

Learning Agenda

Fiscal Years 2026-2030



FY 2026-2030 Learning Agenda

Introduction

The Fiscal Year (FY) 2026-2030 learning agenda aligns with the U.S. Office of Personnel Management’s (OPM) strategic plan and addresses the Administration’s highest priorities. FY 2026 prioritizes three questions for objectives 1.2, 2.5, and 3.1. Questions for other objectives will be scoped in the outlying years. Three learning agenda questions target essential challenges facing the agency: performance management, workforce development, and the government’s capacity to lead in Artificial Intelligence. OPM will prioritize answering these questions based on available resources.

OPM leadership will conduct quarterly, agency-wide performance reviews that assess progress towards strategic goals. Regular management meetings will capture the findings from evidence-building activities. These findings will inform policy, help improve services, and support continuous learning and improvement throughout the agency.

Learning Agenda Questions

Goal 1: Attract and Retain Top Talent Goal Owner: Veronica Hinton, Associate Director, Workforce Policy & Innovation (WPI)	
Strategic Objective	Learning Agenda Question
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.	Question 1. What leadership (or performance management) strategies or practices are most effective in promoting 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.	

Goal 2: Deliver High-Quality, Efficient Service

Goal Owner: Dianna Saxman, Associate Director, Human Resources Solutions (HRS)

Strategic Objective	Learning Agenda Question
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.	Question 2. What workforce planning approaches most effectively align early career talent pipelines with future skill needs across the federal government?

Goal 3: Lead America’s AI-Ready Workforce

Goal Owner: Adam Starr, Chief Information Officer, Office of the Chief Information Officer (OCIO)

Strategic Objective	Learning Agenda Question
3.1 Integrate AI into Operations: Invest in AI capabilities to enhance human capital management for better efficiency, integrity, and decision-making.	Question 3. What are the most impactful use cases where AI technology can be applied to enhance human capital management?
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.	

OPM Learning Agenda Question 1:

What leadership (or performance management) strategies or practices are most effective in promoting a results-oriented culture?

Potential methods

- Descriptive analytics & correlation analysis
- Benchmarking (private sector practices)
- Short interviews/focus groups
- Human-centered design sprints & MVPs or pilots

Data sources

HRIS data, surveys, supervisor training completion records, interviews, focus groups, external benchmarking.

Estimated start and duration

FY 2026 (2 years)

Challenges and proposed solutions

As proving cause and effect can be challenging, we would focus on identifying patterns using both quantitative data and qualitative feedback. Additionally, data gaps and fragmented systems may limit analysis; therefore, we would prioritize a small set of core measures and streamline data collection. To ensure supervisor engagement, we would involve them early in the process and minimize the burden of evaluation activities. Privacy concerns would be addressed by aggregating results and removing personally identifiable information.

OPM Learning Agenda Question 2

What workforce planning approaches most effectively align early career talent pipelines with future skill needs across the federal government?

Potential methods

- Forecasting models for future skill needs
- Analysis of early career hiring trends
- Interviews with workforce planners
- Private sector benchmarking

Data sources

Workforce planning tools & services, HRIS data, competency frameworks (tied to strategic initiatives), forecasting data (e.g., Futures Research), interviews with current federal workforce planners & HR specialists, interviews with private sector HR specialists & workforce planners.

Estimated start and duration

FY 2026 (2 years)

Challenges and proposed solutions

Data fragmentation, from having workforce planning and HR datasets spread across multiple systems and formats, can make integration difficult; this can be mitigated by using standardized templates and shared dashboards. Additionally, uncertainty in predicting future skill needs can be addressed through scenario planning, multiple forecasting models, and iterative updates to ensure projections remain relevant.

OPM Learning Agenda Question 3

What are the most impactful use cases where AI technology can be applied to enhance human capital management?

Potential methods

- Review the materials HRS developed when creating the HRS AI incubator regarding specific instances for AI within federal government

- Literature review to identify promising practices used in other Federal agencies, state and local government, nonprofits, and the private sector

Data sources

HRS AI Incubator materials; literature review.

Estimated start and duration

FY 2026 (2 years)

Challenges and proposed solutions

Ensuring that AI applications adhere to strict data protection standards to prevent breaches and misuse of sensitive information. Difficulty in integrating AI solutions with current federal systems and workflows without causing disruptions. Ensuring that there are adequate resources, including funding and skilled personnel, to develop and maintain AI systems effectively. Challenges will be addressed by establishing governance to address accountability, bias reduction, and security.



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