UNITED STATES OFFICE OF PERSONNEL MANAGEMENT
Washington, DC 20415

Office of Personnel Management

AI Strategy for

OMB Memorandum M-25-21

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Background

The U.S. Office of Personnel Management (OPM) serves as the federal government's central human resources agency, responsible for shaping and executing policies that support the recruitment, development, and retention of a high-performing civil service. OPM's mission is to lead and serve the federal government in enterprise human capital management by delivering policies, services, and systems that enable agencies to meet their missions through a capable and engaged workforce.

As the steward of federal workforce policy, OPM provides strategic leadership in areas such as hiring, pay, classification, performance management, benefits, and workforce planning. The agency also manages critical government-wide systems and services, including USAJOBS, USA Staffing and retirement processing.

In recent years, OPM has recognized the transformative potential of artificial intelligence (AI) to enhance its operations, improve service delivery, and support data-driven decision-making across the federal workforce. In alignment with Executive Order 14110 and OMB Memorandum M-25-21, OPM is committed to responsibly integrating AI into its digital infrastructure and mission delivery. This strategy outlines how OPM is building the governance, infrastructure, workforce, and operational capacity necessary to scale AI adoption in a secure, ethical, and mission-aligned manner.

The OPM AI Strategy will evolve over time to comply with current and future Executive Orders, OMB Guidance, to include OMB Memorandum M-25-21, and to remain aligned with the OPM Agency Strategy for 2026-2030.

OPM will also lead or sponsor Human-capital AI initiatives across the federal enterprise to ensure that the Administration's goal of an effective and efficient common human capital environment for the federal workforce is developed.

1. Office of Personnel Management AI Use Cases

OPM is actively deploying and piloting a range of AI use cases that support its mission to lead federal human capital management. These use cases span multiple program offices and functions and are designed to improve operational efficiency, enhance service delivery, and support data-driven decision-making.

Examples of current and planned AI use cases include:

- Human Resources Automation: AI is used to categorize position descriptions, support knowledgebase development, and enhance classification systems such as USAClass.

- Cybersecurity Operations: AI is being piloted to assist Security Operations Center (SOC) teams in log analysis and threat detection.
- Accessibility and Internal Communications: AI tools are being developed for Section 508 compliance testing and to streamline internal messaging.
- Enterprise Chatbots and Policy Assistants: The OCIO is implementing Azure OpenAI services to build internal chat applications and policy chatbots that provide real-time support to staff.
- Agency-wide Productivity Tools: Enterprise-grade generative AI assistants have been provisioned to all knowledge workers to support daily tasks and decision-making.

All use cases are reviewed through a centralized AI governance process for technical feasibility, risk, and compliance. Once a use case reaches the pilot phase, it is added to OPM's AI inventory and monitored for alignment with OMB guidance and internal policy.

2. Office of Personnel Management AI Maturity Goals

AI-Enabling Infrastructure

OPM is building a secure, scalable AI infrastructure using cloud infrastructure to support the full AI lifecycle—from development and testing to deployment and continuous monitoring. Key components include segmented environments using virtual WANs, private endpoints, and role-based access controls. Cloud Key Vaults manage encryption keys, while monitoring and logging tools provide real-time visibility into system performance and potential threats.

This infrastructure supports both internal innovation and enterprise-grade deployments, with clearly defined approval processes at each stage to ensure responsible scaling.

Data

OPM is aligning its AI and data governance strategies to ensure access to high-quality, traceable data. A centralized enterprise cloud repository is maintained for sharing approved AI code and models. All data used in AI systems undergoes Privacy Threshold Assessments and AI Impact Assessments to evaluate quality, origin, and potential bias.

To promote reuse and transparency, OPM is developing standardized data sharing agreements and cataloging practices. These efforts are coordinated by the OCIO directorate and support traceability, explainability, and responsible reuse of data and AI assets across the agency.

