

Empowering Excellence in Government through GREAT People: OPM Strategic Plan Fiscal Years 2018 - 2022

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.

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United States Office of Personnel Management (OPM)

Description:

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.

Stakeholder(s):

Kathleen M. McGettigan :
Acting Director

Vision

Empowering Excellence in Government through Great People

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.

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.

1. Hiring, Pay & Benefits

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

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. Hiring

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

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. Performance Measures:

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

Strategy 1.1.1. Legislative & Regulatory Reform

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

Strategy 1.1.2. Applicant Assessment

Improve assessment practices to better evaluate applicants against job requirements.

Strategy 1.1.3. Collaboration

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

Strategy 1.1.4. Partnerships

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

Stakeholder(s):

Federal Agencies

Non-Profit Organizations

Academic Institutions

1.2. Pay System

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

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... 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

Strategy 1.2.1. Concerns & Priorities

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

Strategy 1.2.2. Perspectives

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

Strategy 1.2.3. Options

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.

Strategy 1.2.4. Study

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

1.3. Retirement Benefits

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

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... 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

Stakeholder(s):

Federal Retirees

Strategy 1.3.1. Analysis

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

Strategy 1.3.2. Cost & Complexity

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

Strategy 1.3.3. Reform

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

Stakeholder(s):

Federal Workforce

1.4. FEHB Program

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

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... Performance Measures:

- Percent of FEHB enrollees in quality affordable plans

Strategy 1.4.1 . Quality

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

Strategy 1.4.2. Affordability

Increase the affordability of existing FEHB plans.

Strategy 1.4.3. Portfolio

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

Strategy 1.4.4. Enrollment

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

Strategy 1.4.5. Legislation & Regulation

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

1.5. Background Investigations

Transform the background investigation process to improve investigation timeliness.

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... Performance Measures:

- Number of cases in inventory
- Percent of investigations determined to be quality complete

Stakeholder(s):

Secretary of Defense :

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.

Strategy 1.5.1. Process Improvements

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.

Strategy 1.5.2. Risk Management

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.

Strategy 1.5.3. Transparency & Collaboration

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.

2. IT & Data Management

Lead the establishment and modernization of human capital information technology and data management systems and solutions.

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. Data Analytics & Research

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

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... Performance Measures:

- Percent of OPM policies that embed data analysis and research

Strategy 2.1.1. Analytic Workforce

Strengthen and build OPM's analytic workforce.

Strategy 2.1.2. Engagements

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

Strategy 2.1.3. Policy Partnerships

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

Strategy 2.1.4. Data Usage

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

2.2. HR IT

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.

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... 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

Strategy 2.2.1. Interoperability

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

Strategy 2.2.2. SaaS

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

Strategy 2.2.3. Shared 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.

2.3. Data

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

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... 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.

Strategy 2.3.1. Governance & Standardization

Provide enterprise-wide data governance and data standardization capability.

Strategy 2.3.2. Sharing & Access

Provide enterprise-wide data sharing and data access capability.

Strategy 2.3.3. Outreach & Protection

Provide data outreach and data protection capability.

Strategy 2.3.4. Analytics

Provide enterprise-wide data analytic capability.

3. Services

Improve integration and communication of OPM services to Federal agencies to meet emerging needs.

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... Performance Measures:

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

Strategy 3.1. Coordination

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

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.

Strategy 3.1.1. Communication & Collaboration

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.

Strategy 3.1.2. Human Capital Improvement

Drive human capital improvements Governmentwide by establishing ongoing dynamic collaboration with stakeholders.

Strategy 3.1.3. Advice

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

3.2. Advice

Achieve recognition as the trusted human capital management advisor.

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... Performance Measures:

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

Strategy 3.2.1. Brand

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.

Strategy 3.2.2. Awareness

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.

4. Performance

Optimize agency performance

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. Collaboration, Transparency & Communication

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

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... Performance Measures: • Collaborative Management Score

Stakeholder(s):

OPM Leaders

Strategy 4.1.1. Leadership Culture

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.

Strategy 4.1.2. Objectives Sharing

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.

Strategy 4.1.3. Technology

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

Strategy 4.1.4. Risk Management

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

Strategy 4.1.5. Performance Accountability

Establish mechanisms to hold leaders accountable for corporate performance.

Stakeholder(s):

OPM Leaders

4.2. Employee Performance

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.

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... Performance Measures:

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

Stakeholder(s):

OPM Employees

Strategy 4.2.1. Poor Performance

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

Stakeholder(s):

OPM Managers

Strategy 4.2.2. Employee Support

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

Stakeholder(s):

OPM Employees

OPM Supervisors

Strategy 4.2.3. Supervisory Effectiveness

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

Stakeholder(s):

OPM Supervisors

4.3. Satisfaction

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

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... 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

Strategy 4.3.1. Support Functions

Identify opportunities to improve each mission support function.

Strategy 4.3.2. Best Practices

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.

4.4. Retirement Services

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.

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... Performance Measures:

- Average number of minutes to answer phone calls
- Average number of days to process cases

Strategy 4.4.1. Specialization, Training & Development

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

Strategy 4.4.2. Online Services

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

Strategy 4.4.3. Knowledge

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

Stakeholder(s):

Benefits Officers

Administrative Information

Start Date: 2018-02-12

End Date: 2022-09-30

Publication Date: 2018-03-03

Source: <https://www.opm.gov/about-us/budget-performance/strategic-plans/2018-2022-strategic-plan.pdf>

Submitter:

Given Name: Owen

Surname: Ambur

Email: Owen.Ambur@verizon.net

Phone: