

U.S. Office of Personnel Management Strategic Plan Fiscal Years 2022-2026

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, and also enable other agencies to meet their 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 Personnel Vetting.

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U.S. 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 health insurance and other insurance benefit programs, and oversees merit-based and inclusive hiring into the civil service. The agency also promotes the efficiency and integrity of Government services through personnel vetting policies and processes for a trusted workforce.

Stakeholder(s):

Kiran Ahuja

Role: Director

Vision

We will create a new vision of work, together. We will position the Federal Government as a model employer for past and present employees through innovation, inclusivity, and leadership. We will build a rewarding culture that empowers the workforce to solve some of our nation's toughest challenges.

Mission

We are champions of talent for the Federal Government. We lead Federal agencies in workforce policies, programs, and benefits in service to the American people.

Values

Respect: OPM honors and respects our employees and customers through practices that promote diversity, equity, inclusion, and accessibility and uphold the principles of the Federal merit system. The Federal workforce should reflect the diversity of the American people.

Innovation: OPM employs innovative solutions and strategies to address Governmentwide talent management challenges and build the workforce of the future.

Service: OPM fulfills its mission by delivering outstanding customer service to Federal agencies, the Federal workforce, Federal retirees, and Federal job seekers.

Excellence: OPM achieves results by using our expertise, data, and best practices.

1. Employment

Position the Federal Government as a model employer, improving the Government-wide satisfaction index score by 4 points

In its central role leading Federal agencies and the workforce in people management policies and programs, OPM serves more than 2.1 million civilian workers spanning the entire United States and beyond. OPM has an opportunity to position the Federal Government—the nation’s largest employer— as a model that sets an example for other private and public sector employers in America and around the world.

OPM strives for the Federal Government to be a model employer where every Federal job provides fair pay and benefits that reflect the diverse needs of the workforce. As a model employer, the Federal Government will recruit from all segments of society to attract a workforce that draws from the diversity of the American people.

Towards this effort, OPM will improve the Federal hiring process and develop innovative assessments so that Federal agencies can hire the talent needed to confront the challenges they face. OPM will also invest in developing and retaining talent so that the agency’s commitment to recruiting, assessing, and hiring top talent pays off for years to come. Likewise, OPM will adapt to emerging trends by advancing workplace flexibilities and developmental opportunities to help the Federal Government lead employers nationwide in leveraging lessons learned during the COVID-19 pandemic to make permanent improvements in the way employees work.

This is a historic moment for the nation and for the Federal workforce, with a rapidly modernizing world navigating the COVID-19 pandemic, and the nation grappling with the urgent call to advance equity, civil rights, racial justice, and equal opportunity across society. In this environment, OPM has a unique opportunity to make a lasting impact. No employer can match the Federal Government when it comes to public service and mission. OPM will continue to emphasize the unique opportunities that Federal service offers to the workforce to make an impact on most important issues facing the country.

1.1. Diversity

Achieve a Federal workforce that is drawn from the diversity of America, exhibited at all levels of Government, by supporting agencies in fostering diverse, equitable, inclusive, and accessible workplaces.

The Federal Government has an opportunity to set the standard for how an employer fosters a diverse, equitable, inclusive, and accessible workforce. Many underserved communities remain underrepresented in the Federal workforce, especially in positions of leadership. In June 2021, President Biden signed Executive Order 14035 Diversity, Equity, Inclusion and Accessibility in the Federal Workforce. The Order establishes a Government-wide initiative, led by OPM and OMB, to advance diversity, equity, inclusion, and accessibility in all parts of the Federal workforce.

