

STRATEGIC PLAN

Fiscal Years 2026-2030





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FISCAL YEARS
2026-2030



U.S. Office of
Personnel Management

Letter From the Director

The U.S. Office of Personnel Management (OPM) is charged with leading a pivotal moment in Federal service history. As stewards of the federal workforce, we aim to build the foundation for sustained excellence in government service.

President Trump has charged OPM with transforming federal human capital management. We will do so by creating a high-performance culture across government, driving operational efficiencies, and ensuring that the federal workforce is prepared for the rapid expansion of Artificial Intelligence (AI) technologies. These directives are reshaping how government operates, making it more effective for the American people.

Our mission centers on fundamental principles: merit drives advancement, efficiency guides operations, and innovation shapes our future. We design systems that reward performance over tenure and measurable results over bureaucratic processes. The federal government should attract and retain the smartest, most dedicated Americans who want to tackle complex problems at unprecedented scale. These principles will enable that.

Ultimately, we aim to build a workforce that is accountable to the American taxpayer – where excellence thrives and is rewarded appropriately.

This strategic plan sets out OPM’s commitment to serving as the model for organizational excellence across government. We honor dedicated federal employees while demanding the highest standards. We aim to partner with other agencies, sharing best practices and solutions.

The American people deserve a federal workforce that matches their aspirations and reflects their values. We will deliver on that promise through disciplined execution of presidential priorities and a relentless focus on results that matter.

Scott Kupor
Director
U.S. Office of Personnel Management



About OPM and Key Functions

The U.S. Office of Personnel Management (OPM) serves as the central human resources (HR) agency for the federal government, playing a strategic role in executing the President’s vision for a streamlined, merit-based, and efficient civilian workforce.

OPM leads the implementation of critical executive orders, by providing guidance and policies applicable to all federal agencies. By leveraging its role as the federal talent agency, OPM drives enterprise-wide efficiencies through modernized HR systems, standardized policies, and innovative tools such as the newly launched online retirement system. OPM directs HR and employee management services, administers retirement benefits, manages healthcare and insurance programs, oversees merit-based hiring, and ensures secure vetting processes to achieve a trusted and effective workforce.



At A Glance FY 2026-2030 Strategic Plan

Mission: What We Do

OPM leads federal agencies in building merit-based, accountable, and modern workforce systems that attract and retain top talent to meet America’s toughest challenges.

Vision: Where We Want to Go

As the leader in human capital management, we cultivate a world-class, modern, and efficient workforce.

Values: How We Work

*We start with why
We work as a team
We place customers first
We are responsible stewards of Other People’s Money
We embrace measured risk*

Strategic Goals: What We Aim to Achieve

- 1. Attract and Retain Top Talent*
- 2. Deliver High-Quality, Efficient Service*
- 3. Lead America’s AI-Ready Workforce*

We Track Progress

Through clear milestones, visual dashboards, and regular reviews, we tell our story. We engage stakeholders, use data to guide decisions, and adjust strategies as needed to stay aligned with our goals.

Goals and Objectives Overview

1) Attract and Retain Top Talent

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.

1.2 Strengthen Accountability: Increase accountability through rigorous performance and conduct management to build and sustain a results-oriented culture.

1.3 Develop Talent: Invest in career development opportunities for high potential employees and strengthen the workforce through continuous skills improvement efforts.

2) Deliver High-Quality, Efficient Service

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.

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.

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.

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.

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.

3) Lead America's AI-Ready Workforce

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

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.

3.3 Attract Critical Skills: Enable the government's ability to attract and retain talent in critical AI-skill areas.

FY 2026-2030 Goals and Objectives

The FY 2026–2030 Strategic Plan outlines three bold, future-focused goals designed to strengthen the federal workforce and modernize human capital management across government. These goals reflect a commitment to operational excellence, talent stewardship, and innovation in service of the American people. These goals are supported by eleven measurable objectives and associated performance indicators to guide OPM.

How We Measure Progress

OPM will monitor progress toward each strategic goal using a small set of high-level performance indicators that capture internal and government-wide outcomes OPM influences through policy, guidance, and service delivery. These indicators are designed to remain stable over the five-year period and to support transparency in how we assess performance. Annual targets, milestones, and implementation actions are detailed in OPM’s Annual Performance Plan (APP) and Agency Priority Goals (APG).



Goal 1: Attract and Retain Top Talent

Outcome

OPM will build a high-performing, merit-based federal workforce enabled by hiring faster, developing talent effectively, implementing fair and accountable performance systems, and expanding access to development opportunities.

OPM will partner with stakeholders to bring in and keep the best talent for the federal workforce by employing a merit-based hiring process, a total compensation package, and a performance management system that significantly rewards accountability, outstanding performance, financial stewardship, operational efficiency, and innovation.

