharePoint Implementation	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 are under review. There have been updates to the environment.
9/29/2017	4A-CI-00-17-030	Audit of the Information Technology Security Controls of the U.S. Office of Personnel Management's SharePoint Implementation	3	We recommend that OPM require employees with administrative or managerial responsibilities over SharePoint to take specialized training related to the software.	Corrective actions are under review. There have been updates to the environment.

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9/29/2017	4A-CI-00-17-030	Audit of the Information Technology Security Controls of the U.S. Office of Personnel Management's SharePoint Implementation	4	We recommend that OPM implement formal procedures for requesting and provisioning SharePoint user accounts.	Corrective actions are under review. There have been updates to the environment.
9/29/2017	4A-CI-00-17-030	Audit of the Information Technology Security Controls of the U.S. Office of Personnel Management's SharePoint Implementation	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 are under review. There have been updates to the environment.
9/29/2017	4A-CI-00-17-030	Audit of the Information Technology Security Controls of the U.S. Office of Personnel Management's SharePoint Implementation	6	We recommend that OPM document approved security configuration settings for its SharePoint application.	Corrective actions are under review. There have been updates to the environment.
9/29/2017	4A-CI-00-17-030	Audit of the Information Technology Security Controls of the U.S. Office of Personnel Management's SharePoint Implementation	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 are under review. There have been updates to the environment.

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9/29/2017	4A-CI-00-17-030	Audit of the Information Technology Security Controls of the U.S. Office of Personnel Management's SharePoint Implementation	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 are under review. There have been updates to the environment.
10/27/2017	4A-CI-00-17-020	Federal Information Security Modernization Act Audit Fiscal Year 2017 (FISMA)	9	We recommend that OPM update its enterprise architecture to include the information security architecture elements required by NIST and OMB guidance.	Corrective actions are in progress to address the recommendation.
10/27/2017	4A-CI-00-17-020	Federal Information Security Modernization Act Audit Fiscal Year 2017 (FISMA)	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.	Corrective actions are in progress to address the recommendation.
10/27/2017	4A-CI-00-17-020	Federal Information Security Modernization Act Audit Fiscal Year 2017 (FISMA)	17	We recommend that OPM document the lessons learned from its configuration management activities and update its configuration management plan as appropriate.	Corrective actions are in progress to address the recommendation.
10/27/2017	4A-CI-00-17-020	Federal Information Security Modernization Act Audit Fiscal Year 2017 (FISMA)	18	We recommend that OPM develop and implement a baseline configuration for all information systems in use by OPM.	Corrective actions are in progress to address the recommendation.

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10/27/2017	4A-CI-00-17-020	Federal Information Security Modernization Act Audit Fiscal Year 2017 (FISMA)	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.	Corrective actions are in progress to address the recommendation.
1/16/2018	4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	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.	OIG conducted a new Travel Card Audit and indicated it would re-issue this recommendation in the final report. OPM expects to publish its revised Travel Policy and Charge Card Management Plan (with updated contents addressing the recommendation) in FY23.
1/16/2018	4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	2	We recommend that Travel Operations ensure that roles and responsibilities are clearly articulated to avoid ambiguity of delegated duties.	OIG conducted a new Travel Card Audit and indicated it would re-issue this recommendation in the final report. OPM expects to publish its revised Travel Policy and Charge Card Management Plan (with clarified contents related to roles and responsibilities) in FY23.
1/16/2018	4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	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.	OIG conducted a new Travel Card Audit and indicated it would re-issue this recommendation in the final report. OPM expects to publish its revised Travel Policy and Charge Card Management Plan (with contents related to penalties addressing misuse of travel cards) in FY23.

Final Report Date	Audit Number	Title	Recommendation Number	Recommendation Detail	Status
1/16/2018	4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	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.	OIG conducted a new Travel Card Audit and indicated it would re-issue this recommendation in the final report. OPM previously updated its Charge Card Management Plan in September 2022, and expects to publish the revision Charge Card Management Plan in FY23.
1/16/2018	4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	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.	OIG conducted a new Travel Card Audit and indicated it would re-issue this recommendation in the final report. OPM expects to publish its revised Travel Policy and Charge Card Management Plan (with updated contents addressing the recommendation) in FY23.
1/16/2018	4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	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.	OIG conducted a new Travel Card Audit and indicated it would re-issue this recommendation in the final report. In September 2022, OCFO identified cardholders who had not completed the required training and deactivated their travel cards. OCFO is currently reviewing training compliance of Approving Officials and Organization Program Coordinators and will deactivate any account access accordingly. OPM expects to publish its revised Travel Policy and Charge Card Management Plan (with updated contents addressing the recommendation) in FY23.

Final Report Date	Audit Number	Title	Recommendation Number	Recommendation Detail	Status
1/16/2018	4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	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.	OIG conducted a new Travel Card Audit and indicated it would re-issue this recommendation in the final report. OPM expects to publish its revised Travel Policy and Charge Card Management Plan (with updated contents addressing the recommendation) in FY23.
1/16/2018	4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	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.	OIG conducted a new Travel Card Audit and indicated it would re-issue this recommendation in the final report. OPM plans to implement a new annual refresher training which serves as a reminder for Approving Officials. OPM expects to publish its revised Travel Policy in FY23.
1/16/2018	4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	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.	OIG conducted a new Travel Card Audit and indicated it would re-issue this recommendation in the final report. OPM expects to publish its revised Travel Policy and Charge Card Management Plan, which updates several compliance reviews, in FY23. OCFO is also in the process of updating all travel charge card program standing operating procedures, including expanded requirements related to compliance reviews and voucher reviews.

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1/16/2018	4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	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 conducted a new Travel Card Audit and indicated it would re-issue this recommendation in the final report. OPM expects to publish its revised Travel Policy and Charge Card Management Plan (with contents addressing the recommendation) in FY23.
1/16/2018	4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	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 conducted a new Travel Card Audit and indicated it would re-issue this recommendation in the final report. OPM expects to publish its revised Travel Policy and Charge Card Management Plan (with contents outlying administrative and disciplinary actions for charge card misuse) in FY23.
1/16/2018	4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	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 conducted a new Travel Card Audit and indicated it would re-issue this recommendation in the final report. OPM does not concur with the re-issued recommendation.
1/16/2018	4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	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 conducted a new Travel Card Audit and indicated it would re-issue this recommendation in the final report. OPM expects to publish its revised Travel Policy and Charge Card Management Plan (with updated contents outlying the processes and controls to monitor delinquent accounts and follow-up actions) in FY23.
1/16/2018	4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	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 conducted a new Travel Card Audit and indicated it would re-issue this recommendation in the final report. OPM does not concur with the re-issued recommendation.

