OPM Strategic Plan
Fiscal Years 2018 - 2022

"Empowering Excellence in Government through GREAT People"

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Message from the Acting Director

The Office of Personnel Management (OPM) leads and serves the Federal Government in enterprise human resources management by delivering policies and services to achieve a trusted, effective civilian workforce. This Strategic Plan was developed based on this mission and informed by extensive interviews with stakeholders, as well as trends and opportunities in the Federal Human Resources (HR) environment. It provides the foundation to help us deliver on our mission.

Transform hiring, pay, and benefits across the Federal Government

Over the next five years, OPM plans to transform hiring, pay, and benefits across the Federal Government to attract and retain a talented, highly skilled Federal workforce that is drawn from all segments of society. Our strategies include driving improvements to the Federal hiring process so agencies are able to hire top talent in a timely manner; achieving reforms to the pay system to drive performance excellence and greater responsiveness to changes in labor markets; reducing the complexity and costs to administer Federal employee retirement earned benefits by achieving and implementing legislative reform; improving healthcare quality and affordability in the Federal Employees Health Benefits Program; and transforming the background investigation process to improve investigation timeliness. In each of these areas – hiring, pay, retirement, healthcare, and background investigations – OPM will revisit legacy legislation where applicable, reform the rules, or shape and respond to the regulatory and legislative environment, in order to provide more efficient, effective, and relevant services that meet the Federal Government human resource needs of today.

Modernize human capital IT and leverage human capital analytics and research

Over the next five years, OPM will lead the modernization of Human Resources Information Technology (HR IT) in the Federal HR space. Currently, agencies use disparate, siloed HR systems for various HR functions such as hiring, payroll, time and attendance, training and development, and performance management. These systems are often not integrated or interoperable with other internal or external HR systems, which results in incomplete or duplicative data, inefficient or inaccurate reporting, complex and costly vendor management, and inefficient and manual HR transactional processing.

To address these issues, by 2022, OPM will create a Government-wide employee digital record that will make Government-wide HR data accessible in a secure cloud-based environment. The employee digital record will include data from various stages in an employee's career related to recruitment, training and development, performance management, pay and benefits, and retirement. Federal employees will be able to securely access their HR-related data – from recruitment to retirement—anywhere, any time. Agencies will spend less time manually processing HR transactions, and manually collecting and submitting data to OPM to fulfill low-value reporting requirements.

Underlying the creation of the employee digital record is a cross-Government and cross-industry effort to standardize Federal HR data and establish a common data language. A common data language facilitates data exchange and is a pre-requisite for future, cloud-based, Software as a Service HR systems. This service model, where all HR IT systems are interoperable and provided online in a secure cloud-based environment, will allow agencies to automate many HR functions and will improve the overall HR experience for employees, agencies, and shared service providers.

Further, OPM will complement our Government-wide HR IT modernization efforts with the establishment of a center of excellence to leverage data analytics and research to advance evidence-based human capital management.

Improve integration and communication of OPM services to Federal agencies

OPM serves the Federal HR community by providing policies, products and services, and oversight of agency HR programs to help promote compliance with merit system principles and related civil service requirements. Over the next five years, we will strengthen our communication, coordination, and collaboration among these functional areas – policy, services, and oversight – to provide more consistent advice and holistic solutions to meet agency human capital needs. By breaking internal silos, building synergies, and improving communication among these functional areas, we will build a new HR brand to better serve our customer agencies.

Optimize agency performance

In addition to our three strategic goals, OPM will seek to make operational improvements by focusing on objectives that optimize agency performance. These include improving collaboration, transparency, and communication among our leadership to make better, more efficient decisions, investing in tools to maximize employee performance, improving our mission support services, and improving retirement services by reducing customer service call wait and average case processing times.

By 1) transforming hiring, pay, and benefits, 2) modernizing human capital IT and leveraging data analytics and research, 3) integrating and communicating our HR services, and 4) making operational improvements to optimize agency performance, we will help build a trusted and effective civilian workforce, and realize our vision of empowering excellence in Government through great people.

With our FY 2018-2022 plan as a guide, we look forward to leading and serving our customers and stakeholders through relevant, innovative, and timely HR services -- and delivering results.

Kathleen M. McGettigan
Acting Director
February 12, 2018

Overview

The U.S. Office of Personnel Management (OPM) serves as the chief human resources agency and personnel policy manager for the Federal Government. OPM provides human resources leadership and support to Federal agencies and helps the Federal workforce achieve their aspirations as they serve the American people. OPM directs human resources and employee management services, administers retirement benefits, manages healthcare and insurance programs, oversees merit-based and inclusive hiring into the civil service, and provides a secure employment process.

Key Functions

OPM's divisions, offices, and their employees implement the programs and deliver the services that enable the agency to meet its strategic goals. OPM works in several broad categories to lead and serve the Federal Government in enterprise human resource management by delivering policies and services to achieve a trusted effective civilian workforce. These categories include Human Capital Management Leadership, Benefits, and Vetting.

Human Capital Management Leadership

Policy

OPM provides policy direction and leadership in designing, developing, and promulgating Government-wide human resources systems, programs, and policies that support the current and emerging needs of Federal agencies. In addition, OPM provides technical support and guidance to agencies regarding the full range of human resources (HR) management policies and practices. OPM responds to agency requests to exercise certain Government-wide personnel management authorities that are centrally administered or subject to OPM approval under the law/regulation. The agency also provides stewardship and supports the implementation of Administration priorities and goals concerning Government-wide human capital management matters.

Service

OPM provides HR products and services to meet the evolving human capital needs and mission requirements of the Federal Government. The products and services are designed to enable the execution of Government-wide HR strategy and policy as well as the human capital priorities of each Administration. To support this activity, OPM has a nationwide cadre of human capital specialists, psychologists, educators, IT specialists, and program managers along with numerous private sector allies that assist Federal agencies in developing leaders, attracting and building a high quality public sector workforce, deploying Human Resources Information Technology Transformation (HRITT) capabilities and strategies, and transforming these agencies into high performing organizations.

