

# FY 2026-2027 Annual Performance Plan



## Agency Overview

The U.S. Office of Personnel Management (OPM) serves as the central human resources (HR) agency and personnel policy manager for the Federal Government, playing a strategic role in executing the President's vision for a streamlined and efficient civilian workforce. OPM's mission is to lead federal agencies in building merit-based, accountable, and modern workforce systems that attract and retain top talent to meet America's toughest challenges. OPM leads the implementation of critical executive orders, providing guidance on executive actions issued since January 2025 to all Federal agencies.

OPM is comprised of mission enabling and support offices including the Office of General Counsel (OGC), the Chief Human Capital Officer Council (CHCO), Workforce Policy and Innovation (WPI), Retirement Services (RS), Human Resources Solutions (HRS), Healthcare and Insurance (HI), Merit Systems Accountability Compliance (MSAC), Office of the Chief Human Capital Officer (OCHCO), Office of the Chief Financial Officer (OCFO), Office of the Chief Information Officer (OCIO), Facilities Security, and Emergency Management (FSEM).

In accordance with the Government Performance and Results Act of 1993 (GPRA), as amended by the GPRA Modernization Act of 2010, OPM presents its Fiscal Year (FY) 2026-2027 Annual Performance Plan. The measures presented in this document span all OPM program offices, providing details on the work of approximately 2,063 employees, and showing what OPM will do in FY26 and 27 to advance our three strategic goals.

## Agency Priority Goals (APG)

OPM's Agency Priority Goals (APGs) reflect the top performance improvement priorities of leadership and the Administration over a two-year period. These priorities advance progress toward the longer-term strategic goals and objectives. These APGs are designed to accelerate progress on key strategic objectives, in alignment with the President's Management Agenda (PMA).

### **APG 1: Transform Federal Hiring and Workforce Performance**

#### ***Related Strategic Objectives: 1.1, 1.2***

To establish and reinforce a high, fair standard for federal service for both supervisors and employees, OPM is modernizing and streamlining how agencies classify jobs, hire talent, manage performance, and address employee accountability. These policies and process changes will be more effective, better integrated, and aligned with current mission needs. The agency is also focused broadly on early career hiring and improving the efficiency of the overall hiring process through the use of shared certs and pooled hiring activities.

### **APG 2: Modernize Retirement Services**

#### ***Related Strategic Objective: 2.2***

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 3: Modernize and Streamline Federal HR Systems**

### ***Related Strategic Objective: 2.1***

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.

## **Strategies**

### **Implementation**

Each strategic goal and objective has an assigned Goal Owner and Objective Owner accountable for delivery. Strategic Goal Owners provide oversight across aligned objectives, monitor progress, manage cross-cutting risks and dependencies, and ensure objectives remain aligned to intended outcomes. Objective Owners develop and maintain execution plans that link leader, manager, and employee actions to measurable results, and coordinate across OPM to confirm feasibility within approved resource levels.

Execution plans will include milestones, timelines, key dependencies, supporting organizations, and assigned team members. Objective Owners identify required skills, support, and other resources, and coordinate with the Strategic Goal Owner to align and secure resources.

### **Major Management Challenges**

Strategic Goal Owners are responsible for keeping implementation on track by elevating significant issues to the Director, flagging objectives at risk of not meeting targets, and driving timely decisions. Objective Owners lead day-to-day course corrections, in coordination with Goal Owners, to address performance gaps and restore execution to plan.

OPM's Enterprise Risk Management (ERM) program will support implementation by proactively identifying, assessing, and managing enterprise risks that could affect achievement of strategic goals and objectives. ERM insights will inform leadership decisions, strengthen mitigation planning, and identify opportunities to improve effectiveness and efficiency.

### **Low Priority Program Activities**

The President's Budget identifies lower-priority program activities, where applicable, as required under the GPRA Modernization Act of 2010, 31 U.S.C. 1115(b)(10). The public can access the volume at: <https://www.whitehouse.gov/omb/budget/>.

### **Performance Data**

OPM is committed to ensuring the accuracy, reliability, and integrity of the data used to measure progress toward its strategic and agency priority goals. OPM will use a combination of internal controls,

automated systems, and manual reviews to verify and validate performance data. Specifically, OPM will do the following:

#### *Verify and Validate*

OPM will use a variety of methods to verify and validate data, such as document reviews including OPM guidance and policies, and data systems such as USA Staffing, O\*NET, USAJOBS, Federal Workforce Data, Data.gov, GSA-Benchmarking, the Federal Register, and USA Performance, qualitative surveys and interviews with stakeholders to determine implementation status and barriers, and mapping and inventory analysis, like comparing current HRIT systems against statutory requirements and system functionality.