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1/16/2018	4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	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.	OIG conducted a new Travel Card Audit and indicated it would re-issue this recommendation in the final report. OPM plans to implement internal controls to ensure that travel charge card accounts are canceled based on OCFO's review of the employee separation report provided by human resources.
1/16/2018	4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	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.	OIG conducted a new Travel Card Audit and indicated it would re-issue this recommendation in the final report. OCFO had notified program office leadership of its plan to deactivate travel cards with prolong inactivity in FY23.
1/16/2018	4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	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.	OIG conducted a new Travel Card Audit and indicated it would re-issue this recommendation in the final report. OPM expects to publish its revised Charge Card Management Plan (with contents related to monthly review and deactivation of inactive travel charge card accounts) in FY23.
1/16/2018	4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	19	We recommend that Travel Operations establish and implement controls to properly document and retain support for the periodic reviews of inactivity.	OIG conducted a new Travel Card Audit and indicated it would re-issue this recommendation in the final report. OPM expects to publish its revised Charge Card Management Plan (with contents related to monthly travel charge card review and documentation requirements) in FY23.

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1/16/2018	4A-CF-00-15-049	U.S. Office of Personnel Management's Travel Card Program	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.	OIG conducted a new Travel Card Audit and indicated it would re-issue this recommendation in the final report. OPM does not concur with the re-issued recommendation.
2/15/2018	4A-CI-00-18-022	Management Advisory FY 2017 IT Modernization Expenditure Plan	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.	Corrective actions are in progress to address the recommendation.
3/29/2018	4A-CF-00-16-055	OPM's Common Services	1	We recommend that the OCFO implement a process to correct identified errors in the same fiscal year.	OPM have implemented this recommendation. As part of the final fiscal year billing, an error check process has been included.
3/29/2018	4A-CF-00-16-055	OPM's Common Services	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.	OPM have implemented this recommendation. We added a second analyst to review the correct usage of data.

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3/29/2018	4A-CF-00-16-055	OPM's Common Services	3	We recommend that the OCFO provide documentation to support the Director's approval of the common services cost.	OPM met with the Director regarding common service allocations of FY23 appropriations (that were enacted on December 29, 2022). OPM still has additional work to complete before recommendations are provided and decisions received on FY23 common service budget allocations are made. FY23 final decisions are expected in the February timeframe. OPM has previously provided documentation to support the Director's approval of the common services cost.
3/29/2018	4A-CF-00-16-055	OPM's Common Services	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.	OPM retains and documents common services data, to include calculations, distribution data and billing in a separate folder for each fiscal year.
3/29/2018	4A-CF-00-16-055	OPM's Common Services	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.	OPM does not concur with this recommendation.
5/10/2018	4A-HR-00-18-013	Audit of the Information Technology Security Controls of USA Staffing - FY 2018	3	We recommend that OPM apply the approved security configuration settings for the USA Staffing System.	Corrective actions are in progress to address the recommendation.
5/10/2018	4A-HR-00-18-013	Audit of the Information Technology Security Controls of USA Staffing - FY 2018	4	We recommend that OPM apply system patches in a timely manner and in accordance with policy.	Corrective actions are in progress to address the recommendation.
10/30/2018	4A-CI-00-18-038	Federal Information Security Modernization Act Audit Fiscal Year 2018 (FISMA)	9	We recommend that OPM define policies and procedures for a centralized software inventory.	Corrective actions are in progress to address the recommendation.

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10/30/2018	4A-CI-00-18-038	Federal Information Security Modernization Act Audit Fiscal Year 2018 (FISMA)	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 to address the recommendation.
10/30/2018	4A-CI-00-18-038	Federal Information Security Modernization Act Audit Fiscal Year 2018 (FISMA)	42	We recommend that OPM develop a process to routinely test the Data Breach Response Plan.	We are working with our OCIO colleagues to develop a joint Incident Response/Data Breach response plan that will subsequently lead to a tabletop exercise to test and evaluate the new plan.
10/30/2018	4A-CI-00-18-038	Federal Information Security Modernization Act Audit Fiscal Year 2018 (FISMA)	43	We recommend that OPM identify individuals with heightened responsibility for PII and provide role-based training to these individuals at least annually.	We are in the process of identifying positions and individuals with heightened responsibility for PII and expect to have a preliminary list in Q3 of FY 23; we will also be developing a strategy to provide appropriate role-based training to those identified.
10/30/2018	4A-CI-00-18-038	Federal Information Security Modernization Act Audit Fiscal Year 2018 (FISMA)	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 to address the recommendation.
2/5/2018	L-2018-1	Management Advisory OPM's Non-Public Decision to Re-Apportion Annuity Supplements	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.	In litigation

Final Report Date	Audit Number	Title	Recommendation Number	Recommendation Detail	Status
2/5/2018	L-2018-1	Management Advisory OPM's Non-Public Decision to Re-Apportion Annuity Supplements	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.	In litigation
4/25/2019	4A-CI-00-18-037	IT Audit of OPM's Compliance with FITARA U.S. OPM FY 2018	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.	Corrective actions are in progress to address the recommendation.
4/25/2019	4A-CI-00-18-037	IT Audit of OPM's Compliance with FITARA U.S. OPM FY 2018	2	We recommend that the Office of the Director ensure the CIO reviews and approves all reprogramming of funds for IT resources.	This recommendation has been implemented and is closed.
4/25/2019	4A-CI-00-18-037	IT Audit of OPM's Compliance with FITARA U.S. OPM FY 2018	3	We recommend that the OCIO transition the responsibility for reviewing and approving checklists for major procurements to the CIO in accordance with FITARA.	Corrective actions are in progress to address the recommendation.
4/25/2019	4A-CI-00-18-037	IT Audit of OPM's Compliance with FITARA U.S. OPM FY 2018	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.	Corrective actions are in progress to address the recommendation.
4/25/2019	4A-CI-00-18-037	IT Audit of OPM's Compliance with FITARA U.S. OPM FY 2018	5	We recommend that the OCIO ensure that final approved checklists contain complete and accurate information.	Corrective actions are in progress to address the recommendation.

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11/15/2018	4A-CF-00-18-024	Office of Personnel Management's Fiscal Year 2018 Consolidated Financial Statements	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 to address the recommendation.
11/15/2018	4A-CF-00-18-024	Office of Personnel Management's Fiscal Year 2018 Consolidated Financial Statements	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 to address the recommendation.
11/15/2018	4A-CF-00-18-024	Office of Personnel Management's Fiscal Year 2018 Consolidated Financial Statements	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 to address the recommendation.

Final Report Date	Audit Number	Title	Recommendation Number	Recommendation Detail	Status
2/5/2018	L-2018-1	Management Advisory OPM's Non-Public Decision to Re-Apportion Annuity Supplements	3	We recommend that OPM determine whether it has a legal requirement to make its updated guidance, including Retirement and Insurance Letters, publicly available.	In litigation
6/17/2019	4A-CI-00-19-006	Information Technology Security Controls of the OPM's Enterprise Human Resource Integration Data Warehouse	12	We recommend that OPM develop policy and procedures to document requirements necessary for transitioning a system's management between entities.	This recommendation has been implemented and is closed.
10/3/2019	4A-CF-00-19-026	Data Act IT Security Controls of Consolidated Business Information System - FY 2019	3	We recommend that the CBIS application meet the requirements of OMB M-11-11 by requiring multi-factor authentication using PIV credentials.	Corrective actions are in progress to address the recommendation.
10/23/2019	4A-CI-00-19-008	Audit of OPM'S Compliance with the Federal Information Technology Acquisition Reform Act – DCOI, GSS – FY 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 to address the recommendation.
10/23/2019	4A-CI-00-19-008	Audit of OPM'S Compliance with the Federal Information Technology Acquisition Reform Act – DCOI, GSS – FY 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 to address the recommendation.
10/23/2019	4A-CI-00-19-008	Audit of OPM'S Compliance with the Federal Information Technology Acquisition Reform Act – DCOI, GSS – FY 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 to address the recommendation.