OPM provides agencies with access to pre-competed private contractors through a unique partnership between OPM and the General Services Administration (GSA) as part of the Government-wide Category Management effort. The private contractors, comprised of large and small companies, complement OPM's internal capabilities in the areas of human capital management, organizational design, and learning and development. These companies observe Federal HR rules and policies in order to provide their products and services to Federal agencies under the oversight and guidance of OPM experts.

OPM provides a leadership development continuum that enables Federal executives, managers, and aspiring leaders to acquire knowledge and master skills so they can lead within a rapidly changing Government environment. Anchored by the Federal Executive Institute, OPM's leadership development infrastructure and programs also include the Eastern and Western Management Development Centers, the Presidential Management Fellows Program, and the Lab at OPM.

OPM generates Government-wide benefit through HRITT consolidation, standardization, and modernization. OPM offers Federal HRITT systems such as Enterprise Human Resource Integration, USA Learning, USA Staffing, USA Hire, and USA Performance. Also, OPM also is developing the necessary information technology infrastructure to facilitate the exchange of human resources data and information Government-wide. Through its Human Resources Line of Business, OPM leads the Government-wide transformation of human resources information technology by focusing on modernization, integration, and performance assessment.

OPM maintains USAJOBS, the official job site of the Federal Government. It is the one-stop source for Federal jobs and employment information by which Federal agencies meet their legal obligations to provide public notice of Federal employment opportunities to Federal employees and American citizens. Many agencies use this platform even when it is not required. The USAJOBS website is thus the portal for Federal recruitment for most Government positions, whether competitively or non-competitively sourced.

Oversight

Through OPM's oversight evaluation work, special studies, and collaboration with agencies, OPM makes sure Federal human resources programs and human capital management systems are effective and meet merit system principles and related civil service requirements. OPM works directly with agencies to make improvements or changes to programs that are ineffective, inefficient, or not in compliance with Federal law to help them achieve mission objectives. OPM also adjudicates classification appeals, job grading appeals, Fair Labor Standards Act claims, compensation and leave claims, and declination of reasonable appeals, which provide Federal employees with procedural rights to challenge compensation and related agency decisions.

Benefits

Federal Benefits for Employees and Annuitants

OPM offers the availability of quality benefits for Federal employees and their families. The agency works to facilitate access to the high-caliber healthcare and insurance programs offered by the Federal Government, including health insurance services, dental and vision benefits, flexible spending accounts, life insurance; and long-term care insurance programs. OPM manages insurance benefits for more than eight million Federal employees, retirees, and their families. OPM also develops and administers programs that provide health insurance to uninsured Americans through Affordable Insurance Exchanges, and employees of tribes or tribal organizations.

Retirement

OPM is responsible for the administration of the Federal Retirement Program covering more than 2.7 million active employees, including the United States Postal Service, and nearly 2.6 million annuitants, survivors, and family members. OPM also administers, develops, and provides Federal employees, retirees, and their families with benefits programs and services that offer choice, value, and quality to help maintain the Government's position as a competitive employer. Activities include record maintenance and service credit accounts prior to retirement, initial eligibility determinations at retirement, adjudicating annuity benefits based on age and service, disability or death based on a myriad of laws and regulations, post retirement changes due to numerous life events, health and life insurance enrollments, Federal and state tax deductions, as well as other payroll functions.

> *"One of OPM's strengths is the expertise of the staff."*

Vetting

OPM is responsible for providing investigative products and services for more than 100 Federal agencies to use as the basis for a variety of adjudicative decisions, including but not limited to security clearance and suitability decisions as required by Federal law. OPM's investigations program focuses on continual process improvement through innovation, stakeholder engagement, and agile acquisition strategy.

OPM is also responsible for prescribing suitability, fitness, and credentialing standards for Government employees and contractors. The agency issues guidelines and instructions to the heads of other agencies to promote uniformity and effectiveness when executing their delegated responsibilities, and OPM conducts oversight of agencies' programs and processes in this area. OPM retains jurisdiction of suitability adjudications in circumstances where a Government-wide bar of an individual from Federal service is necessary to promote efficiency and protect the integrity of the service. The agency also provides Government-wide training for investigators and adjudicators that conforms to Government-wide training standards.

Stakeholder Engagement

OPM engaged its internal and external stakeholders in the development of this strategic plan. The agency interviewed more than 50 external stakeholders, which included customers of OPM, Federal agencies, executive councils, advisory groups, affinity groups, and consultants, and solicited their feedback on the prior strategic plan as well as OPM's strengths and challenges. The agency also conducted 16 interviews with OPM executives. After completing the interviews, the agency performed a SWOT analysis with the feedback received, developing strengths, weaknesses, opportunities, and threats (challenges) that OPM can use as it looks towards the future. While OPM identified many challenges during the interview process, the agency also identified a number of strengths and opportunities. One strength identified by the stakeholders was OPM's human resources expertise. Some of the opportunities included the improvement of Government-wide issues that OPM has direct authority or is otherwise

responsible for, improving internal and external communication, using the data that OPM has access to more effectively, and emerging as the leader in human capital management. This information served as the foundation for the new strategic plan.

OPM conducted employee focus groups to help identify what issues facing the agency are important to the employees. The employees were asked what values are important to OPM and where OPM should be in 2022. OPM considered and prioritized these comments, and the feedback is reflected in this plan.

The agency also conducted an environmental scan to identify current and emerging trends and issues that affect the agency's mission, workloads, and processes. This work encompassed a review of more than 25 internal and external documents, leveraging existing research and analysis on the environment in which OPM is operating. Some key themes and findings from the environmental scan included:

- The workforce is changing, with an estimated 30 percent of the Federal workforce eligible to retire by 2018 and millennials set to make up 75 percent of the U.S. workforce by 2030, according to GAO Report 15-223, "OPM and Agencies Need to Strengthen Efforts to Identify and Close Mission Critical Skills Gaps.

