



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Washington, DC 20415

The Director

October 15, 2026

Memorandum for Heads of Executive Departments and Agencies

From: Scott Kupor
Director

Subject: **Building a Mission-Ready Federal Workforce Through Strategic Recruitment**

Federal agencies rely on a highly capable, mission-ready workforce to deliver results for the American people. The U.S. Office of Personnel Management's (OPM) [Fiscal Year 2026–2028 Government-wide Recruitment Strategic Plan](#) (the Plan) sets out a coordinated approach to strengthening recruitment, expanding access to Federal careers, and attracting the best and brightest patriotic Americans to Federal service.

The Plan aligns with the [Merit Hiring Plan](#), [Executive Order 14170 Reforming the Federal Hiring Process and Restoring Merit to Government Service](#), the [Federal Merit System Principles](#), and applicable hiring statutes and regulations. Merit is the cornerstone of this Plan. It supports merit-based recruitment by helping agencies identify qualified talent based on demonstrated skills instead of proxies, meets candidates where they are, connects outreach to mission needs, and promotes fair, open, and job-related competition.

Successful implementation requires unwavering commitment and disciplined execution by every agency, not just OPM. Agency leaders and Chief Human Capital Officers must align recruitment with workforce needs, strengthen early-career talent pipelines in pursuit of the Plan's hiring goals, measure outcomes, and hold their organizations accountable for results. OPM, the Recruitment Community of Practice, and Agency Talent Teams will support agencies as they perform this work through coordination, outreach tools, promising practices, and implementation assistance so that agencies are fully equipped to compete effectively for mission-critical talent.

Together, we will strengthen Federal recruitment and build a merit-based, mission-ready workforce of talented, patriotic Americans who serve their country, whether for a few years or for a lifetime. Building this pipeline is essential to the future of the Federal workforce.

Agency headquarters-level human resources offices may contact OPM's Strategic Recruitment and Outreach Office at recruitment@opm.gov for technical support in implementing the Plan.

Attachment: [Fiscal Year 2026–2028 Government-wide Recruitment Strategic Plan](#)

cc: Chief Human Capital Officers (CHCOs), Deputy CHCOs, and Human Resources Directors