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10/23/2019	4A-CI-00-19-008	Audit of OPM'S Compliance with the Federal Information Technology Acquisition Reform Act – DCOI, GSS – FY 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 to address the recommendation.
10/23/2019	4A-CI-00-19-008	Audit of OPM'S Compliance with the Federal Information Technology Acquisition Reform Act – DCOI, GSS – FY 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.	Corrective actions are in progress to address the recommendation.
10/23/2019	4A-CI-00-19-008	Audit of OPM'S Compliance with the Federal Information Technology Acquisition Reform Act – DCOI, GSS – FY 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.	Subsequent to the OIG audit recommendation, the LAN/WAN GSS system has been decommissioned and split into five subsets. We are evaluating each of these components and will work with our OCIO colleagues to ensure that privacy compliance requirements have been met.
10/23/2019	4A-CI-00-19-008	Audit of OPM'S Compliance with the Federal Information Technology Acquisition Reform Act – DCOI, GSS – FY 2019	16	We recommend that OPM update and approve the contingency plan for the LAN/WAN GSS.	Corrective actions are in progress to address the recommendation.
10/23/2019	4A-CI-00-19-008	Audit of OPM'S Compliance with the Federal Information Technology Acquisition Reform Act – DCOI, GSS – FY 2019	17	We recommend that OPM test the updated LAN/WAN contingency plan. This recommendation cannot be completed until Recommendation 16 has been implemented.	Corrective actions are in progress to address the recommendation.

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10/23/2019	4A-CI-00-19-008	Audit of OPM'S Compliance with the Federal Information Technology Acquisition Reform Act – DCOI, GSS – FY 2019	18	We recommend that OPM identify the necessary resources or process changes to ensure that POA&Ms are updated according to policy.	Corrective actions are in progress to address the recommendation.
10/23/2019	4A-CI-00-19-008	Audit of OPM'S Compliance with the Federal Information Technology Acquisition Reform Act – DCOI, GSS – FY 2019	20	We recommend that OPM implement anti-piggybacking controls at the data centers located in Washington, D.C.	Corrective actions are in progress to address the recommendation.
10/23/2019	4A-CI-00-19-008	Audit of OPM'S Compliance with the Federal Information Technology Acquisition Reform Act – DCOI, GSS – FY 2019	21	We recommend that OPM implement anti-piggybacking controls at the data centers located in Boyers, Pennsylvania.	Preparing documentation to request closure of the recommendation.
10/29/2019	4A-CI-00-19-029	Federal Information Security Modernization Act Audit Fiscal Year 2019 (FISMA)	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.	Corrective actions are in progress to address the recommendation.
11/18/2019	4A-CF-00-19-022	Office of Personnel Management's Fiscal Year 2019 Consolidated Financial Statements	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 to address the recommendation.

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11/18/2019	4A-CF-00-19-022	Office of Personnel Management's Fiscal Year 2019 Consolidated Financial Statements	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 to address the recommendation.
11/18/2019	4A-CF-00-19-022	Office of Personnel Management's Fiscal Year 2019 Consolidated Financial Statements	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 to address the recommendation.
11/18/2019	4A-CF-00-19-022	Office of Personnel Management's Fiscal Year 2019 Consolidated Financial Statements	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 to address the recommendation.

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11/18/2019	4A-CF-00-19-022	Office of Personnel Management's Fiscal Year 2019 Consolidated Financial Statements	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 to address the recommendation.
2/27/2020	1H-01-00-18-039	Management Advisory Report related to Prescription Drug Costs in the Federal Employees Health Benefits Program	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 address the recommendations have been impacted by resource constraints.
2/27/2020	1H-01-00-18-039	Management Advisory Report related to Prescription Drug Costs in the Federal Employees Health Benefits Program	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.

Final Report Date	Audit Number	Title	Recommendation Number	Recommendation Detail	Status
4/2/2020	4A-RS-00-18-035	OPM's Federal Employees Health Benefits Program and Retirement Services Improper Payments Rate Methodologies	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 and in progress but not yet fully complete.
4/2/2020	4A-RS-00-18-035	OPM's Federal Employees Health Benefits Program and Retirement Services Improper Payments Rate Methodologies	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 and in progress but not yet fully complete.
4/2/2020	4A-RS-00-18-035	OPM's Federal Employees Health Benefits Program and Retirement Services Improper Payments Rate Methodologies	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.	

Final Report Date	Audit Number	Title	Recommendation Number	Recommendation Detail	Status
4/2/2020	4A-RS-00-18-035	OPM's Federal Employees Health Benefits Program and Retirement Services Improper Payments Rate Methodologies	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.	This recommendation is resolved. Retirement Services utilized Do Not Pay in FY 2020. Retirement Services analyzed 4,956 records on the DNP and identified 792 new death records. The documentation from DNP was submitted as evidence for the IPERA audit. In addition, RS regularly attends the Post Payment Modernization Initiative (PPMI) Agency Summit, which is hosted by Treasury. OPM will continue to take advantage of various trainings offered by Treasury regarding the Treasury Check Information System, the Do Not Pay File, and the International Treasury System. DNP has developed training tools to teach agencies about the DNP program.
4/2/2020	4A-RS-00-18-035	OPM's Federal Employees Health Benefits Program and Retirement Services Improper Payments Rate Methodologies	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.	This recommendation is resolved. Retirement Services plans to conduct the Over Age 90 projects bi-annually.
4/2/2020	4A-RS-00-18-035	OPM's Federal Employees Health Benefits Program and Retirement Services Improper Payments Rate Methodologies	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.	This recommendation is resolved. Retirement Services uses actual overpayments in lieu of estimates because the actual is significantly higher than the overpayment estimate provided by the Statistician. Retirement Services will analyze the results of the next Over Age 90 project to determine if 4 the results when added to the overpayment estimate is higher than the actual overpayment amount as reported by CFO.

Final Report Date	Audit Number	Title	Recommendation Number	Recommendation Detail	Status
4/2/2020	4A-RS-00-18-035	OPM's Federal Employees Health Benefits Program and Retirement Services Improper Payments Rate Methodologies	7	We recommend that all payments made to deceased annuitants be classified as improper in the year in which they are identified.	This recommendation is resolved. Retirement Services, in collaboration with the Office of the Chief Financial Officer (OCFO), will ensure all improper payments are included in Retirement Services' improper payment reporting.
4/2/2020	4A-RS-00-18-035	OPM's Federal Employees Health Benefits Program and Retirement Services Improper Payments Rate Methodologies	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.	Retirement Services still maintains that it is not cost-effective to use existing resources to re-perform the review of the 2016 tax year which is over six years ago.
4/2/2020	4A-RS-00-18-035	OPM's Federal Employees Health Benefits Program and Retirement Services Improper Payments Rate Methodologies	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.	Retirement Services will explore methods to document and account for improper payments identified in the review of returned 1099-Rs.
4/2/2020	4A-RS-00-18-035	OPM's Federal Employees Health Benefits Program and Retirement Services Improper Payments Rate Methodologies	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.	Retirement Services performs additional data mining efforts, which include the Department of Treasury Do Not Pay Portal and the automation of the Disability Earnings Survey and others. All of the details will be assembled and provided to the OIG for closure.