- The Thrift Savings Plan, retirement annuities, retiree health benefits, and the Federal Employees Health Benefits Program, respectively, are consistently rated as the most important benefits in an OPM survey.

- OPM, other Federal Government sources, and non-governmental organizations identified the ability to attract and hire qualified talent as a challenge.

- A need to modernize OPM's functions, including technology, pay, performance, and benefits.

- Recommendations for better collection, use, and sharing of data in several contexts, including further stakeholder input, identification of skills gaps and workforce needs, policy decisions, program management, and innovation.

As OPM implements this new plan, the agency will continue outreach and engagement with its external stakeholders as well as its employees.

Cross Agency Priority Goals

Per the GPRA Modernization Act requirement to address cross agency priority goals in the agency strategic plan, the Annual Performance Plan, and the Annual Performance Report, please refer to www. Performance.gov for OPM's contributions to those goals and progress where applicable.

Agency Priority Goals

Agency Priority Goals (APGs) reflect the top performance improvement priorities of agency leadership and the Administration. APGs reflect measurable results that leadership wants to accomplish over a two-year period, advancing progress toward longer-term strategic goals and objectives in the agency's strategic plan.

For the FY 2018-2019 cycle, OPM developed one APG in an area where agency leadership would like to drive progress and monitor implementation of actions in the agency reform plan required by OMB memo M-17-22.

1. **Enable Federal employees to seamlessly transfer from one agency to another, with paperless processing**. By September 30, 2019, OPM will ensure implementation of Employee Digital Record data standards and associated application program interfaces (APIs) that demonstrate an initial capability toward Federal employees being able to transfer between agencies using paperless processing. (*Related objective: 2.3*)

The agency also developed a second APG focused on improving the hiring process.

2. **Improve the hiring process**. Strengthen the capabilities of Federal HR professionals by relaunching a delegated examining (DE) certification program that creates a level standard for all HR delegated examiners. By September 30, 2019, at least 43 percent of delegated examiners will complete the updated certification program. (*Related objective: 1.1*)

The Federal Government uses a three-pronged approach to manage APGs: 1) public goal setting, 2) data-driven performance review meetings with agency leadership no less than quarterly, and 3) quarterly public updates on www.Performance.gov. For additional information on APGs, please refer to www.Performance.gov.

Who We Are

Our Mission

We lead and serve the Federal Government in enterprise human resources management by delivering policies and services to achieve a trusted effective civilian workforce.

Our Vision

"Empowering Excellence in Government through Great People"

Our Values

Innovation – OPM constantly seeks new ways to accomplish its work and generate extraordinary results. OPM is dedicated to delivering creative and forward-looking solutions and advancing the modernization of human resources management.

Integrity – OPM upholds a standard of transparency, accountability, and reliability. OPM conscientiously conducts its operations to promote a Federal workforce that is worthy of public trust.

Excellence - OPM fulfills its mission by providing relevant and timely products and superior customer service that reflects its commitment to collaboration and the highest standards.

Service – OPM pledges to encourage and support those who serve the American people through their work as Federal employees.

Leadership - OPM will lead the Federal Government in Human Capital Management, addressing challenges with a clear vision of success and passion for effecting positive change.

Summary of Goals and Objectives

We lead and serve the Federal Government in enterprise human resources management by delivering policies and services to achieve a trusted effective civilian workforce

Goal 1: Transform hiring, pay, and benefits across the Federal Government to attract and retain the best civilian workforce	**Goal 2**: Lead the establishment and modernization of human capital information technology and data management systems and solutions	**Goal 3**: Improve integration and communication of OPM services to Federal agencies to meet emerging needs	**Goal 4**: Optimize agency performance
1.1 Drive improvements to the hiring process so agencies are able to hire the best candidate in a timely manner	**2.1** Establish a Center of Excellence by leveraging data analytics and research to advance evidence-based human capital management	**3.1** Strengthen OPM coordination of policy, service delivery, and oversight resulting in agencies' achievement of human capital objectives	**4.1** Improve collaboration, transparency, and communication among OPM leadership to make better, more efficient decisions, increasing OPM's collaborative management score by 4 percentage points
1.2 Achieve reforms to the pay system to drive performance excellence and greater responsiveness to changes in labor markets	**2.2** Advance human capital management through the strategic use of interoperable HR IT that connects all parts of the talent management lifecycle and drives agency adoption of the Software as a Service model by the end of 2022	**3.2** Achieve recognition as the trusted human capital management advisor	**4.2** Invest in OPM management and provide the tools managers need to maximize employee performance, improving OPM's score in dealing with poor performers, by 4 percentage points
1.3 Reduce the complexity and costs to administer Federal employee retirement earned benefits by achieving and implementing legislative reform	**2.3** Streamline data collection and leverage data repositories to enhance enterprise-wide Human Resource (HR) data analytics and reduce low-value reporting requirements		**4.3** Exceed the Government-wide average satisfaction score for each agency mission support service
1.4 Improve healthcare quality and affordability in the FEHB Program with 75 percent of enrollees in quality affordable plans			**4.4** Improve retirement services by reducing the average time to answer calls to 5 minutes or less and achieve an average case processing time of 60 days or less
1.5 Transform the background investigation process to improve investigation timeliness			

Goal 1: Transform hiring, pay, and benefits across the Federal Government to attract and retain the best civilian workforce

Goal Overview

A well-functioning 21st century Government requires a modern personnel system that allows Federal agencies to attract and retain talented applicants in Federal service. Many features and requirements of today's Federal personnel system were designed nearly 40 years ago for work and a workforce that was very different from the enormous diversity and complexity of today's Federal agencies, missions, and workforces. Because of this, there is broad consensus that key components of the current civil service system do not fully meet today's needs.