Objectives

- 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.
- 1.2 Strengthen Accountability:** Increase accountability through rigorous performance and conduct management to build and sustain a results-oriented culture.
- 1.3 Develop Talent:** Invest in career development opportunities for high potential employees and strengthen the workforce through continuous skills improvement efforts.

Measures

- **Hiring Enablement and Modernization**
The extent to which agencies adopt OPM's hiring tools, assessments, shared hiring solutions, and updated policies that promote faster, merit-based hiring.
 - **Performance Accountability Enablement**
The degree to which agencies implement OPM's performance frameworks, policies, and systems, supporting greater fairness, clarity, and differentiation in performance management.
 - **Talent Development Enablement**
Growth in access to OPM-supported development programs, tools, and resources that help agencies build and retain their high-potential and mission-critical talent.
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Goal 2: Deliver High-Quality, Efficient Service

Outcome

OPM will deliver faster, more reliable, and more customer-centered services through modernization of HR systems, streamlined operations, and improved financial stewardship.

OPM will serve as a model of operational excellence and fiscal responsibility by putting customers first and maximizing the value of every taxpayer's dollar. OPM will streamline operations, harness technology, reduce administrative burden, and build a culture of continuous improvement to deliver services faster and at a lower cost.

Objectives

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.

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.

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.

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.

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.

Measures

- **Human Resource Information Technology (HRIT) Modernization and Adoption** – Federal agencies increasingly adopt integrated HR technology platforms that improve functionality, reduce burden, and support consistent human capital management.
- **Operational Efficiency** – Programs demonstrate measurable improvements in service delivery speed, productivity, and process efficiency.
- **Customer Experience** – Increased successful use of digital self-service tools and sustained gains in customer satisfaction across OPM benefits, retirement, and HR programs.

Goal 3: Lead America's AI-Ready Workforce

Outcome

OPM will foster an AI-ready workforce by integrating AI-enabled tools into core business functions, supporting innovation, and expanding access to training and policies that prepare employees for emerging technologies.

As AI reshapes the future of work, OPM must enable the federal workforce to lead in this evolving landscape.

OPM will work to ensure that the federal government has the appropriate talent (via hiring, skills development and re-training) to deploy and lead the adoption of AI technologies across all agencies.

Objectives

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

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.

3.3 Attract Critical Skills: Enable the government's ability to attract and retain talent in critical AI-skill areas.

Measures

- **AI Integration and Adoption** – Expanded use of AI-enabled tools and practices, within OPM, that improve operational efficiency, decision-making, and service delivery.
 - **Workforce AI Capability** – Increased proficiency, confidence, and readiness of OPM and federal employees to use AI responsibly and effectively.
 - **AI Talent Pipeline Strength** – Growth in the government's ability to attract, develop, and retain AI-critical skills, supported by OPM's hiring pathways, policy direction, and classification modernization.
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Stakeholder Engagement

OPM engaged a broad range of internal and external stakeholders in developing this strategic plan. The agency met with more than 20 external partners, including federal agencies, executive councils, advisory groups, and other key customers of OPM, to gather insights on the prior strategic plan and understand emerging needs across government. OPM also invited staff from across the organization to help refine the agency's mission, vision, and values.

Stakeholders consistently emphasized the need for clearer government-wide leadership on human capital issues, stronger communication, better use of data, and more consistent implementation support for policies and systems. They also highlighted opportunities for OPM to simplify processes, modernize technology, and strengthen coordination across the HR ecosystem.

This feedback directly informed OPM's strategic direction, priorities, and objectives in this plan. OPM will continue to engage agencies, employees, and partners throughout implementation to ensure the plan remains responsive to government wide needs and supports measurable improvements in federal workforce management.

Evidence Building Plan

OPM continues to enhance, promote, and integrate evidence-based decision making, consistent with applicable law. Assessments will provide foundational evidence for the strategic measures outlined in this plan. OPM's FY 2026-2030 learning agenda aligns with the strategic plan and addresses the Administration's highest priorities. Three learning agenda questions target essential challenges facing the agency: talent acquisition, operational excellence, technology development, and the government's capacity to lead in Artificial Intelligence. OPM will prioritize answering these questions based on available resources.



Mission

What We Do

OPM leads federal agencies in building merit-based, accountable, and modern workforce systems that attract and retain top talent to meet America's toughest challenges.

Vision

Where We Are Going

As the leader in human capital management, we cultivate a world-class, modern, and efficient workforce.

Values

How We Work

Start With Why: We are transparent, accountable, and curious.

We Work as a Team: We collaborate and solve problems together

Customer First: We have a service-oriented mindset.

Other People's Money: We are responsible stewards.

Embrace Measured Risk: We embrace innovation with intention.



U.S. Office of Personnel Management

Office of the Chief Financial Officer (OCFO)
1900 E Street NW, Washington DC 20415

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