Final Report Date	Audit Number	Title	Recommendation Number	Recommendation Detail	Status
4/2/2020	4A-RS-00-18-035	OPM's Federal Employees Health Benefits Program and Retirement Services Improper Payments Rate Methodologies	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.	Retirement Services performs additional data mining efforts, which include the Department of Treasury Do Not Pay Portal and the automation of the Disability Earnings Survey and others. All of the details will be assembled and provided to the OIG for closure.
4/2/2020	4A-RS-00-18-035	OPM's Federal Employees Health Benefits Program and Retirement Services Improper Payments Rate Methodologies	12	We recommend that OPM's Retirement Services conduct cost benefit analyses of all current corrective actions and document their results.	This recommendation is resolved. OMB Memorandum M-18-20, Circular A-123, Appendix C (Part III, A1) states "Agencies should be able to measure the effectiveness and progress of each individual corrective action on an annual basis. Agencies may measure the effectiveness and progress of corrective actions by assessing the results of actions ..." OPM continues to report millions of dollars in improper payments as a result of the existing activities on an annual basis. OPM has assessed that the benefit outweighs the actual cost of the activity. However, OPM will further evaluate the existing corrective actions to determine if "any existing actions can be intensified or expanded, resulting in a high-impact, high return on investment in terms of reduced or prevented improper payments annually." OPM will also use this analysis to determine if an existing corrective action activity should be discontinued.

Final Report Date	Audit Number	Title	Recommendation Number	Recommendation Detail	Status
5/14/2020	4A-CF-00-20-014	OPM's FY 2019 Improper Payments Reporting	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.	
6/30/2020	4A-CI-00-20-007	Information Technology Security Controls of OPM's Electronic Official Personnel Folder (eOPF) - FY 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 submitted an update in January 2023 to close the recommendation. Awaiting OIG's review and response.

Final Report Date	Audit Number	Title	Recommendation Number	Recommendation Detail	Status
8/5/2020	4A-DO-00-20-041	Delegation of Authority to Operate and Maintain the Theodore Roosevelt Building and the Federal Executive Institute	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.	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. On March 23, 2022, GSA responded as stated: OPM is aware, the U.S. General Services Administration (GSA) recently completed a feasibility study to evaluate the space needs within the TRB and for GSA to further understand OPM's space needs within the TRB, GSA would like OPM to further provide: • Daily occupancy usage data gathered through personal identity verification (PIV) card swipe data collected when employees swipe their badges in and out of the TRB, for the months of June 2022 through November 2022; and • OPM's future space requirements within the TRB to include required storage space and planned personnel actions. Until GSA's evaluation is completed, GSA extended the delegation rescission time frame. The current Operation and Maintenance Delegation of Authority (Delegation) dated March 14, 2014, along with the Standard Operating Procedures (SOP) for Operation and Maintenance of Delegated Real Property, dated December 2013, will remain in place through March 31, 2025, allowing GSA time to complete their analysis of the data OPM will be providing.

8/5/2020	4A-DO-00-20-041	Delegation of Authority to Operate and Maintain the Theodore Roosevelt Building and the Federal Executive Institute	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.	The Feasibility study is complete. While both the Feasibility and NAPA study are complete, on July 20,2022 in the Memorandum M-22-14 (FY 2024 Agency-wide Capital Planning to Support the Future of Work) for the heads of Executive Departments and Agencies from OMB, agencies must address real property resource needs and agency efforts to define the amount and types of real property required to fully implement the future of work at each agency. According to the Memorandum "To develop the capital plan within the future of work context, agencies should be mindful of the following considerations:
					• When determining future physical space requirements, agencies should consider the agency's mission and customer needs, the current and future workforce, and impacts on local communities. As stated in the President's Management Agenda, agencies are expected to reimagine their workplace approach informed by lessons from the COVID-19 pandemic, as well as nationwide workforce and workplace trends (e.g., hybrid work inclusive of onsite work, telework, alternative work schedules, online collaboration, and remote work policies and practices) and integrate these considerations into the next iteration of their capital plans completed under M-20-03."
					• The impacts of COVID -19 to assess the full footprint of OPM/TRFB will be addressed in the report.

Final Report Date	Audit Number	Title	Recommendation Number	Recommendation Detail	Status
					• Capital Planning Requirement to Support the Future of Work report was submitted to the OMB and the Federal Real Property Council December 16, 2022.
9/18/2020	4A-CI-00-20-009	Audit of the Agency System Assessment and Authorization Process FY 2020	2	We recommend that OPM update its policies and procedures to include guidance on categorizing HVA systems.	Corrective actions are in progress to address the recommendation.
9/18/2020	4A-CI-00-20-009	Audit of the Agency System Assessment and Authorization Process FY 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.	Corrective actions are in progress to address the recommendation.
9/18/2020	4A-CI-00-20-009	Audit of the Agency System Assessment and Authorization Process FY 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.	Corrective actions are in progress to address the recommendation.
9/18/2020	4A-CI-00-20-009	Audit of the Agency System Assessment and Authorization Process FY 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.	Corrective actions are in progress to address the recommendation.
9/18/2020	4A-CI-00-20-009	Audit of the Agency System Assessment and Authorization Process FY 2020	7	We recommend that OPM implement a contingency plan review process to ensure the accuracy of information and compliance with contingency planning controls.	Corrective actions are in progress to address the recommendation.

Final Report Date	Audit Number	Title	Recommendation Number	Recommendation Detail	Status
9/18/2020	4A-CI-00-20-009	Audit of the Agency System Assessment and Authorization Process FY 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.	Corrective actions are in progress to address the recommendation.
9/18/2020	4A-CI-00-20-009	Audit of the Agency System Assessment and Authorization Process FY 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.	Corrective actions are in progress to address the recommendation.
9/18/2020	4A-CI-00-20-009	Audit of the Agency System Assessment and Authorization Process FY 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.	Corrective actions are in progress to address the recommendation.
10/30/2020	4A-RS-00-19-038	U.S. Office of Personnel Management's Retirement Services' Disability Reconsideration Appeals Process	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.
10/30/2020	4A-RS-00-19-038	U.S. Office of Personnel Management's Retirement Services' Disability Reconsideration Appeals Process	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.