#### *Sources for Data*

OPM will rely on data from sources including USA Staffing, USA Hire, USAJOBS, agency merit hiring action plans, agency staffing plans, talent team documentation, customer experience surveys, and other agency implementation plans and policies.

#### *Level of Accuracy Required for Intended Use*

The data is intended to inform early implementation tracking, identification of gaps and barriers, development of future guidance and learning agenda priorities, and quarterly performance reviews.

#### *Limitations to the Data at the Required Level of Accuracy*

The current lack of dedicated evaluation staff and limited analytic capacity reflects the absence of complete, reliable government-wide hiring and performance management data. This data gap—compounded by disparate HRIT systems and varying agency readiness and bargaining obligations—underscores the need for HR2.0. The framework will prioritize building usable data and, as that foundation is established, OPM will align resources and assign evaluation staff appropriately.

#### *Compensation for Limitations*

To address these limitations, OPM plans to focus on existing data sources and qualitative methods to reduce reliance on unavailable or incomplete datasets, use short surveys and interviews to supplement gaps in data, phase evaluations over quarters, allowing time to gather and analyze data as it becomes available, and use findings to inform future data collection and system modernization efforts, particularly through the HRIT workstream and Learning Agenda.

# Strategic Goals and Objectives

## Goal 1 – Attract and Retain Top Talent

**Objective 1.1 – Modernize Hiring:** Improve recruitment and assessment processes to create a more efficient, merit-based system that strengthens hiring quality and increases the efficiency of hiring through the use of pooled hiring initiatives. *Owners: Colleen Heller-Stein, Erika Vega, and Kim Steide*

**Objective 1.2 – Strengthen Accountability:** Increase accountability through rigorous performance and conduct management to build and sustain a results-oriented culture. *Owner: Allen Brooks*

**Objective 1.3 – Develop Talent:** Invest in career development opportunities for high potential employees and strengthen the workforce through continuous skills improvement efforts. *Owners: Richard Ayers, Renee Singleton*

### *Human Resources Solutions (HRS)*

HRS supports Goal 1 by modernizing federal hiring and workforce performance through improved assessment tools, streamlined hiring processes, modern HR systems, and strengthened performance management practices. HRS invests in building HR professional capability in technical assessment design, data analytics, and performance management. Hiring and performance data are used to inform decisions and track progress.

Key investments include the development and deployment of USA Talent Suite components and the redesign of Federal Workforce Data (formerly FedScope). Stakeholder input is gathered through customer experience surveys, system-based feedback mechanisms, and advisory board engagements. HRS collaborates with other OPM offices on hiring and performance management reforms, including assessment development, system implementation, policy alignment, pooled and shared hiring actions, and standardized assessments. HRS works with agencies to support implementation and compliance with applicable executive orders and memoranda.

### *Merit System Accountability and Compliance (MSAC)*

MSAC advances Goal 1 by ensuring adherence to merit system principles, improving adjudication timeliness and consistency, and supporting performance and conduct management reforms. MSAC strengthens staff capability in legal analysis, adjudication, and policy enforcement, with targeted training in regulatory compliance and performance management.

MSAC leverages data systems to monitor adjudication timelines, costs, and outcomes. In coordination with other OPM offices, MSAC supports integration of assessments, classification reforms, and performance management improvements. Activities include corrective action enforcement, guidance, and oversight confirming agency compliance with merit-based hiring and performance requirements.

*Workforce Policy and Innovation (WPI)*

WPI supports Goal 1 through classification reform, performance management normalization, and policy implementation support. WPI builds expertise in policy analysis, legal review, and training delivery, with staff trained in rulemaking, classification standards, and performance guidance.

WPI uses technology-enabled tools to streamline rulemaking and guidance issuance and develops implementation resources such as FAQs, templates, and training materials. WPI collaborates with HRS and MSAC on hiring, classification, and performance reforms and works with agencies to support adoption and execution consistent with OPM policy and regulatory frameworks.