As the Federal Government's human resources agency, OPM has a unique leadership role in designing and promulgating regulations, policy, and guidance covering all aspects of the employee lifecycle from hire to retire. OPM is also responsible for administering Government-wide retirement and benefits programs that help make the Federal Government a competitive and attractive employer. In addition, OPM helps safeguard the integrity and trustworthiness of the Federal workforce by delivering efficient and effective background investigations and overseeing certain parts of the vetting processes they serve. In each of these areas of responsibility, OPM has a responsibility to drive modernization and to deliver highly effective services and programs that enable Federal agencies to meet their human capital needs today and into the future.

1.1 Drive improvements to the hiring process so agencies are able to hire the best candidate in a timely manner

Overview

The American people expect and deserve excellent service from the Federal Government. This requires a talented, highly skilled Federal workforce that is drawn from all segments of society. Federal agencies, hiring managers, applicants, and other external stakeholders consistently identified Federal hiring

process reform as one of the most critical issues that OPM should address in its FY 2018 to 2022 Strategic Plan, stating that the process is too cumbersome and lengthy. Because of this, the Federal Government is losing qualified candidates to other entities. While OPM and other agencies have taken several steps to make it easier for individuals to apply for Federal jobs and to improve the quality and speed of agency hiring, agencies continue to experience challenges in the Federal hiring process that influences the Federal Government's ability to attract or hire talented individuals from multiple sectors. In FY 2016, the average time to hire, from the moment the manager submits the hiring request to the HR office until the employee enters on duty, is 105.5 days.

Strategies

- Pursue legislative and regulatory reform to modernize the Federal hiring process.

- Improve assessment practices to better evaluate applicants against job requirements.

- Prepare HR professionals and hiring managers to collaborate effectively to improve quality hires.

- Collaborate with Federal, non-profit, and academic partners to attract a diverse, talented candidate pool.

Performance Measures

- Hiring manager satisfaction that applicants are referred in a timely manner and with the skills to perform the job

1.2 Achieve reforms to the pay system to drive performance excellence and greater responsiveness to changes in labor markets

Overview

External stakeholders identified modernizing the general schedule (GS) pay system as a strategic opportunity that can help to better attract and manage talent into the Federal workforce. The current GS pay system, which was created in 1949, is not focused on driving performance, and is not sensitive to changes in the broader labor market as would be

desirable. Stakeholders have described the pay system as outdated and inflexible, "reflecting the needs and characteristics of the last century's workforce—not those required for today's complex, interagency challenges," *A New Civil Service Framework by Partnership for Public Service and Booz Allen Hamilton, 2014.* A modernized compensation system would be more "market sensitive," better enabling the Federal Government to recruit talent in a competitive labor market, and would help agencies more accurately and flexibly "reward performance, not just length of service." This objective contemplates both 1) legislative reform (that is, developing and promoting a comprehensive legislative strategy), and 2) regulatory and policy reform.

Strategies

- Partner with agency stakeholders to identify concerns and priority areas for improvement related to pay and leave systems.

- Identify and engage with nonpartisan groups, think tanks, key congressional leadership, and employee organizations to understand perspectives and pay and leave reform proposals.

- Develop options for pay and leave reforms that address agency workforce management challenges and advance fair and competitive pay and leave systems that drive high performance and align with merit system principles.

- Conduct a market-based study on leave to identify prevailing practices in the non-Federal workforce.

Performance Measures

- This objective is most appropriately measured by milestones, which are scheduled events signifying the completion of a major deliverable or a phase of work

1.3 Reduce the complexity and costs to administer Federal employee retirement earned benefits by achieving and implementing legislative reform

Overview

Internal and external stakeholders identified modernizing the retirement defined benefits program as an opportunity to reduce the complexity associated with the program. The current retirement program is composed of the Civil Service Retirement System, established in 1920 under 5 U.S.C. 83, and the Federal Employees Retirement System established in 1987 under 5 U.S.C. 84. OPM is responsible for developing and providing more than 2.6 million annuitants, survivors, and family members benefit programs and services. Since the inception of the retirement program, many new statutory provisions have been enacted, requiring adjustments to regulations as well, which adds to the complexity of an already complex program. This objective contemplates both 1) legislative reform (that is, developing and promoting a comprehensive legislative strategy), and 2) regulatory and policy reform.

Strategies

- Conduct an analysis of current private sector retirement benefits and state and/or local government reforms.

- Engage with Federal agency partners to identify areas for cost savings and reduce complexity in the current Federal retirement program.

- Reform retirement benefits to meet the future benefit needs of the changing Federal workforce.

Performance Measures

- This objective is most appropriately measured by milestones, which are scheduled events signifying the completion of a major deliverable or a phase of work

1.4 Improve healthcare quality and affordability in the FEHB Program with 75 percent of enrollees in quality, affordable plans

Overview

More than 90 percent of respondents to the 2016 Federal Employee Benefits Survey indicated that the availability of FEHB was "extremely important" or "important," and more than two-thirds said that it influenced their decision to take, or remain in, a Federal job to a "moderate" or "great" extent. Consequently, a cornerstone of OPM's efforts to fulfill its mission to achieve a trusted, effective civilian workforce must be to make sure that the FEHB Program provides a range of quality, affordable health insurance choices.

This is a challenging effort that will require deliberate, sustained focus. While annual premium increases under the FEHB Program are generally at or below those of large private sector employers, they tend to outpace cost of living pay adjustments for Federal employees. Increasingly, health care purchasers are seeking greater value by emphasizing the importance of quality of care received by enrollees. OPM has implemented a Plan Performance Assessment for FEHB carriers to incentivize them to improve clinical quality, customer service, and resource use for the more than eight million individuals covered by FEHB plans.

Strategies

- Increase the quality of healthcare received by enrollees in existing FEHB plans.

- Increase the affordability of existing FEHB plans.

- Improve the portfolio of available FEHB plans to increase the proportion that are quality affordable plans.

- Improve the FEHB enrollment experience, to include enhanced enrollee decision support and greater efficiency in enrollment and premium administration.

- Shape and respond to the regulatory and legislative environment to promote improvements in quality and affordability in the FEHB Program.