Stakeholder(s):

Contributing Organizations

ODEIA

ES

HCDMM

HI

OCFO

OPM HR

SuitEA

Performance Indicators

Performance Measure 1.1.1 DEI Index Score Increase

Description	Type	Start Date	End Date	Percentage
Government-wide Diversity, Equity, Inclusion, and Accessibility index score ~ By FY 2026, increase a Government-wide Diversity, Equity, Inclusion, and Accessibility index score by 6 percentage points.	Target		2025-09-30	6
	Actual		2025-09-30	

Strategy 1.1.1. Policies & Practices

Review policies and practices to eliminate potential barriers to equity, and develop plans to eliminate those within OPM’s authority, in each of the following workforce functions: recruitment; hiring; promotion; retention; professional evaluations and rewards; professional development programs; the availability of mentoring programs or sponsorship initiatives, employee resource group and affinity group programs; temporary employee details and assignments

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.1.2. Demographic Data

Track demographic data and leverage expertise to look deeply at diversity, equity, inclusion, and accessibility across grade/pay levels and the employee lifecycle to the extent permitted by law

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.1.3. Outreach & Recruitment

Improve outreach and recruitment from historically underserved communities by promoting partnerships, paid internships, fellowships, and apprenticeships

Stakeholder(s):

Historically Underserved Communities

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.1.4. Assessment & Evaluation

Utilize diversity, equity, inclusion, and accessibility assessment tool to evaluate agency recruitment, hiring, promotion, retention, professional development, pay equity, reasonable accommodations access, and training policies and practices for fairness and impartiality across all pay levels

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.1.5. Employees with Disabilities

Assess potential barriers to access and advance employment opportunities (to include SES) and equity for employees with disabilities and develop plans to eliminate those barriers

Stakeholder(s):

Employees with Disabilities

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.1.6. LGBTQ+ Employees

Assess potential barriers to employment for LGBTQ+ employees, including non-binary gender marker options in Federal hiring, employment, personnel vetting, and benefits enrollment paperwork and develop plans to eliminate any barriers identified and advance equities across the employment lifecycle

Stakeholder(s):

LGBTQ+ Employees

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.1.7. Pay Equity

Review job classification pay-setting regulations and guidance and draft proposals to promote pay equity across all levels of Government

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.2. Future of Work

Develop a Government-wide vision and strategy and implement policies and initiatives that embrace the future of work and position the Federal Government as a model employer with respect to hiring, talent development, competitive pay, benefits, and workplace flexibilities.

Since the onset of the COVID-19 pandemic, the Federal Government has had the opportunity to use lessons learned to determine how work will be performed moving forward and set the standard for how workplace flexibilities can be a strategic asset to help recruit, retain, and support employees in new ways, all while finding new and innovative ways for the Government to deliver on its mission.

In its 2021 report to Congress, NAPA concluded that “meeting the needs of a 21st century workforce will require reinvigorated focus on strategic human capital management and performance”. NAPA also suggested that OPM take the lead for Federal civilian human capital through its policies, guidance, and programs.

Stakeholder(s):

Contributing Organizations	HRS
CHCOC	MSAC
CLIA	OC
ES	OCIO
HCDMM	ODEIA

Performance Indicators

Performance Measure 1.2.1 Guidance & Resources Availability

Description	Type	Start Date	End Date	Percentage
Percent of CHCOs who report they have the necessary guidance and resources from OPM to inform their future of work planning	Target			
	Actual			

Performance Measure 1.2.2 Service Helpfulness

Description	Type	Start Date	End Date	Percentage
Percent of CHCOs who report they find the services from OPM to inform their future of work planning helpful	Target			
	Actual			

Strategy 1.2.1. Environment

Support agencies by providing human capital tools, guidance, and services as they transition to the post-reentry work environment

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.2.2. Employment

Create a vision and strategy for how the Federal Government can be a model employer with respect to hiring, talent development, competitive pay, benefits, and workplace flexibilities in the years to come, in alignment with the President’s Management Agenda

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.2.3. Policies

Develop and advance human capital policies to support the longer-term future of work

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.2.4. Issues

Execute on the Government-wide vision and strategy through supporting agencies on human capital issues to prepare them for the future of work

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.3. Skills

Build the skills of the Federal workforce through hiring and training.

In a rapidly modernizing world, OPM has an opportunity to rebuild and empower the Federal workforce for success. Since 2001, GAO has included strategic human capital management on its High-Risk List for the Federal Government. According to GAO, mission-critical skill gaps in the Federal Government pose a high risk to the nation because they impede the Government from cost effectively serving the public and achieving results. Relatedly, NAPA recommended OPM strengthen the Federal human capital workforce by upgrading the

human capital competency model, instituting a certificate program for credentialing staff and expanding trainings with a focus on customer service and problem solving.