Final Report Date	Audit Number	Title	Recommendation Number	Recommendation Detail	Status
10/30/2020	4A-RS-00-19-038	U.S. Office of Personnel Management's Retirement Services' Disability Reconsideration Appeals Process	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.
10/30/2020	4A-RS-00-19-038	U.S. Office of Personnel Management's Retirement Services' Disability Reconsideration Appeals Process	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.
10/30/2020	4A-RS-00-19-038	U.S. Office of Personnel Management's Retirement Services' Disability Reconsideration Appeals Process	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.
10/30/2020	4A-CI-00-20-008	Audit of OPM's Common Security Controls FY 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.	Corrective actions are complete. OPM is preparing documentation for closure of the recommendation.
10/30/2020	4A-CI-00-20-008	Audit of OPM's Common Security Controls FY 2020	2	We recommend that OPM conduct an independent assessment of the controls that make up the CSCC.	Corrective actions are in progress to address the recommendation.
10/30/2020	4A-CI-00-20-008	Audit of OPM's Common Security Controls FY 2020	3	We recommend that OPM update the CSCC to accurately reflect the controls in place and provided to the agency's systems.	Corrective actions are in progress to address the recommendation.

Final Report Date	Audit Number	Title	Recommendation Number	Recommendation Detail	Status
10/30/2020	4A-HI-00-19-007	Audit of the Federal Employee Insurance Operations (FEIO) as Administered by OPM's Healthcare and Insurance Program Office	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.	Corrective actions are planned and in progress but not yet fully complete.
10/30/2020	4A-HI-00-19-007	Audit of the Federal Employee Insurance Operations (FEIO) as Administered by OPM's Healthcare and Insurance Program Office	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.	Closure evidence submitted to OIG on 12/07/22. Awaiting on their review and response.
10/30/2020	4A-HI-00-19-007	Audit of the Federal Employee Insurance Operations (FEIO) as Administered by OPM's Healthcare and Insurance Program Office	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.	OPM is gathering evidence to provide to the OIG to support closure of the recommendation.
10/30/2020	4A-HI-00-19-007	Audit of the Federal Employee Insurance Operations (FEIO) as Administered by OPM's Healthcare and Insurance Program Office	11	We recommend that OPM establish PBM transparency standards for all new, renewed, or amended contracts that are specific to community-rated HMOs.	OPM is gathering evidence to provide to the OIG to support closure of the recommendation.

Final Report Date	Audit Number	Title	Recommendation Number	Recommendation Detail	Status
10/30/2020	4A-HI-00-19-007	Audit of the Federal Employee Insurance Operations (FEIO) as Administered by OPM's Healthcare and Insurance Program Office	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.
10/30/2020	4A-HI-00-19-007	Audit of the Federal Employee Insurance Operations (FEIO) as Administered by OPM's Healthcare and Insurance Program Office	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.
10/30/2020	4A-HI-00-19-007	Audit of the Federal Employee Insurance Operations (FEIO) as Administered by OPM's Healthcare and Insurance Program Office	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 does not concur with this recommendation and will explore further options for closure.

Final Report Date	Audit Number	Title	Recommendation Number	Recommendation Detail	Status
10/30/2020	4A-HI-00-19-007	Audit of the Federal Employee Insurance Operations (FEIO) as Administered by OPM's Healthcare and Insurance Program Office	22	We recommend that OPM develop standard performance metrics with penalties to be included in all new or renewed contracts with FEDVIP carriers.	OPM is gathering evidence to provide to the OIG to support closure of the recommendation.
11/13/2020	4A-CF-00-20-024	OPM's Fiscal Year 2020 Consolidated Financial Statements	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 to address the recommendation.
11/13/2020	4A-CF-00-20-024	OPM's Fiscal Year 2020 Consolidated Financial Statements	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 to address the recommendation.
10/30/2020	4A-CI-00-20-010	Federal Information Security Modernization Act (FISMA) Audit Fiscal Year 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.	Corrective actions are in progress to address the recommendation.
4/1/2021	4A-HI-00-18-026	Management Advisory Report – FEHB Program Integrity Risks Due to Contractual Vulnerabilities	1	We recommend that OPM modify FEHBP contract language for all applicable records retention clauses to require the retention and accessibility of claims for 10 years plus the current year in a manner of OPM/HI's choosing.	Corrective actions to address the recommendations are being considered.

Final Report Date	Audit Number	Title	Recommendation Number	Recommendation Detail	Status
4/1/2021	4A-HI-00-18-026	Management Advisory Report – FEHB Program Integrity Risks Due to Contractual Vulnerabilities	2	We recommend OPM modify or add language in Section 1.9 of all FEHBP contracts to include all relevant sections and attachments of CL 2017-13, or modify all FEHBP contracts to add relevant language stating that all CLs are an addendum to the contract language and enforceable as a contract requirement.	OPM does not concur with this recommendation and will explore further options for closure.
4/1/2021	4A-HI-00-18-026	Management Advisory Report – FEHB Program Integrity Risks Due to Contractual Vulnerabilities	3	We recommend OPM modify or add language to the appropriate Section of the FFS and ER�HMO FEHBP contracts to state that all FWA-related recoveries must be deposited into the working capital or investment account within 30 days and returned to or accounted for in the FEHBP contingency reserve fund account within 60 days after receipt by the carrier.	Corrective actions to address the recommendations are being considered.
4/1/2021	4A-HI-00-18-026	Management Advisory Report – FEHB Program Integrity Risks Due to Contractual Vulnerabilities	4	We recommend that OPM add language to all FEHBP contracts requiring carriers to notify the OIG's Office of Investigations regarding their intention to share FEHBP fraudulent activity with outside parties, and obtain approval from OIG's Office of Investigations before sharing this information.	Corrective actions to address the recommendations are being considered.
4/1/2021	4A-HI-00-18-026	Management Advisory Report – FEHB Program Integrity Risks Due to Contractual Vulnerabilities	5	We recommend that OPM modify or add language to all FFS and ER-HMO FEHBP contracts requiring PBMs or providers under a Large Provider Agreement, who provide services or supplies related to benefit administration, to have an FWA program that meets the OPM contract and CL 2017-13 requirements.	Corrective actions to address this recommendation have been partially completed, while corrective action for the remainder of this recommendation is being considered.

Final Report Date	Audit Number	Title	Recommendation Number	Recommendation Detail	Status
4/1/2021	4A-HI-00-18-026	Management Advisory Report – FEHB Program Integrity Risks Due to Contractual Vulnerabilities	6	We recommend that OPM modify the ER-HMO and FFS contracts to require that vendors under Large Provider Agreements return all FWA-related recoveries to the carrier within 30 days, whereby carriers must deposit these recoveries into their working capital or investment account within 30 days. Once deposited into one of these accounts, the carrier must return the recoveries to the contingency reserve fund.	Corrective actions to address the recommendations are being considered.
4/1/2021	4A-HI-00-18-026	Management Advisory Report – FEHB Program Integrity Risks Due to Contractual Vulnerabilities	7	We recommend that OPM modify Section 2.3(g) and 2.3(g)(ii) to provide expectations for how carriers are to proactively identify overpayments and to define what it means by egregious errors.	Corrective actions to address the recommendations are being considered.
4/1/2021	4A-HI-00-18-026	Management Advisory Report – FEHB Program Integrity Risks Due to Contractual Vulnerabilities	8	We recommend that OPM modify Section 2.3(g) requiring carriers to report on their collection efforts, including how promptly the carrier-initiated collection once the erroneous payment was identified and the causes of the claim payment errors.	Corrective actions to address the recommendations are being considered.
4/1/2021	4A-HI-00-18-026	Management Advisory Report – FEHB Program Integrity Risks Due to Contractual Vulnerabilities	9	We recommend that OPM review the current recovery process in Section 2.3(g)(1) through (5) and consider whether the use of benefit offsets, after the first written notification is sent, would be more cost efficient.	Corrective actions to address the recommendations are being considered.
4/1/2021	4A-HI-00-18-026	Management Advisory Report – FEHB Program Integrity Risks Due to Contractual Vulnerabilities	10	We recommend that OPM modify FEHBP contracts to clarify the Agency's authority to recoup projected improper payments identified by statistical sampling.	OPM does not concur with this recommendation and will explore further options for closure.