AI-Ready Workforce

OPM is committed to recruiting, training, and empowering an AI-ready workforce. The agency's approach includes hiring AI specialists through government-wide direct hire authority, issuing skills-based hiring guidance, and developing a competency model for AI roles.

Training is provided through industry standard training initiatives and OPM's internal training programs. Role-based learning tracks are being implemented, and enterprise-grade generative AI assistants have been deployed agency-wide with accompanying training. These efforts ensure that both technical and non-technical staff are equipped to use AI responsibly and effectively.

Research and Development

OPM does not currently conduct in-house AI research and development or maintain dedicated AI R&D funding. However, the agency is actively innovating through the use of vendor-provided tools such as enterprise-grade generative AI assistants, and through participation in the General Services Administration's USAi initiative.

A sandbox environment supports safe experimentation, governed by a phased deployment model that includes development, pilot, and production stages. Each stage includes documentation, risk assessments, and governance reviews to ensure responsible innovation.

Governance and Risk Management

OPM has established a centralized AI Governance Board to oversee all AI development and deployment activities. This board reviews AI projects for alignment with strategic goals and federal policy, approves data use and risk mitigation strategies, and evaluates AI Impact Assessments, Model Cards, and Privacy Impact Assessments.

Risk management is embedded throughout the AI lifecycle. Independent evaluations are conducted for high-impact systems, and waiver processes are available for systems that cannot meet all requirements. A centralized dashboard monitors AI activity and flags unregistered systems for review.

The AI Governance Board coordinates closely with internal stakeholders, including data governance, privacy, IT, and cybersecurity teams, to ensure that risks related to information security and privacy are proactively managed.

Resource Tracking and Planning

OPM uses centralized tools and processes to track AI investments and plan for future needs. A real-time dashboard monitors system status and compliance. The Security Operations Center is alerted to any new AI deployments, and systems not registered in the AI inventory are flagged for review.

This approach ensures that all AI activity is documented, approved, and aligned with OPM's strategic and operational goals, while also enabling proactive planning for future investments and procurements.

AI Maturity Assessment (Microsoft Responsible AI Maturity Model)

OPM currently operates within the "Developing" to "Maturing" range of the Microsoft Responsible AI Maturity Model. The agency has moved beyond ad hoc experimentation by establishing formal governance structures, including the AI Governance Board, which oversees project intake, review, and approval.

Strategically, OPM has articulated a clear vision for AI adoption, supported by a phased deployment model and standardized processes such as AI Impact Assessments and Model Cards. These practices reflect a commitment to embedding responsible AI principles into the development lifecycle.

Culturally, OPM is fostering an AI-literate workforce through targeted hiring, competency modeling, and comprehensive training programs. These efforts are helping to build a strong foundation for responsible AI use across the agency.

Operationally, OPM has deployed secure, scalable infrastructure using Microsoft Azure, including private endpoints, segmented networks, and continuous monitoring tools. These capabilities support both experimentation and production deployment, consistent with the "Maturing" level of the model.

While OPM has not yet reached the "Leading" stage—characterized by enterprise-wide AI integration and continuous optimization—it is well-positioned to advance with continued investment in integration, measurement, and innovation.

Conclusion

The Office of Personnel Management's AI Strategy reflects a deliberate and forward-looking approach to integrating artificial intelligence into the agency's mission, operations, and workforce. Through the leadership of the AI Governance Board, OPM has established a strong foundation of governance, infrastructure, and workforce readiness that enables responsible and scalable AI adoption.

By equipping every knowledge worker with enterprise-grade generative AI assistants, OPM is democratizing access to AI tools and fostering a culture of innovation and continuous improvement. The agency's phased deployment model, secure Azure-based architecture, and commitment to ethical AI practices ensure that all AI systems are developed and deployed with transparency, accountability, and public trust in mind.

This strategy will be reviewed and updated regularly to reflect evolving technologies, mission needs, and federal guidance, ensuring that OPM remains a leader in the responsible and effective use of artificial intelligence for human capital activities across government.