Performance Indicators

Performance Measure 1.3.1 Knowledge & Skills Increase

Description	Type	Start Date	End Date	Percentage
Percent of respondents who agree that their work units have the job-relevant knowledge and skills necessary to accomplish organizational goals ~ By FY 2026, increase the Government-wide percentage of respondents who agree that their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals by 4 points.	Target		2025-09-30	4
	Actual		2025-09-30	

Performance Measure 1.3.2 Hiring Manager Satisfaction

Description	Type	Start Date	End Date	Score
Average score for hiring manager satisfaction that applicants to human resources, acquisitions, and cybersecurity positions are referred in a timely manner with the necessary skills to perform the job	Target			
	Actual			

Strategy 1.3.1. Competencies

Modernize the Federal workforce competency model

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.3.2. Key Workforces

Strengthen the Federal human resource, acquisitions, and cybersecurity workforce

Stakeholder(s):

Federal Human Resource Workforce

Federal Cybersecurity Workforce

Federal Acquisitions Workforce

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.3.3. Recruitment & Hiring

Facilitate recruiting and hiring of diverse, early career talent by implementing recently enacted statutory changes applicable to early career talent, modernizing the Pathways program, and designing innovative paid internship programs

Stakeholder(s):

Early Career Employees

Interns

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.3.4. High-Impact Talent

Launch a new initiative to promote innovation in Federal talent across Government by creating a new process to identify and develop, select, high-impact talent projects

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.3.5. Competition

Implement improvements to the competitive hiring process, including adoption of new selection rules (for example, the “rule of many”)

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.3.6. Training

Expand training offerings for human capital professionals and leaders focused on customer service and problem solving

Stakeholder(s):

Human Capital Professionals

Leaders

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.3.7. Hiring Assessment

Drive improvements to assessments used for Federal hiring by establishing Government-wide hiring assessment line of business and agency talent teams

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.3.8. Skills Gaps

Leverage Competency Exploration for Development and Readiness tool to conduct Government-wide skill gaps analysis across multiple high-risk functions and develop resources to address identified skill gaps

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.3.9. Talent

Create a talent surge playbook to support agencies to acquire the skillsets needed to achieve their missions

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.3.10. Priority Positions

Support agencies in advancing the implementation of skills-based hiring approaches to fill priority positions

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

1.4. Encouragement & Recognition

Champion the Federal workforce by engaging and recognizing Federal employees and elevating their work.

As the Federal Government’s response to recent challenges like the COVID-19 pandemic have shown, Federal workers across the country and world play a pivotal role in responding to the complex challenges facing the nation. As a part of their efforts, many Federal workers at agencies large and small have been met with increased challenges as a part of their daily work. According to the 2020 OPM Federal Employee Viewpoint Survey, 48 percent of Federal workers reported that work demands had increased somewhat or greatly as a result of the COVID-19 pandemic. At the same time, only 59 percent of Federal workers agreed that they were satisfied with the recognition they receive for doing a good job.

Coupled with the impact of now-revoked Executive Orders and perceived attacks on the integrity of the civil service, some OPM stakeholders have also expressed concerns in interviews about the potential long-term effects these trends have taken on Federal employees across Government. For these stakeholders, there exists a perception that such trends may negatively impact the morale and, in turn, the performance of segments of the Federal workforce. By virtue of its position as the leader in Federal human capital management, OPM has an opportunity to lead the effort to champion and tell the story of the Federal workforce to strengthen the morale of the Federal workforce and recognize their service to the public.

Stakeholder(s):

Federal Employees	OPM HR
Contributing Organizations	CHCOC
OC	OPM HR
ES	

Performance Indicators

Performance Measure 1.4.1 Social Media Engagements Increase

Description	Type	Start Date	End Date	Percentage
Number of social media engagements on recognition-focused content ~ By FY 2026, increase the number of social media engagements on recognition-focused content by 15 percent.	Target		2025-09-30	15
	Actual		2025-09-30	

Strategy 1.4.1. Engagement

Share leading practices related to engagement and recognition across Federal agencies through CHCOs, Federal Executive Boards, the White House, and other stakeholders with shared missions