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4/1/2021	4A-HI-00-18-026	Management Advisory Report – FEHB Program Integrity Risks Due to Contractual Vulnerabilities	11	We recommend modifying Section 2.6(g), in the amendment to the Coordination of Benefits section of the FFS contract, to allow for the recovery of low dollar claims that result from claims system errors.	Corrective actions to address the recommendations are being considered.
9/14/2011	1K-RS-00-11-068	Stopping Improper Payments to Deceased Annuitants	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.	Each month, RS receives an automated report of Non-recurring Pay Actions (NRPAs). These reports flag Sandwich Payments. Sandwich payments are defined as payments for which the address or banking information is changed, and then changed back to the original information. This may imply that someone may have fraudulently rerouted a payment one time, and then changed back to avoid detection. RS has implemented an internal control to review these payments monthly with the purpose of advising management of any discrepancies or potentially fraudulent activities identified. This function is also performed by an independent unit for another layer of oversight. If anomalies are detected, the records are reported for further investigation.
7/29/2021	1H-99-00-20-016	Reasonableness of Selected FEHBP Carriers' Pharmacy Benefit Contracts	1	We recommend that the Contracting Officer direct its carriers to consider pooling their resources into a common PBM agreement, which could potentially not only lower costs to the program but also to its Federal members.	OPM does not concur with this recommendation and will explore further options for closure.

Final Report Date	Audit Number	Title	Recommendation Number	Recommendation Detail	Status
7/29/2021	1H-99-00-20-016	Reasonableness of Selected FEHBP Carriers' Pharmacy Benefit Contracts	2	We recommend that the Contracting Officer complete a data analysis of the claims pricing for all FEHBP carriers who contract with the PBM to determine if the transparency standards are being implemented as intended.	Corrective actions to address the recommendations are being considered.
7/29/2021	1H-99-00-20-016	Reasonableness of Selected FEHBP Carriers' Pharmacy Benefit Contracts	3	We recommend that the Contracting Officer require the carrier contracts to include a true-up to ensure that each carrier receives the full value of all discounts, rebates, credits, or any other financial guarantees or adjustments included within the PBM's contracts with pharmacies. The true-ups should ensure that only the final costs paid to the pharmacies and/or drug suppliers (including any post-POS reconciliations or true-ups) are passed on to the FEHBP.	Corrective actions to address the recommendations are being considered.
11/22/2021	4A-CI-00-20-034	OPM's Office of the Chief Information Officer's Revolving Fund Programs - eOPF	2	We recommend that the OCIO and the HCDMM strengthen internal controls to ensure that all inputs used in the HRS IT PMO and the eOPF office's pricing methodologies are properly reviewed, approved, documented, and properly maintained. Documentation should include but not be limited to detailed reports, calculations, and methodology, to ensure the data is valid, complete, and transparent.	This recommendation was deemed resolved on 1/5/2022 Corrective actions are planned and in progress but not yet fully complete.
11/22/2021	4A-CI-00-20-034	OPM's Office of the Chief Information Officer's Revolving Fund Programs - eOPF	4	We recommend that OPM strengthen internal controls to ensure that independent reviews occur during the billing process prior to entering billing information into OPM's financial systems to ensure customers are properly billed.	Corrective actions are in progress to address the recommendation.

Final Report Date	Audit Number	Title	Recommendation Number	Recommendation Detail	Status
9/30/2021	4A-CF-00-20-035	OPM's Check Receipt Process in Trust Funds	3	We recommend that the OCFO implement periodic supervisory reviews throughout the check receipt process to ensure that the TFM staff are adhering to applicable policies and procedures.	OCFO provided feedback and supporting documents on recommendation implementation to OIG. Currently waiting for OIG's determination on recommendation closure.
9/30/2021	4A-CF-00-20-035	OPM's Check Receipt Process in Trust Funds	4	We recommend that the OCFO establish and implement internal controls to ensure that completion of check receipt procedures is properly documented and maintained.	OCFO provided feedback and supporting documents on recommendation implementation to OIG. Currently waiting for OIG's determination on recommendation closure.
9/30/2021	4A-CF-00-20-035	OPM's Check Receipt Process in Trust Funds	5	We recommend that the OCFO implement internal controls to ensure supervisory and/or independent reviews are conducted, documented, and retained when employees remove and return PII from and to the OPM worksite. The reviews and retention of supporting documentation should be in accordance with OCFO's PII handling procedures.	OCFO updated and implemented the Check Process Form and Receipts to show the Quality Control Reviewer and Supervisor reviewed and verified the checks. OIG closed the recommendation.
9/30/2021	4A-CF-00-20-035	OPM's Check Receipt Process in Trust Funds	7	We recommend that the OCFO implement controls to ensure that the TFM is capturing all relevant information that is needed to measure the timeliness of the check receipt process. At a minimum, but not limited to, controls should ensure that the information entered on the Check Received Logs, or any other tools that may be used, are reviewed for completeness and accuracy.	OCFO provided feedback and supporting documents on recommendation implementation to OIG. Currently waiting for OIG's determination on recommendation closure.

Final Report Date	Audit Number	Title	Recommendation Number	Recommendation Detail	Status
9/30/2021	4A-CF-00-20-035	OPM's Check Receipt Process in Trust Funds	8	We recommend that the OCFO update their work instructions and service level agreement to clearly state the methodology and data elements that should be used in tracking their timeliness metric.	OCFO provided feedback and supporting documents on recommendation implementation to OIG. Currently waiting for OIG's determination on recommendation closure.
9/30/2021	4A-CF-00-20-035	OPM's Check Receipt Process in Trust Funds	9	We recommend that the OCFO allocate sufficient resources to ensure that all tasks associated with the check receipt process can be completed accurately and timely.	OCFO has hired sufficient resource to support the reconciliation process effective Quarter 1 of FY23. OCFO provided feedback and supporting documents on recommendation implementation to OIG. Currently waiting for OIG's determination on recommendation closure.
9/30/2021	4A-ES-00-21-020	IT Security Controls of OPM's Executive Schedule C System – FY 2021	10	We recommend that OPM develop a system-level configuration management plan for the ESCS that establishes a process for identifying and managing configuration items and documentation.	Corrective actions are in progress to address the recommendation.
10/27/2021	4A-CI-00-21-012	FY 2021 FISMA	17	We recommend that the OCIO implement a process to apply critical operating system and third-party vendor patches in a 30-day window according to OPM policy.	Corrective actions are in progress to address the recommendation.
10/27/2021	4A-CI-00-21-012	FY 2021 FISMA	19	We recommend that OPM establish an agency-wide TIC program to manage and maintain its external agency connections.	Corrective actions are in progress to address the recommendation.
10/27/2021	4A-CI-00-21-012	FY 2021 FISMA	20	We recommend that OPM create a charter to govern the roles and responsibilities of its ICAM office's governance body.	Corrective actions are in progress to address the recommendation.
10/27/2021	4A-CI-00-21-012	FY 2021 FISMA	22	We recommend that OPM define its process for provisioning, managing, and reviewing privileged accounts.	OPM submitted an update in January 2023 to close the recommendation. Awaiting OIG's review and response.