Performance Measures

- Percent of FEHB enrollees in quality affordable plans

1.5 Transform the background investigation process to improve investigation timeliness

Overview

OPM is focused on delivering efficient and effective background investigations to safeguard the integrity and trustworthiness of the Federal workforce. Recent challenges have highlighted the complexity and risk inherent to the background investigation process and hastened the need for process changes.

On October 1, 2016, the National Background Investigations Bureau (NBIB), a semi-autonomous office within OPM, replaced the Federal Investigative Services, as the Federal Government's primary provider of investigative services. It is dedicated solely to executing the Federal background investigations process. Throughout FY 2017, NBIB established itself as an organization focused on bolstering security and intergovernmental communications and innovating its business processes, information technology, and tools. NBIB created a more robust organizational structure to allow for increased communications and information sharing, as well as a more appropriate alignment of functions given NBIB's whole of Government and national security focus. Experienced personnel came on board to support the NBIB mission and head up new NBIB programs to include Federal Investigative Records Enterprise; Policy, Strategy and Business Transformation; Customer Service, Communications and Engagements; and Contracting and Business Solutions.

The new strategy for the investigations program will concentrate on addressing three areas that are most critically in need of reform: innovation, risk management, and the roles of customers and stakeholders to support various aspects of the transformation. It will stress modernization of all aspects of the personnel security, suitability, and credentialing system, and a long-overdue infusion of capital whose return on investment will be validated through the new investigation process.

The Secretary of Defense, enabled by legislation, will begin to transition Department of Defense related investigative work currently performed by NBIB to the Defense Security Service. The transition will begin during FY 2018 and occur in three phases. Ultimately, the NBIB annual workload will be reduced from about 2.6 million to 800 thousand cases. This still represents a significant level of effort, but will also increase the need to implement all of the improvement and efficiencies identified in this goal.

Strategies

- Implement full spectrum process improvements across the background investigation process that will maximize efficiencies and effectiveness of the investigative workforce and systems by leveraging information technology. The emphasis will be to automate and accelerate the management of information critical to the completion of each investigation, thereby improving the timeliness of the end-to-end process.

- Formulate and develop a risk management framework to support conducting background investigations by leveraging the use of automation, information obtained from record searches, along with continuous evaluation and insider threat data, resulting in effective use of resources and completion of quality investigations.

- Leverage interagency partnerships, working to continuously improve and foster transparency and collaboration with its customers and stakeholders, as well as with state and local entities to increase and improve information sharing. These partnerships are crucial to the success of the mission. OPM is committed to providing customer-centric services through meeting their individual needs.

Performance Measures

- Number of cases in inventory

- Percent of investigations determined to be quality complete

Goal 2: Lead the establishment and modernization of human capital information technology and data management systems and solutions

Goal Overview

OPM develops Government-wide human resources data standards and has the statutory responsibility to collect and analyze human capital data in Federal agencies to help drive human capital management policy. OPM is committed to improving the capabilities of data analysts and researchers throughout OPM, and eventually Government, to advance evidence-based human capital management policy, as well as grow Government-wide and agency-specific workforce planning and forecasting abilities.

OPM will modernize human capital standards for basic administrative functions. This will provide agencies the opportunity to automate many processes, complete transactions more efficiently, and improve other human capital systems, such as hiring. Initially, OPM will focus on the Federal Government's human resources information technology (HR IT) infrastructure. This means agencies and OPM will have more secure, interoperable technology applications for improved management of the human resources lifecycle to include Talent Acquisition (recruitment and hiring), Talent Development (learning), Employee Performance Management, Compensation and Benefits (payroll, time and attendance, and benefits), and Separation and Retirement.

Further, while the employee lifecycle is defined by statute and understood as a practice, the Federal Government finds it difficult to manage the end-to-end employee data lifecycle due to duplicative HR IT systems across agencies that are unable to interface and exchange data. This is primarily due to inconsistencies and incompatibility of cross-government legacy HR IT data exchange capabilities, inconsistent application of existing data standards, unstructured data transformation, and data security and privacy concerns. OPM is in the process of establishing a secure employee digital record, with near real time updates that will contain all relevant

employee data. This will enable the advancement of evidence-based human capital management policy and provide access to lifecycle data for transaction processing. It will also provide the data needed for strategic decision making and further enable the flexibility for agencies to acquire Software as a Service solutions in the cloud that leverage the latest advancements in technology.

2.1 Establish a Center of Excellence by leveraging data analytics and research to advance evidence-based human capital management

Overview

OPM develops the Government-wide human resources data standards and has the statutory responsibility to collect and analyze human capital data in Federal agencies to help drive human capital management policy. OPM will improve the capabilities of data analysts and researchers throughout OPM, and eventually Government, to advance evidence-based human capital management policy, as well as grow Government-wide and agency-specific workforce planning and forecasting abilities. The Center of Excellence will assist in increasing OPM's analytics and research competency and capacity and foster the advancement of human capital management policy development, evaluation, and implementation. It will also cultivate enterprise-wide knowledge sharing by bringing together a diverse group of data analyst and policy subject matter experts, from different functional areas, to focus their

talent and expertise on advancing human capital management policy.

Strategies

- Strengthen and build OPM's analytic workforce.

- Increase external and internal engagements on foresight, demonstration projects, pilots, and research publications.

- Establish, maintain, and grow data, research, and human capital management policy partnerships across OPM organizations, Federal agencies, academia, and industry.

- Develop and implement a data usage framework that balances data security and protection with data flexibility and usage.

Performance Measures

- Percent of OPM policies that embed data analysis and research

2.2 Advance human capital management through the strategic use of interoperable HR IT that connects all parts of the talent management lifecycle and drives agency adoption of the Software as a Service model by the end of 2022

Overview

Agency executives have identified IT modernization and improving human capital management systems as critical to OPM's mission. By modernizing the Federal Government's HR IT infrastructure through the adoption of a Software as a Service model and linking OPM's human capital networks, agencies and OPM will have more secure, interoperable technology applications for improved management of the entire Talent Management lifecycle to include Acquisition (recruitment and hiring), Development (learning), Employee Performance Management, Compensation and Benefits (payroll, time and attendance, and benefits), and Separation and Retirement by the end

of 2022. This initiative will allow Federal agencies the opportunity to automate many processes, complete transactions more efficiently, and improve other human capital systems, such as hiring.