Alignment	Responsible Organization(s)	Outcome	FY26 Measure	FY27 Measure
Strategic Objective 1.1  APG 1  <b>PMA 2.1</b> (Foster Merit-Based Federal Workforce)	HRS, WPI	Assessments are effectively integrated into competitive service hiring processes in alignment with the Merit Hiring Plan, resulting in more objective, merit-based selections and improved quality of hires across federal agencies.	In line with the Merit Hiring Plan, develop and publish six standardized technical assessments, available to 100% of agencies.	Technical or alternative assessments are used in 100% of applicable competitive service hiring actions by end of FY27.
Strategic Objective 1.1  APG 1  <b>PMA 2.1</b> (Foster Merit-Based Federal Workforce)	HRS, WPI	Hiring processes are streamlined to reduce time-to-hire and administrative burden, resulting in faster onboarding of qualified candidates and improved support for agency workforce needs.	Increase hiring efficiency by improving the ratio of selections per job announcement, aiming for a government-wide average of 3 selections per announcement.	Reduce time to hire averages from 101 to 80 days.

Alignment	Responsible Organization(s)	Outcome	FY26 Measure	FY27 Measure
<p>Strategic Objective 1.1</p> <p>APG 1</p> <p><b>PMA 2.1</b> (Foster Merit-Based Federal Workforce)</p>	<p>HRS, MSAC, WPI</p>	<p>Federal hiring is based on demonstrated qualifications for the role, enabling all federal agencies to successfully implement merit hiring.</p>	<p>At least 85% of required Merit Hiring corrective actions recommended by OPM are taken or planned to successfully implement within 90 calendar days of OPM's issued report of findings.</p> <p>As 70% have already been reviewed, the remaining 30% of occupational classifications that have degree requirements are validated or adjusted.</p> <p>Completion of 50% of classification standards to skills-based frameworks.</p>	<p>100% of classification standards are transitioned to a skills-based framework.</p> <p>Qualifications standards are updated to eliminate non-tenure requirements.</p>
<p>Strategic Objective 1.2</p> <p>APG 1</p> <p><b>PMA 2.1</b> (Foster Merit-Based Federal Workforce)</p>	<p>HRS, MSAC, WPI</p>	<p>Performance ratings are distributed fairly and consistently strengthening accountability and rewarding top Performance across the organization.</p>	<p>100% of agencies are enabled to comply with SES/SP rating caps.</p> <p>Reporting capabilities available to 100% of agencies that determine the percentage of agency performance award money awarded to individuals receiving a rating of 4 or 5.</p> <p>100% of CFO Act agencies receive OPM-issued guidance and modeling tools necessary to implement SES/SP ratings in alignment with regulations by end of the FY26 rating cycle.</p> <p>At least 85% of CFO Act performance ratings for FY26 SES/SP performance are in</p>	<p>90% of CFO Act performance ratings for FY26 SES/SP/GS performance are in alignment with regulations.</p>

Alignment	Responsible Organization(s)	Outcome	FY26 Measure	FY27 Measure
			alignment with regulations and top performers are consistently rewarded.	
Strategic Objective 1.3	OCHCO	High-potential employees have increased access to training and career development leading to a more skilled, engaged, and prepared leadership pipeline across the OPM organization.	Increase participation in training and career development programs targeted to high-potential OPM employees, by 20%.	Increase participation by another 20%.
Strategic Objective 1.3	HRS, WPI	High-potential employees have increased access to training and career development leading to a more skilled, engaged, and prepared leadership pipeline across the organization.	Publish updated government-wide competency frameworks and policy guidance to support high-potential employee identification and development and expand access to leadership development opportunities, achieving 1,500 Senior Executive Development Program participants and 90% seat utilization in Leadership in Efficient and Accountable Government courses.	Expand access to leadership development opportunities, achieving 2,000 Senior Executive Development Program participants and 93% seat utilization in Leadership in Efficient and Accountable Government courses.

## Goal 2 – Deliver High-Quality, Efficient Service

**Objective 2.1 – Modernize HR Systems:** Deliver a centrally managed, government-wide technology platform that integrates end-to-end capabilities, driving efficiency in human capital management and enabling more effective workforce oversight. *Owner: Donald Bauer*

**Objective 2.2 – Innovate Service Delivery:** Modernize and integrate processes using technology and data-driven solutions to make available faster, more efficient, and customer-centric services that build trust and improve outcomes. *Owner: Matt MacIsaac*

**Objective 2.3 – Accelerate Policy Implementation through Automation:** Develop and leverage smart technology and automated tools and processes to shorten the time from policy development to agency implementation of laws, regulations, Executive Orders, Memoranda, and OPM policy direction. *Owners: Sara Saphos, DJ Decker*

**Objective 2.4 – Improve Support:** Increase cross-functional collaboration, leverage shared platforms, improve resource alignment, and strengthen the delivery of services and operational efficiency across the OPM enterprise. *Owners: Jason Parman, Ozie Foster*