Stakeholder(s):

Federal Agencies	Federal Executive Boards
CHCOs	White House

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.4.2. Spotlighting

Increase attention to programs that regularly spotlight workers and union members at OPM and across the Federal Government throughout the year, culminating with Public Service Recognition Week

Stakeholder(s):

OPM Workers

Union Members

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 1.4.3. Working Group

Create an OPM-led interagency working group focused on recognizing and elevating the Federal workforce

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2. Capacity & Capability

Transform OPM’s organizational capacity and capability to better serve as the leader in Federal human capital management

OPM has identified major organizational capacity and capability challenges that it must address to accomplish the goals in this plan and better serve customers. While multiple stakeholders lauded OPM employees’ subject matter expertise and commitment to the mission, many also noted the need to reskill and upskill staff, engage in strategic workforce planning, and secure sustainable funding and staffing that better enable OPM to meet its mission. Stakeholders also identified challenges related to legacy IT, silos, and relationships with third-parties like the Congress, good government groups, the media, and agency partners. Additionally, NAPA advised that the agency should embrace a more strategic, forward-looking, enterprise-minded approach that breaks down silos between OPM’s different program and policy functions.

2.1. Talent & Skills

Build the skills of the OPM workforce and attract skilled talent.

In consultation with stakeholders, OPM has identified the need to build upon the skills of the OPM workforce by reskilling current employees and attracting talent with in-demand skills. While OPM employees possess subject matter expertise and are committed to the agency’s mission, stakeholders stressed the need to provide OPM employees with training, upskilling, details, and other opportunities to keep them engaged and to expand their skills. Stakeholders noted that OPM should focus on workforce planning and identifying the skill gaps within the agency’s workforce. To attract and retain highly skilled employees, stakeholders suggested that OPM should leverage special hiring authorities, work arrangements, and work-life flexibilities across the agency.

Stakeholder(s):

OPM Workforce	OPO
Contributing Organizations	OC
OPM HR	OD
OCFO	

Performance Indicators

Performance Measure 2.1.1 Knowledge & Skills Availability

Description	Type	Start Date	End Date	Percentage
Percent of respondents who agree that their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals ~ By FY 2026, increase the percentage of OPM employees who agree that their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals by 3 percentage points.	Target		2025-09-30	3
	Actual		2025-09-30	

Strategy 2.1.1. Gaps

Determine existing competency gaps between employees’ current skills and those skills required to achieve workforce planning, recruitment, retention, and talent development goals

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.1.2. Professional Development

Create and implement targeted cross-functional developmental opportunities that align with talent management (or reskilling and upskilling) needs

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.1.3. Compensation & Flexibility

Leverage compensation, flexible work arrangements, and strategic hiring initiatives on an enterprise-level to attract a highly skilled and diverse OPM workforce

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.1.4. Tools & Capabilities

Equip HR professionals with new tools and capabilities to effectively support mission needs through the creation of a dedicated talent team

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.1.5. Hiring

Accelerate hiring in areas within OPM necessary to deliver on key objectives within strategic plan

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.2. Thought Leadership

Improve OPM’s relationships and standing as the human capital management thought leader.

OPM is uniquely positioned as a central management agency with Government-wide reach — interacting with stakeholders across the Federal Government, the Congress, and nonprofits, and engaging with the media. OPM has the opportunity to improve its relationships with stakeholders by building a culture of engagement with Federal employees, agencies, and partners to better serve the American people as the human capital management thought leader.

Some practices suggested by stakeholders included leveraging the experience from the leaders of other agencies through the CHCO Council, partnering with other agencies, academia, and/or nonprofits for research opportunities, and taking a more prominent role in identifying best practices in human capital management across different industries and sectors. Additionally, NAPA recommended that OPM “establish a human capital advisory committee to connect OPM with figures from public, nonprofit, academic, and private sectors on human capital management best practices and innovation.”