Strategies

- Develop Federal Service delivery standards interoperability requirements for the HR functions in the Talent Management lifecycle.

- Develop and implement governance and procedures for agency adoption and drive agency adoption of Software as a Service services.

- Serve as a shared service provider offering a full suite of HR services and SaaS for all Talent management functions by the fourth quarter of FY 2019.

Performance Measures

- This objective is most appropriately measured by milestones, which are scheduled events signifying the completion of a major deliverable or a phase of work

2.3 Streamline data collection and leverage data repositories to enhance enterprise-wide Human Resource (HR) data analytics and reduce low-value reporting requirements

Overview

OPM is in the process of establishing a secure employee digital record, with near real time updates that will contain all relevant employee data. This will enable the advancement of evidence-based human capital management policy and provide access to lifecycle data for transaction processing. It will also provide the data needed for strategic decision making and further enable the flexibility for agencies to acquire Software as a Service solutions in the cloud that leverage the latest advancements in technology. With better collection, analysis, and automation of data, OPM and agencies will have a complete picture of the employee lifecycle. This can be used for external reporting purposes and to reduce data calls to agencies. In interviews with industry experts and agencies, as well as OPM executives, stakeholders

identified the need to reduce or eliminate low value reporting burdens on agencies.

Strategies

- Provide enterprise-wide data governance and data standardization capability.

- Provide enterprise-wide data sharing and data access capability.

- Provide data outreach and data protection capability.

- Provide enterprise-wide data analytic capability.

Performance Measures

- This objective is most appropriately measured by milestones, which are scheduled events signifying the completion of a major deliverable or a phase of work

Goal 3: Improve integration and communication of OPM services to Federal agencies to meet emerging needs

Goal Overview

OPM is the central agency for human resources management for the Federal Government. This leadership role necessitates the efficient and effective design and promulgation of human capital regulations and policies and the evaluation of the effectiveness of human capital management in the Federal Government. OPM is also the only Federal agency specifically authorized by the Congress to provide human resources services to other Federal agencies through its internal staff and private sector partners, where appropriate. As a result of having this unique authority, OPM must develop and implement human capital products and services that help the Federal community execute on and comply with human resources regulations and policies and must deliver strong communication between its service function and its broad mission of efficient and effective strategic human capital management.

To achieve greater synergy within the organization and drive human capital performance across the

Government, OPM will fundamentally shift the collaboration between its policy, service, and evaluation functions. This new "collaborative framework" will require the agency to take a more holistic approach to solving Federal human capital management challenges by engaging in a deliberate examination of the human capital policy, services and evaluation aspects of these challenges and developing integrated (and appropriate) strategies to address them.

OPM recognizes the need to build greater awareness among the Federal community and other key stakeholders of the scope and benefits of the agency's human capital management capabilities and programs. Building on a re-energized mission to lead and serve, OPM will also seize opportunities to proactively engage the Federal human capital community, program leaders, private industry, and academia on emerging trends in the human capital space and how best to potentially operationalize those trends within the Federal human resources environment.

As a result, Federal agency leaders may experience more cohesive human capital management strategies and thought leadership; regulations and policies that are designed for better execution within their agencies; products and services (including those delivered through private sector partners) that address their most urgent human capital needs; and audits and evaluations that inform and drive performance. OPM also expects that greater synergy within its functional areas will create greater consistency in advice provided to agencies and will lead to a more favorable impression of the agency.

3.1 Strengthen OPM coordination of policy, service delivery, and oversight resulting in agencies' achievement of human capital objectives

Overview

OPM provides its customers with HR products and services through unaffiliated functional areas, for example, policies, technical assistance, product development, consulting, and evaluations. Strengthening OPM's collaborative efforts in planning and policy, products and services, and

evaluation and assessment should result in less bureaucracy, inventive solutions and better service delivery to agencies and other stakeholders. OPM will improve communication among these three key areas and capitalize on developing a coalition of service delivery. Through this coalition, OPM will advance human capital initiatives and services with an integrated leadership approach to advance human capital management in the Executive Branch.

Strategies

- Transform internal communication and collaboration between OPM policy, human capital services, and oversight organizations to better serve the human capital needs of the Executive Branch.

- Drive human capital improvements Government-wide by establishing ongoing dynamic collaboration with stakeholders.

- Establish OPM as the trusted human capital management advisor by improving timeliness and consistency of human capital services provided to the Federal Government.

Performance Measures

- Percent of users who agree OPM human capital services are helpful in achieving human capital objectives

3.2 Achieve recognition as the trusted human capital management advisor

Overview

Existing statute and Executive Orders identify human capital management, including products, services, and guidance and policy, as the agency's primary responsibilities. While OPM employees are recognized as skilled and knowledgeable in Federal human capital management, based on stakeholder feedback, OPM recognition as the human capital leader needs to be improved. The Government Accountability Office (GAO) recommended OPM meet the human capital needs of the Federal community in competing for and rewarding top talent. GAO also stated that the incorporation of stakeholder feedback is essential to leading and implementing human capital reforms. Using the feedback obtained through stakeholder interviews as well as executive interviews and employee feedback, OPM established this objective to strengthen OPM's role as a trusted advisor, leader, and partner in the Federal human capital community. This objective encompasses anticipating and meeting stakeholder needs, as well as incorporating their feedback to build the OPM brand as the leader in Federal human capital management.

Strategies

- Establish and enhance an OPM brand, which emphasizes OPM's leadership as the premier Executive branch human capital advisor in helping agencies meet their human capital goals and priorities.

- Increase awareness of OPM's leadership and expertise in the Federal human capital community by highlighting success stories and OPM tools for supporting agencies in meeting their human capital goals and priorities.