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11/8/2021	4A-CF-00-20-044	OPM's Data Submission and Compliance with the Digital Accountability and Transparency Act of 2014	3	We recommend that OPO work with the Contracting Officer Representatives to establish and implement management controls to ensure that contracts are tracked and managed through the closeout process and adequate documentation is maintained in the contract files, including evidence of contract completion and closeout.	OPO updated its closeout process policy and acquisition closeout checklist. Supporting documents have been submitted to OIG to close recommendation.
2/14/2022	4A-CF-00-20-029	OPM's Utilization of the Improper Payments Do Not Pay Initiative	5	We recommend that Healthcare and Insurance always utilize Treasury's DNP Portal to verify carriers' eligibility before they are accepted into the FEHBP.	This recommendation was deemed resolved on 1/5/2022 Corrective actions are planned and in progress but not yet fully complete.
2/14/2022	4A-CF-00-20-029	OPM's Utilization of the Improper Payments Do Not Pay Initiative	7	We recommend that OPM continue to work with the DNP Business Center to determine if OPM's program offices are targeting the best processes and data sources to meet their individual program needs of identifying improper payments.	OCFO will coordinate agency-wide participation on the next scheduled Payment Integrity Day in 2023 hosted by Do Not Pay (DNP) & Payment Integrity Center of Excellence and confirm attendance with the DNP Business Center. Participation in this event by OPM's program offices will allow them to learn the latest of the tools, services, and data available for identifying, preventing, and recovering improper payments.
6/30/2017	1C-GA-00-17-010	Audit of Information Systems General and Application Controls at MVP Health Care	8	We recommend that MVP update and/or enforce its system lifecycle methodology to ensure that information systems are upgraded to supported software versions prior to the end of vendor support.	This recommendation was deemed resolved on 12/27/2017. Corrective actions are planned and in progress but not yet fully complete.
3/1/2019	1C-8W-00-18-036	Audit of Information Systems General Controls at the University of Pittsburgh Medical Center Health Plan	1	We recommend that UPMC Health Plan segregate its internal network in order to separate sensitive resources from user-controlled systems.	This recommendation was deemed resolved on 7/11/2019. Corrective actions are planned and in progress but not yet fully complete.

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3/9/2021	1C-GG-00-20-026	Audit of Information Systems General Controls at Geisinger Health Plan	1	We recommend that GHP segregate its internal network in order to separate sensitive resources from user-controlled systems.	This recommendation was deemed resolved on 6/30/20219. Corrective actions are planned and in progress but not yet fully complete.
6/28/2021	1C-8W-00-20-017	Audit of the Federal Employees Health Benefit Operations at UPMC Health Plan, Inc.	1	We recommend that the Plan return $12,174,183 to the FEHBP for defective pricing in contract years 2014 through 2016.	OPM is determining a final amount owed by the Carrier.
6/28/2021	1C-8W-00-20-017	Audit of the Federal Employees Health Benefit Operations at UPMC Health Plan, Inc.	2	We recommend that the Plan remove all HIF loadings from the FEHBP premium rate developments and MLR filing denominators (as applicable) that have been submitted to OPM under Contract CS 2856.	Corrective actions to address the recommendations are being considered.
6/28/2021	1C-8W-00-20-017	Audit of the Federal Employees Health Benefit Operations at UPMC Health Plan, Inc.	3	We recommend the Plan amend all future FEHBP premium rate developments in which the pharmacy rebates were incorrectly reported.	Corrective actions to address the recommendations are being considered.
6/28/2021	1C-8W-00-20-017	Audit of the Federal Employees Health Benefit Operations at UPMC Health Plan, Inc.	4	We recommend that the Plan amend all future premium rate developments to appropriately account for actual agreed upon FEHBP vision benefits.	Corrective actions to address the recommendations are being considered.
6/28/2021	1C-8W-00-20-017	Audit of the Federal Employees Health Benefit Operations at UPMC Health Plan, Inc.	10	We recommend that the Plan return $1,612,812 to the FEHBP for Lost Investment Income (LII), calculated through May 31, 2021. We also recommend that the Plan return LII on amounts due for the period beginning June 1, 2021, until all defective pricing finding amounts have been returned to the FEHBP.	The LII in this recommendation is contingent upon the finalization of the defective pricing findings.
6/28/2021	1C-8W-00-20-017	Audit of the Federal Employees Health Benefit Operations at UPMC Health Plan, Inc.	11	We recommend that the Contracting Officer adjust the Plan's MLR credit for contract years 2014 through 2016 once the defective pricing findings discussed in this report are resolved.	The adjustment of MLR credits in this recommendation is contingent upon the finalization of the defective pricing findings.

Final Report Date	Audit Number	Title	Recommendation Number	Recommendation Detail	Status
1/7/2022	1C-QA-00-21-003	Audit of the Federal Employees Health Benefit Operations at Independent Health Association, Inc.	1	We recommend that the Contracting Officer require the Plan to return $1,079,748 to the FEHBP for defective pricing in contract years 2016 through 2018.	OPM is determining a final amount owed by the Carrier.
1/7/2022	1C-QA-00-21-003	Audit of the Federal Employees Health Benefit Operations at Independent Health Association, Inc.	5	We recommend that the Contracting Officer require the Plan to return $121,756 to the FEHBP for Lost Investment Income (LII), calculated through December 31, 2021. We also recommend that the Contracting Officer recover LII on amounts due for the period beginning January 1, 2022, until all defective pricing amounts have been returned to the FEHBP.	The LII amount in this recommendation is contingent upon the finalization of the defective pricing findings.
1/7/2022	1C-QA-00-21-003	Audit of the Federal Employees Health Benefit Operations at Independent Health Association, Inc.	8	We recommend that the Contracting Officer adjust the Plan's MLR credits for contract years 2016 through 2018 once the defective pricing findings discussed in this report are resolved.	The adjustment of MLR credits in this recommendation is contingent upon the finalization of the defective pricing findings.
1/7/2022	1C-QA-00-21-003	Audit of the Federal Employees Health Benefit Operations at Independent Health Association, Inc.	30	We recommend the Contracting Officer reduce the 2016 through 2018 MLR premiums by $730,246 in 2016, $224,314 in 2017, and $125,188 in 2018 for the questioned premium costs identified in this audit.	The reduction of MLR premiums in this recommendation is contingent upon the finalization of the defective pricing findings.
2/23/2022	1A-10-17-21-018	Audit of Claims Processing and Payment Operations at Health Care Service Corporation for Contract Years 2018 through 2020	13	We recommend that the contracting officer direct the Association to update its debarment procedures to include the Guidelines' proactive notification requirements.	Corrective actions to address the recommendations are being considered.