**Objective 2.5 – Optimize Workforce Structure:** Optimize OPM's structure through workforce planning and skill gap analysis to align workforce capabilities with operational needs, close skill gaps, and maximize efficiency. *Owner: Tyshawn Thomas*

### *Healthcare & Insurance (HI)*

HI advances Goal 2 by focusing on reducing insurance costs, optimizing health plan portfolios, and improving enrollment integrity. HI will require experts in health policy, data analytics, and fraud detection. Training will focus on eligibility verification and customer service. HI will focus on PSHB centralized enrollment systems and data analytics platforms. Stakeholder feedback will inform plan optimization. HI collaborates with OCIO on system consolidation and data analytics. Activities include fraud mitigation, plan optimization, and customer engagement. HI works with carriers, federal agencies, and OCIO to implement cost-saving measures and improve plan offerings.

### *Retirement Services (RS)*

RS supports Goal 2 by modernizing retirement application processing and improving the retiree experience through digital self-service and automation. RS strengthens staff capability in digital tools, customer service platforms, and claims processing. RS is modernizing retirement application processing and enhancing customer experience through digital self-service. RS will train staff in digital tools, customer service platforms, and claims processing. Data on call volumes and Retirement Services

Collaboration with OCIO will support system upgrades and automation. RS works with OCIO to implement ORA enhancements. Activities include claims processing, customer support, and digital transformation. RS collaborates with federal agencies to ensure adoption of ORA and improve retiree experience.

Alignment	Responsible Organization(s)	Outcome	FY26 Measure	FY27 Measure
Strategic Objective 2.1  <b>PMA 3.2</b> (Leverage Technology to Deliver Faster, More Secure Services)	HRS, OCIO	Encourage adoption and expand functionality of the USA Talent Suite.	Increase market share for USA Staffing by at least six new agency customers, including at least one CHCO agency.  Increase market share for USA Performance to 30%.  Successfully launch redesign of FedScope.	Increase market share for USA Performance to 50%.
Strategic Objective 2.1  APG 3  <b>PMA 3.2</b> (Leverage Technology to Deliver Faster, More Secure Services)	HRS	Successful completion of the FY26 milestones from FHR2.0 plan.	7 agencies will begin their transition to Core HCM.  100% of established FY26 milestones for Core HCM will be achieved.	The Core HCM platform is enabled to allow all agencies to transition to Core HCM by July 2027.
Strategic Objective 2.2	HI, OCIO	The rate of growth in insurance costs is reduced by identifying and addressing fraud, waste, and abuse in OPM's health benefits program.	Secure agency data exchanges to complete 25% verification of eligible or ineligible status.	Leverage technology to complete 75% verification.

Alignment	Responsible Organization(s)	Outcome	FY26 Measure	FY27 Measure
				Based on verification of enrollees, identify ineligible enrollees.
Strategic Objective 2.2	MSAC	Increased efficiency in case adjudication resulting in faster resolution of cases and more effective use of resources.	Establish baseline cost per case to demonstrate cost reductions in FY27.	Reduce case costs by 10%, as compared to the baseline established in FY26.
Strategic Objective 2.2	OCIO, RS	Enhanced customer experience resulting in increased satisfaction, trust, and engagement with RS.	Reduce processing target for electronic retirement application to 15 days.  90% of all retirement applications are electronic.  Increase to 70% positive customer satisfaction rate.	Increase to 71% positive customer satisfaction rate.
Strategic Objective 2.2  APG 2  <b>PMA 3.2</b> (Leverage Technology to Deliver Faster, More Secure Services)	OCIO, RS	Retirement applications are processed more efficiently resulting in reduced processing times and a better experience for retiring federal employees.	90% of new retirement applications (including disability and court orders) processed electronically.	100% of new retirement applications (including disability and court orders) processed electronically.