Performance Measures

- Percent of the Federal human capital management community satisfied with OPM's services and guidance

Goal 4: Optimize agency performance

Goal Overview

OPM aims to optimize agency performance through initiatives to enhance decision-making and accountability and targeted actions to improve support services and retirement operations. Improving information sharing and collaboration among senior leadership often improves decision-making and optimizes agency operations, preventing duplicative efforts or inefficient use of resources at the enterprise level. In alignment with Government-wide plans to reform the Federal Government, OPM will also work to maximize employee performance, and address challenges in dealing with poor performers. To enable OPM to achieve all of its goals, the agency plans to enhance performance in the mission support services components so that agency core mission components can realize their fullest potential in service delivery to OPM stakeholders, customers, and the American taxpayer.

4.1 Improve collaboration, transparency, and communication among OPM leadership to make better, more efficient decisions, increasing OPM's collaborative management score by 4 percentage points

Overview

OPM executives identified the need for improved leadership collaboration, transparency, and communication in decision-making. Executives expressed that there is a lack of sharing among different offices, which can lead to duplicative efforts or inefficient use of resources at the enterprise level. Further, employees have identified problems with how OPM communicates these efforts with the workforce. Improving collaboration, transparency, and communication among leadership and the workforce will improve decision-making and will result in a more effective and efficient use of resources.

Strategies

- Conduct an independent discovery process/ assessment of the leadership culture, with a focus on collaboration, transparency, and communication across the enterprise, to set a baseline and identify opportunities for improvement.

- Reassess and strengthen mechanisms for senior leaders to share objectives and challenges that would facilitate opportunities for shared problem-solving, inclusion of diverse perspectives, and greater understanding of each other's needs in meeting the agency's mission.

- Better leverage technology to efficiently and effectively share information among senior leaders.

- Fully develop the Enterprise Risk Management program as a mechanism for enhanced communication, understanding, and management of corporate risk.

- Establish mechanisms to hold leaders accountable for corporate performance.

Performance Measures

- Collaborative Management Score

4.2 Invest in OPM management and provide the tools managers need to maximize employee performance, improving OPM's score in dealing with poor performers, by 4 percentage points

Overview

OPM executives identified skills gaps as a strategic issue, particularly as it relates to the skills of managers in supporting employee performance. OPM reviewed the agency's systems, structure, and various points of data to develop a plan to maximize employee performance. This objective provides a systematic, strategic approach to support OPM managers and make certain they appropriately hold employees accountable. To maximize employee performance, OPM needs to provide supervisors improved tools and conditions for success, including guidance, training, streamlined policies, and expert assistance.

OPM takes employee accountability and performance seriously, and the Federal Employee Viewpoint Survey (FEVS) scores over the past 6 years indicate that OPM does a better job compared to other agencies, as agency scores are significantly higher than the Government-wide average and OPM shows significant improvement on relevant survey items since 2010. In 2017, OPM's FEVS score on supervisors dealing with poor performers was 43.9 percent positive. While OPM's scores were well above the Government-wide average of 31 percent positive, there is room for improvement.

Strategies

- Ensure OPM's Performance Accountability policy and guidance support managers in addressing poor performance through streamlined processes.

- Provide resources to support employee performance, including guidance, training, and real-time assistance for supervisors.

- Evaluate supervisors as to the effectiveness of their work in maximizing employee performance, including recognizing excellence.

Performance Measures

- Percent of employees satisfied with steps taken to address poor performance

4.3 Exceed the Government-wide average satisfaction score for each agency mission support service

Overview

To enable OPM to achieve its goals, the agency needs to enhance its mission support services: financial management, information technology, human resources management, acquisitions management, facilities management, and security. During the interviews conducted in April 2017, OPM executives identified a number of issues related to mission support services. With respect to IT management, executives cited the limitations of legacy systems as well as other challenges. In the area of human capital management, executives mentioned issues related to hiring, skills gaps, training, recognition, promotions, dealing with poor performers, and succession planning. Regarding acquisitions management, executives noted challenges associated with duplication and a lack of coordination. Further, OPM's Office of Inspector General identified major management challenges in 2016 associated with information security, IT infrastructure, improper payments, and procurement processes. According to GSA benchmarking data, OPM's IT, contracting, financial management, and real property services ranked between 20 and 24 out of 24 CFO Act agencies in customer satisfaction in 2015, 2016, and 2017.

Strategies

- Identify opportunities to improve each mission support function.

- Identify and implement best practices to improve targeted areas for each mission support function by consulting with high performing agencies, industry partners, councils, and/or other applicable sources.

Performance Measures

- Percent of OPM senior supervisory employees satisfied with the quality of financial management services provided

- Percent of OPM senior supervisory employees satisfied with the quality of human capital services provided

- Percent of OPM employees satisfied with the quality of information technology services provided

- Percent of OPM senior supervisory employees satisfied with the quality of contracting services provided

- Percent of OPM employees satisfied with real property services at OPM's largest nine buildings

4.4 Improve retirement services by reducing the average time to answer calls to 5 minutes or less and achieve an average case processing time of 60 days or less

Overview

OPM is responsible for the administration of the Federal retirement program covering more than 2.7 million active employees, including employees of the United States Postal Service, and nearly 2.6 million annuitants, survivors, and family members. During interviews and focus groups, OPM executives and employees identified challenges related to the timeliness of retirement claims processing and call handling. In FY 2017, OPM processed retirement cases in 67 days on average. Further, the retirement program customer call-handling rate fell from 76 percent in FY 2014 to 67 percent in FY 2016. This is well below the industry standard of 95 to 97 percent. The average time to handle a phone call was 24.5 minutes in FY 2016. Employees and annuitants call or attempt to contact a representative because they have a question regarding their retirement benefits or they have a change that affects their benefit in some way. The customer depends on these benefits. A delay in receiving their benefit can cause a hardship. Customers need to be able to reach a representative in Retirement Services and have their questions answered and issues resolved timely. In addition, new retirees need to be able to receive their retirement checks as quickly as possible so there is no disruption in the transition between working and retirement. By improving call center customer service and processing times for retirement claims, OPM can better serve Federal retirees and their families.