Stakeholder(s):

Contributing Organizations

CHCOC

ES

OD

Performance Indicators

Performance Measure 2.2.1 Strategic Partner Acknowledgement

Description	Type	Status	Start Date	End Date	Percentage
Percent of CHCOs who agree that OPM treats them as strategic partners ~ By FY 2026, increase the percent of CHCOs who strongly agree that OPM treats them as a strategic partner by 23 percentage points.	Target			2025-09-30	50.3
The percentage of CHCOs who strongly agreed that OPM treats them as a strategic partner was 27.3 percent in FY 2022. The percentage of CHCOs who somewhat or strongly agreed was 94 percent in FY 2022.	Actual	Baseline		2022-09-30	27.3
[To be determined]	Actual			2025-09-30	27.3

Strategy 2.2.1. Role

Re-affirm OPM’s role for the administration of human capital management for all Federal agencies by providing leadership, guidance, and oversight

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.2.2. Engagement

Increase engagement with the CHCO Council to improve OPM’s standing as the human capital thought leader across the Federal Government

Stakeholder(s):

CHCO Council

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.2.3. Education & Information

Proactively utilize the press to educate and inform the Federal workforce, agencies, stakeholders, and the public of OPM initiatives and policies

Stakeholder(s):

The Press

Federal Stakeholders

Federal Workforce

The Public

Federal Agencies

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.3. Contracts & Risk

Improve OPM’s program efficacy through comprehensive risk management and contract monitoring across the agency.

In alignment with enterprise IT modernization efforts, OPM has an opportunity to capitalize on contract efficiencies and cost savings gained through implementation of category management principles. In consultation with stakeholders, the establishment of an enterprise-wide acquisition plan will better position the agency to identify common requirements ripe for consolidation across the enterprise, eliminate contractual and administrative redundancy, and drive down performance risk through utilization of Government-wide best-in-class contract vehicles. At the same time, OPM has the opportunity to drive down contract-related performance risk through increased compliance.

Stakeholder(s):

Contributing Organizations	OCFO
OPO	OCIO
OD	OESPIM

Performance Indicators

Performance Measure 2.3.1 Spend Under Management

Description	Type	Status	Start Date	End Date	Percentage
Percent of OPM’s Spend Under Management ~ By FY 2026, achieve the OMB-set target for the percentage of spending under category management.	Target	Target Met		2025-09-30	
	Actual			2025-09-30	

Performance Measure 2.3.2 Contract Actions Compliance

Description	Type	Start Date	End Date	Percentage
Percent of contract actions in compliance with Government-wide past performance reporting requirements	Target			
	Actual			

Strategy 2.3.1. Acquisition

Establish a disciplined enterprise acquisition planning process to drive cost efficiencies, reduce risk, and eliminate redundant procurements

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.3.2. Performance Reporting

Improve OPM compliance with past performance reporting requirements by providing timely and meaningful feedback on contractor performance

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.3.3. Spending

Improve OPM’s contract spend that is actively managed according to supply chain and category management principles

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.4. Funding & Staffing

Establish a sustainable funding and staffing model for OPM that better allows the agency to meet its mission.

Over the past several years, OPM has experienced major shifts that have impacted the agency’s funding structure and staffing. The transfer of background investigation responsibilities to the Department of Defense resulted in mission support funding gaps. OPM’s Office of the Inspector General identified the agency’s funding shortfall as a top management challenge. Additionally, NAPA noted that “OPM’s structure prevents it from fully delivering its current mission; information and decision-making silos are compounded by its funding structure (trust funds, S&E, and revolving fund)...”.

Stakeholders agreed that the agency’s funding and staffing model is a major challenge, and in the wake of the transition of investigative services to the Department of Defense and the abandonment of the previous Administration’s proposal to merge OPM into the General Services Administration, OPM has an opportunity to work with OMB and Congress to establish a sustainable model that better allows the agency to meet its mission.

