

FY 2026-2027 Agency Priority Goals



Introduction

In accordance with the Government Performance and Results Act of 1993 (GPRA), as amended by the GPRA Modernization Act of 2010, the U.S. Office of Personnel Management (OPM) presents its Fiscal Year (FY) 2026 – 2027 Agency Priority Goals (APG). The key focus areas presented in this document span all OPM program offices, providing details on the work of approximately 2,063 employees.

Strategic Goal Owners provide oversight and escalation across their respective goals. Individual Objective Owners drive delivery and report progress on the objectives. APG Leaders manage the two-year priorities.

Summary of Agency Priority Goals (APG)

APG	Strategic Goal Alignment	Goal Owner
1. Transform Federal Hiring and Workforce Performance	Goal 1 Attract and Retain Top Talent	Associate Director, Workforce Policy and Innovation (WPI)
2. Modernize Retirement Services	Goal 2 Deliver High-Quality, Efficient Service	Associate Director, Retirement Services (RS)
3. Modernize and Streamline Federal HR Systems	Goal 2 Deliver High-Quality, Efficient Service	Associate Director, Human Resources Solutions (HRS)

APG 1: Transform Federal Hiring and Workforce Performance

Goal Statement

OPM will modernize and streamline how agencies classify jobs, hire talent, manage performance, and address employee accountability so that these policies and processes are more effective, better integrated, and aligned with current mission needs. As a core element of the human capital management framework, this work will establish and reinforce a high, fair standard for federal service for both supervisors and employees.

APG 1 accelerates strategic goal 1 by strengthening agencies’ ability to recruit, recognize, and retain a high-performing, merit-based workforce. In addition to clear rules and guidance, OPM will provide implementation support, including ready-to-use templates and tools.

Goal Leader

Associate Director, Workforce Policy & Innovation (WPI)

Performance Indicators

Indicator	Baseline (FY24)	FY26 Target	FY27 Target
Time-to-Hire	101 days	80 days	80 days
% of Positions Using Competency Based Assessments	~20%	75%	100%
% of CFO Act Agencies that allocate ≥60% of performance award dollars to the highest-rated performers	N/A	60%	100%

Milestones

- Q1 FY26: Finalize Merit Hiring Plan and SES reforms
- Q2 FY26: Begin agency implementation of structured interviews
- Q3 FY26: Issue updated awards policy and launch reporting dashboard
- Q4 FY26: Publish first agency compliance report
- FY27: Conduct quarterly progress reviews and publish annual summary

Risks & Mitigation

- Resistance to eliminating self-assessments → Provide training and phased implementation
- Inconsistent application of awards policy → Standardized templates and oversight

Stakeholder Engagement

- Monthly Chief Human Capital Officer Council (CHCO) briefings
- Agency Human Resource (HR) leads and hiring managers
- Office of Management and Budget (OMB) and President's Management Agenda (PMA) implementation teams

Cross-Agency Collaboration: Merit System Accountability and Compliance (MSAC), HRS, and the Office of the Chief Information Officer (OCIO)

APG 2: Modernize Retirement Services

Goal Statement

OPM is delivering Retirement Services (RS) technology upgrades that will increase accuracy, speed, and user experience.

OPM is actively modernizing its retirement processing systems by transitioning from paper-based workflows to fully digital solutions. In addition, OPM is launching digital processing for complex cases like deferred, postponed, and disability retirements.

APG 2 accelerates Goal 2 by focusing on modernization and automation of RS systems, core components of service delivery.

Goal Leader

Associate Director, Retirement Services

Performance Indicators

Indicator	Baseline	FY26 Target	FY27 Target
Average Retirement Case Processing Time	58 days, legacy process	15 days digital 45 days all retirement cases	15 days ¹
Average RS Customer Satisfaction Score	3.91	70% positive	71% positive
% of Claims Processed via Upgraded Systems	N/A	50%	100%

¹ By FY27, all applications will be processed digitally.

Milestones

- Q2 FY26: Begin Online Retirement Application (ORA) expansion
- Q3 FY26: Integrate ORA with remaining payroll centers
- Q4 FY26: Launch digital processing for complex (deferred, postponed, and disability cases) cases
- FY27: Complete full ORA rollout

Risks & Mitigation

- Data migration delays → Phased testing and fallback protocols
- User resistance to new platforms → User training and feedback loops

Stakeholder Engagement

- Federal retirees and HR specialists
- Shared service centers and payroll providers

Cross-Agency Collaboration: OCIO, HI

APG 3: Modernize and Streamline Federal HR Systems

Goal Statement

OPM is developing options to help agencies modernize fragmented Human Resources Information Technology (HRIT) by making a unified platform available for adoption. A shared solution can centralize employee records, streamline personnel actions, and generate workforce analytics to support leadership decisions. It can also reduce compliance burden by improving data consistency and standardizing reporting aligned to statutory and policy requirements.

APG 3 accelerates Goal 2 by targeting HRIT modernization and consolidation, both essential enablers of efficiency and consistency.

Goal Leader

Associate Director, Human Resources Solutions

Performance Indicators

Indicator	Baseline	FY26 Target	FY27 Target
# of agencies using Core HCM	N/A	7 agencies initiate transition to Core HCM	Remaining agencies transition
Core HCM System MVP	N/A	MVP launched	Large Agency Go-Live

Milestones

- Q1 FY26: Complete cost distribution analysis
- Q2 FY26: Launch Core HR System Minimal Viable Product (MVP)
- Q3 FY26: Complete agency pilot
- FY27: Expand to approximately 1 million users

Risks & Mitigation

- Insufficient OPM infrastructure →
- OPM restructuring
- Security concerns → Evaluate vendors' security posture

Stakeholder Engagement

- Interagency executive investment and advisory board
- Members of the Chief Human Capital Officers Council
- The Human Resources Line of Business (HRLOB)
- The Human Resources Quality Services Management Office

Cross-Agency Collaboration: OCIO, WPI, OGC



U.S. Office of Personnel Management

Office of Chief Information Officer
1900 E Street NW, Washington DC 20415

[OPM.gov](https://www.opm.gov)