Strategies

- Develop customer service specialists and legal administrative specialists, improve training, and promote continuous development.

- Improve/enhance the capabilities of Services-on-Line to provide a more user-friendly experience.

- Increase agency benefits officers' knowledge of the retirement process to improve the quality and completeness of their retirement application submissions.

Performance Measures

- Average number of minutes to answer phone calls

- Average number of days to process cases

Contributing Programs

OPM provides human resources, leadership, and support to Federal agencies and helps the Federal workforce achieve their aspirations as they serve the American people. The men and women of the Federal Service are ready to attend to America's needs for safety, security, and prosperity. OPM is here to keep them energized, equipped, and fully engaged. The following table shows OPM's contributing programs and their alignment to the strategic goals and objectives.

Objectives	OPM Contributing Programs		
	Human Capital Management Leadership	Employee Benefits	Vetting
Goal 1: Transform hiring, pay, and benefits across the Federal Government to attract and retain the best civilian workforce			
Objective 1.1.	Yes	Yes	Yes
Objective 1.2.	Yes	Yes	No
Objective 1.3.	Yes	Yes	No
Objective 1.4.	Yes	Yes	No
Objective 1.5.	No	No	Yes
Goal 2: Lead the establishment and modernization of human capital information technology and data management systems and solutions.			
Objective 2.1.	Yes	No	No
Objective 2.2.	Yes	No	No
Objective 2.3.	Yes	No	No
Goal 3: Improve integration and communication of OPM services to Federal agencies to meet emerging needs.			
Objective 3.1.	Yes	No	No
Objective 3.2.	Yes	No	No
Goal 4: Optimize agency performance.			
Objective 4.1.	Yes	Yes	Yes
Objective 4.2.	Yes	Yes	Yes
Objective 4.3.	No	Yes	No
Objective 4.4.	No	Yes	No

Evidence Building

The use of evidence and evaluation during the collaborative development of this strategic plan is an example of OPM's efforts to improve program performance. OPM continues to enhance, promote, and integrate evidence-based decision making, consistent with applicable law. The practice of evidence-based decision-making involves using the best available data, both quantitative and qualitative, along with scientific evidence, to make empirically supported decisions.

OPM is building a cohesive structure to manage and integrate data usage across the agency and with external partners. This enables OPM to not only process and analyze data more efficiently, but to identify issues that may affect future workforce planning. This increased focus on data integration has enriched the data that OPM uses to support policy development and operations and enables OPM to contribute to rigorous research and evaluations.

The agency continues its commitment and efforts for integrating data (administrative, survey, job applicant, and customer experience) into resources and tools developed for internal agency use, Government-wide use, and for broader public use. OPM evaluates the collection of program data, research, and analyses to determine program strengths and weaknesses, develop strategies to address major challenges, and improve the day-to-day administration of the agency's programs.

To inform the development of this plan, OPM conducted an environmental scan to identify current and emerging trends and issues that affect the agency's mission, workloads, and processes. This work encompassed a review of more than 25 internal and external reports and other documents, leveraging existing research and analysis on the environment in which OPM is operating. The key data used to inform the strategic planning process includes:

- **GAO Report 15-223 "OPM and Agencies Need to Strengthen Efforts to Identify and Close Mission-Critical Skills Gaps,"** used to explore the importance of closing the mission-critical skills gaps to help the Government continue to cost-effectively serve the public and achieve results

- **Federal Employee Viewpoint Survey (FEVS),** a powerful management tool that is driving real change. OPM continues to leverage the Enterprise Human Resources Integration-Statistical Data Mart administrative data in administering, analyzing, and reporting.

- **GSA Benchmarking Data**, which covers 20 service areas across five mission-support functions (contracting, financial management, human capital, IT management, and real property) for 24 CFO Act agencies.

- **Federal Employee Benefits Survey**, which measures the importance, adequacy, and perceived value of the benefits available to Federal employees.

- **White House Fact Sheet "Building a 21st Century Retirement System"**

- **Partnership for Public Service, "Building a New Civil Service Framework,"** which describes a framework to create a modern Federal Government.

- **Priority recommendations from GAO 15-223, GAO 14-1638, GAO 14-677, GAO 14-612, GAO 16-501, GAO 14-132, GAO 15-191**

While OPM does not have a schedule of future studies planned, as resources permit, the agency will continue to build its capabilities to evaluate and assess policies and programs to determine their effectiveness and make improvements.

Appendix I – Stakeholder Interviews

Below is a list of the External Stakeholders OPM interviewed while developing this Strategic Plan:

Aetna

African American Federal Executive Association

American University

Asian American Government Executive Network

Association of Federal Health Organizations

Blacks in Government

Blue Cross Blue Shield Association

Deloitte

Federal Asian Pacific American Council

Federal Employed Women

Federal Employees with Disabilities

Federal Trade Commission

FEDQ - National LGBT Affinity Group

Geisinger Health Plan

General Services Administration

GlobalHealth, Inc.

Grant Thornton

Emblem Health

National Image, Inc.

International Civil Service Commission

Long Term Care Partners

McKinsey

MetLife

National Academy of Public Administration

National Active and Retired Federal Employees Association

National Association of Hispanic Federal Executives

National Association of Insurance Commissioners

National Treasury Employees Union

OMB/Unified Shared Services Management

Partnership for Public Service

Senior Executive Association

Shared Service Center - Defense Finance and Accounting Services

Shared Service Center - Interior Business Center

Social Security Administration

Society of American Indian Government Employees

U.S. Department of Agriculture

U.S. Department of Commerce

U.S. Department of Defense

U.S. Department of Education

U.S. Department of Homeland Security

U.S. Department of Interior

U.S. Department of Labor

U.S. Department of Transportation

U.S. Department of the Treasury

U.S. Department of Veterans Affairs

U.S. Equal Employment Opportunity Commission

U.S. Postal Service

University of Maryland