Stakeholder(s):

Contributing Organizations	OCIO
OCFO	OD
OPM HR	

Performance Indicators

Performance Measure 2.4.1 Sufficient Resources Increase

Description	Type	Start Date	End Date	Percentage
Percent of OPM managers who indicate that they have sufficient resources to get their jobs done ~ By FY 2026, increase the percentage of OPM managers who indicate that they have sufficient resources to get their jobs done by 4 percentage points.	Target			4
	Actual			

Performance Measure 2.4.2 Additional Staffing Needed

Description	Type	Start Date	End Date	Percentage
Percent of OPM staff who indicate that they require additional people to get their jobs done	Target			
	Actual			

Strategy 2.4.1. Labor Code

Implement a process and structure that enhances labor code management and reporting across the agency

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.4.2. Budgets

Leverage enhanced reporting and external studies to support future budget justifications

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.4.3. Educational Materials

Provide OPM supervisors and managers with educational materials about the budget formulation process, resource allocation, and execution

Stakeholder(s):

OPM Supervisors

OPM Managers

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.4.4. Funding Sources

Work with OMB and Congress to identify alternative funding sources

Stakeholder(s):

OMB

Congress

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.5. IT

Modernize OPM IT by establishing an enterprise-wide approach, eliminating fragmentation, and aligning IT investments with core mission requirements.

OPM stakeholders noted that outdated IT environment posed a risk for the agency, which could compromise strategic priorities. OPM’s Office of Inspector General stated that modernization efforts could allow OPM organizations to improve internal processes by replacing legacy systems and paper-based processes.

Additionally, NAPA noted that “failures in the past to embrace a consistent enterprise approach to IT has led to OPM’s current fragmented system” and recommends that that OPM use technology to drive “seamless customer experience for the Federal workforce across the employee lifecycle and improvements to internal service to OPM employees.” OPM has an opportunity to leverage advancements in technology that will support innovation and improvement in products, services, information, and oversight.

Stakeholder(s):

Contributing Organizations

OCFO

OCIO

Performance Indicators

Performance Measure 2.5.1 Incremental Development

Description	Type	Start Date	End Date	Percentage
Percent of software projects implementing adequate incremental development ~ By FY 2026, increase the percentage of software projects implementing adequate incremental development to 95 percent.	Target		2025-09-30	95
	Actual		2025-09-30	

Performance Measure 2.5.2 Working Capital Utilization

Description	Type	Start Date	End Date	Score
Score for utilization of the working capital fund to support IT modernization and security	Target			
	Actual			

Strategy 2.5.1. Operational Support

Complete transition of ongoing IT operational support to Defense Counterintelligence Security Agency

Stakeholder(s):

Defense Counterintelligence Security Agency

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.5.2. Spending

Analyze OPM’s spending patterns, through the effective implementation of OMB’s mandated Technology Business Management, to leverage its purchasing power through development and execution of strategic sourcing procurement vehicles and policies

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.5.3. Governance

Improve IT governance processes to better align with modernization strategy and governmental best practices

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.5.4. Capabilities & Needs

Conduct discovery sessions with programs to build a mutual understanding of current systems' capabilities and program offices' needs

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.5.5. Risk, Consolidation & Modernization

Evaluate IT systems for risk, consolidation, and modernization potential, developing an enterprise roadmap, and modernization timeline

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.5.6. Upskilling

Upskill the workforce through cloud training and activities

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.5.7. Software

Improve agile software development and operations through adoption of best practices and tools

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.5.8. Cloud Services

Expand and leverage cloud services to enhance employee productivity and cybersecurity protections

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

2.6. Culture

Promote a positive organizational culture where leadership drives an enterprise mindset, lives the OPM values, and supports employee engagement and professional growth.

According to NAPA, for OPM to transform itself to better meet the needs of the workforce of the future, the agency must adopt an internal enterprise mindset to break down organizational silos. OPM OIG notes that it is essential to create an agency culture that has an enterprise-wide mindset that values each office as critical in reaching organizational goals.

Stakeholder(s):

Contributing Organizations	OESPIM
OPM HR	OC
OD	OCIO
ODEIA	ES
OCFO	SuitEA
HCDMM	

Performance Indicators

Performance Indicator 2.6.1 Leaders Lead Score Increase

Description	Type	Start Date	End Date	Points
By FY 2026, increase OPM’s Leaders Lead Score by 3 points.	Target		2025-09-30	3
	Actual		2025-09-30	

Strategy 2.6.1. Corporate Citizenship

Increase leadership awareness of corporate citizenship and an enterprise-wide mindset

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.6.2. Principles

Develop a set of guiding principles for an enterprise-wide leadership mindset

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.6.3. Communication

Increase communication to employees focusing on the strategic goals and objectives