Final Report Date	Audit Number	Title	Recommendation Number	Recommendation Detail	Status
2/23/2022	1A-10-17-21-018	Audit of Claims Processing and Payment Operations at Health Care Service Corporation for Contract Years 2018 through 2020	14	We recommend that the contracting officer direct the Association to include all required enrollee notifications as stated in the Guidelines in the messaging to enrollees for debarred providers.	Corrective actions to address the recommendations are being considered.
2/23/2022	1A-10-17-21-018	Audit of Claims Processing and Payment Operations at Health Care Service Corporation for Contract Years 2018 through 2020	15	We recommend that the contracting officer direct the Association to notify OIG monthly of all claims submitted by debarred providers after the effective date of their debarments.	Corrective actions to address the recommendations are being considered.
2/23/2022	1A-10-17-21-018	Audit of Claims Processing and Payment Operations at Health Care Service Corporation for Contract Years 2018 through 2020	16	We recommend that the contracting officer direct the Association to review its reporting practices to ensure that all claims paid to debarred providers are reported to the OIG on its Semiannual Report (SAR).	Corrective actions to address the recommendations are being considered.
2/23/2022	1A-10-17-21-018	Audit of Claims Processing and Payment Operations at Health Care Service Corporation for Contract Years 2018 through 2020	18	We recommend that the contracting officer direct the Association to require its member plans to obtain and maintain provider Social Security Numbers (SSNs) and ensure that their claim databases can search and match providers using SSNs to determine if they are debarred.	Corrective actions to address the recommendations are being considered.
8/11/2022	1D-80-00-21-025	Audit of the Information Systems General and Application Controls at Emblem Health	2	We recommend that Emblem Health remediate the specific technical weaknesses discovered during this audit as outlined in the vulnerability scan audit inquiry.	This recommendation was deemed resolved on 8/11/2022. Corrective actions are planned and in progress but not yet fully complete.
8/11/2022	1D-80-00-21-025	Audit of the Information Systems General and Application Controls at Emblem Health	5	We recommend that Emblem Health develop and implement action plans to upgrade or decommission the unsupported software identified during this audit.	This recommendation was deemed resolved on 8/11/2022. Corrective actions are planned and in progress but not yet fully complete.

Final Report Date	Audit Number	Title	Recommendation Number	Recommendation Detail	Status
3/5/2019	1C-LE-00-18-034	Audit of the Information Systems General Controls at Priority Health Plan	2	We recommend that Spectrum Health/Priority Health segregate its internal network in order to separate sensitive resources from user-controlled systems.	This recommendation was deemed resolved on 8/30/2019. Corrective actions are planned and in progress but not yet fully complete.
9/13/2021	1C-SF-00-21-005	Audit of the Information Systems General and Application Controls at Select Health	1	We recommend that Select Health implement firewall protection between its sensitive resources and network connections with IMH.	This recommendation was deemed resolved on 3/09/2022. Corrective actions are planned and in progress but not yet fully complete.
9/13/2021	1C-SF-00-21-005	Audit of the Information Systems General and Application Controls at Select Health	6	We recommend that Select Health segregate its internal network in order to separate sensitive resources from user-controlled systems.	This recommendation was deemed resolved on 3/09/2022. Corrective actions are planned and in progress but not yet fully complete.
3/16/2022	1H-01-00-21-022	Audit of the Information Systems General and Application Controls at CVS Caremark	1	We recommend that CVS remediate the specific technical weaknesses discovered during this audit as outlined in the vulnerability scan audit inquiry that was provided during audit fieldwork.	This recommendation was deemed resolved on 6/28/2022. Corrective actions are planned and in progress but not yet fully complete.
7/20/2020	1H-07-00-19-017	Audit of CareFirst Blue Choice's Federal Employees Health Benefits Program Pharmacy Operations as Administered by CVS Caremark for Contract Years 2014 through 2017	2	We recommend that the PBM return $834,425 to the Carrier (to be credited to the FEHBP) for failing to provide pass-through pricing to the FEHBP at the full value of the PBM's negotiated discounts with Walgreens and Rite Aid retail pharmacy claims for CYs 2014 through 2016.	Corrective actions to address the recommendations are being considered.
7/20/2020	1H-07-00-19-017	Audit of CareFirst Blue Choice's Federal Employees Health Benefits Program Pharmacy Operations as Administered by CVS Caremark for Contract Years 2014 through 2017	3	We recommend that the PBM continue researching this issue and identify all other pharmacies whose full value of the negotiated discounts were not passed through to the FEHBP.	Corrective actions to address the recommendations are being considered.

Final Report Date	Audit Number	Title	Recommendation Number	Recommendation Detail	Status
7/20/2020	1H-07-00-19-017	Audit of CareFirst Blue Choice's Federal Employees Health Benefits Program Pharmacy Operations as Administered by CVS Caremark for Contract Years 2014 through 2017	4	We recommend that the Carrier require the PBM to pay FEHBP pharmacy claims based on the full value of the PBM's negotiated discounts with retail pharmacies at the time of adjudication. The guarantee found in the Agreement (between the Carrier and the PBM) should only be applied as a true-up when that guaranteed discount exceeds the pass-through transparent pricing for the period being analyzed.	Corrective actions to address the recommendations are being considered.
12/14/2020	1C-A8-00-20-019	Audit of the Information Systems General Controls at Scott and White Health Plan	2	We recommend that BSWH complete its project to segregate its internal network in order to separate sensitive resources from user-controlled systems.	This recommendation was deemed resolved on 9/02/2021. Corrective actions are planned and in progress but not yet fully complete.
12/14/2020	1C-A8-00-20-019	Audit of the Information Systems General Controls at Scott and White Health Plan	8	We recommend that BSWH remediate the specific technical weaknesses discovered during this audit as outlined in the vulnerability scan audit inquiry.	This recommendation was deemed resolved on 6/20/2021. Corrective actions are planned and in progress but not yet fully complete.
12/14/2020	1C-A8-00-20-019	Audit of the Information Systems General Controls at Scott and White Health Plan	11	We recommend that BSWH implement a process to document and track configuration settings that deviate from the approved security configuration standards. Note – this recommendation cannot be implemented until the controls from Recommendation 10 are in place.	This recommendation was deemed resolved on 9/02/2021. Corrective actions are planned and in progress but not yet fully complete.
12/14/2020	1C-A8-00-20-019	Audit of the Information Systems General Controls at Scott and White Health Plan	12	We recommend that BSWH implement a process to routinely audit server security configuration settings against an approved security configuration standard. Note – this recommendation cannot be implemented until the controls from Recommendation 10 are in place.	This recommendation was deemed resolved on 9/02/2021. Corrective actions are planned and in progress but not yet fully complete.

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
HCPPO	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
IIJA	Infrastructure Investment and Jobs Act
IPS	Identity Protection Services
IT	Information Technology
LDS	Leadership for a Democratic Society
LEX HCFSA	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

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