Alignment	Responsible Organization(s)	Outcome	FY26 Measure	FY27 Measure
Strategic Objective 2.3  <b>PMA 3.2</b> (Leverage Technology to Deliver Faster, More Secure Services)	HI, OCIO	Optimize the FEHB/PSHB portfolio to give enrollees clear, high-value choices at competitive cost, while improving operational efficiency through system integration.	Establish and apply evidence-based criteria to assess the appropriate number and distribution of health plan options available to enrollees.	7-10% reduction in the overall spend.
Strategic Objective 2.3	WPI	OPM guidance issuances and rulemaking are expedited by the adoption of technology and consistently supported by practical implementation tools such as FAQs, templates, and other resources.	At least 90% of guidance is issued within 30 days of final rule publication or within 60 days for other efforts absent circumstances outside OPM's control.	Reduce the average internal OPM clearance time for OPM policy guidance by 25% from FY26 baseline.
Strategic Objective 2.4	All	Improved organizational performance through streamlined processes, optimized resource use, and faster delivery of results, leading to measurable gains in productivity and efficiency.	Programs document two completed efficiency improvements annually, showing measurable cost or time savings while maintaining service quality.	Programs document two completed efficiency improvements annually, showing measurable cost or time savings while maintaining service quality.
Strategic Objective 2.4	All	Foster a culture of collaboration, measured risk taking, and root-cause analysis, and continuous	Implement an initiative that results in at least two demonstrable outcomes tied directly to OPM's core values. I.e. initiating	Implement an initiative that results in at least two demonstrable

Alignment	Responsible Organization(s)	Outcome	FY26 Measure	FY27 Measure
		improvement.	process improvement based on root-cause analysis.	outcomes tied directly to OPM's core values. i.e. initiating process improvement based on root-cause analysis.
Strategic Objective 2.4	HRS, OCIO	Strengthened financial management practices that ensure transparency, accountability, and efficient use of resources.	Achieve positive retained earnings.	Achieve positive retained earnings.
Strategic Objective 2.5	OCHCO	Divisions and work units complete reorganizations more efficiently through a structured, milestone-driven approach that reduces implementation time and improves coordination.	The process for reorganizations is updated to make it more efficient and transparent, as measured by a reduction in implementation time and feedback from the relevant executive leadership.	100% of planned reorganizations meet established completion timelines (150 calendar days from initial interest to completion).

### Goal 3 – Lead America’s AI-Ready Workforce

**Objective 3.1 – Integrate AI into Operations:** Invest in AI capabilities to enhance human capital management for better efficiency, integrity, and decision-making. *Owner: Greg Hystad*

**Objective 3.2 – Build Capacity:** Equip and train the OPM workforce with the tools to explore, innovate, and accelerate their use of AI to identify and implement solutions. *Owner: Tierra Elsey*

**Objective 3.3 – Attract Critical Skills:** Enable the government’s ability to attract and retain talent in critical AI-skill areas. *Owner: Makisha Brown*

*Office of the Chief Information Officer (OCIO)*

OCIO is driving digital transformation through AI integration, data standardization, customer experience improvements, and system modernization. OCIO will invest in AI skillsets, data scientists, and IT professionals. Training will focus on AI experimentation and data governance. OCIO collaborates with HRS, RS, and HI on system upgrades, data analytics, and customer service improvements. OCIO supports functional areas across OPM and other agencies in achieving AI goals and improving service delivery.

Alignment	Responsible Organization(s)	Outcome	FY26 Measure	FY27 Measure
Strategic Objective 3.1  <b>PMA 3.2</b> (Leverage Technology to Deliver Faster, More Secure Services)	OCIO	Establish a unified data platform as the single source of truth for OPM data, enabling internal and external stakeholders to execute their operational objectives.	100% of critical data sources consolidated into OPM unified data platform.  100% of OPM agency customers successfully onboarded to the OPM unified data platform.  More than 70% of users report that the data platform meets their needs.	Capabilities are expanded to enable predictive analytics, self-service reporting, and advanced data visualizations.  All OPM data sources are consolidated and delivered from the OCIO data platform.  100% of internal OPM constituents and external agencies report that they have the data they need to execute on their operational objectives.

Alignment	Responsible Organization(s)	Outcome	FY26 Measure	FY27 Measure
Strategic Objective 3.2  <b>PMA 3.2</b> (Leverage Technology to Deliver Faster, More Secure Services)	OCIO	Increased adoption and experimentation with new tools across OPM, fostering a culture of innovation, continuous improvement, and data-informed decision-making.	Fully support the functional areas in achieving their AI goals, as measured by feedback from the relevant Associate Directors and Office Heads.	Fully support the functional areas in achieving their AI goals, as measured by feedback from the relevant Associate Directors and Office Heads.
Strategic Objective 3.3  <b>PMA 1.2</b> (Downsize the Federal Workforce)	HRS, WPI, OCIO	Launch and operationalize Tech Force program with initial cohort recruited and deployed.	Recruit 1,000 early-career engineers into federal service.	Achieve a 90% post-program placement rate for Tech Force participants into AI-related roles in either government or private sector.



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