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.6.4. Customer Engagement

Strengthen customer engagement with OPM system users and stakeholders during design, requirements, and testing phases to improve system quality and adoption

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 2.6.5. DEIA

Strengthen Diversity Equity Inclusion and Accessibility (DEIA) within OPM, addressing all aspects of the employee lifecycle

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3. Customer Experience

Create a human-centered customer experience by putting the needs of OPM's customers at the center of OPM's workforce services, policy, and oversight, increasing OPM's customer satisfaction index score for targeted services to 4.3 out of 5

There is a growing understanding among stakeholders internal and external to the agency that OPM should reconceptualize the way in which it interacts with its customers. By nature of its diverse set of responsibilities in the Federal space, OPM serves many different customers, including Federal job applicants, Federal employees, and Federal retirees, across a wide number of touchpoints.

In Circular A-11, OMB notes the importance of accounting for and actively seeking improvements to these touchpoints that shape the customer experience of those who interact with Federal agencies. According to OMB, these interactions are particularly important because they “drive the overall satisfaction and confidence/trust with the program, agency, and the Government at large.” For its part, OMB has identified OPM's USAJOBS® and Retirement Services as two of the Federal Government's 35 High-Impact Service Providers. By leveraging human-centered customer experience practices, OPM has the opportunity to improve the experiences of customers in their interactions with OPM's policies, programs, and services.

3.1. Retirement Services

Enhance the Retirement Services customer experience by providing timely, accurate, and responsive service that addresses the diverse needs of OPM's customers.

OPM serves nearly 2.7 million annuitants, survivors, and family members, and OPM's retirement function is one of 25 high impact service providers across the Federal Government. The agency processes more than 100,000 new claims each year while also managing any changes to Federal retirement accounts. Further, OPM's Retirement Services answers approximately 1.8 million phone calls each year.

GAO and independent third-party consultants have identified challenges with retirement services, including legacy contact center infrastructure and technology not equipped to handle the volume of calls and inquiries received, the need to fund and modernize legacy systems to move from paper-based applications and manual case processing to electronic systems, insufficient staff capacity, and incomplete retirement applications from agencies. These factors have contributed to customers receiving busy signals, longer call wait times, and delays in case processing.

In FY 2020, OPM conducted six months of retirement customer and user experience research. Through interviews of Federal retirees, OPM employees, Federal agency HR officers, and Federal payroll providers, the research identified bright spots and confirmed pain points in the Federal retirement process, reinforced the need to modernize services, and provided recommendations for service-delivery enhancements and digital solutions to improve the customer experience. In 2021, OPM implemented a scalable, flexible, cloud-based call center solution that eliminates busy signals, communicates wait times, allows callers to request a return call, and provides meaningful analytics – enabling OPM to deliver higher levels of customer service.

Stakeholder(s):

Federal Retirees	OCIO
Contributing Organizations	OPO
RS	

Performance Indicators

Performance Measure 3.1.1 Satisfaction

Description	Type	Status	Start Date	End Date	Score
Average satisfaction score for services received from Retirement Services ~ By FY 2026, improve the customer satisfaction score to 4.2 out of 5.	Target			2025-09-30	4.2
In Q4 FY 2021, the Retirement Services customer satisfaction score was 3.75 out of 5.	Actual	Baseline		2021-09-30	3.75
[To be determined]	Actual			2025-09-30	3.75

Performance Measure 3.1.2 Phone Response Time

Description	Type	Start Date	End Date	Minutes
Average number of minutes to answer phone calls	Target			
	Actual			

Performance Measure 3.1.3 Case Processing Time

Description	Type	Start Date	End Date	Days
Average number of days to process retirement cases	Target			
	Actual			

Strategy 3.1.1. Training & Development

Improve customer service delivery of Retirement Services personnel through training and continuous development

Stakeholder(s):

Retirement Services Personnel

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.1.2. Systems, Interfaces & Data

Develop and upgrade user interfaces, modernize system components, and enhance data integration of Retirement Services systems to improve customer service

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.1.3. Training & Collaboration

Increase Agency Benefits Officers’ knowledge through training and collaboration for a seamless transition from their agency to OPM

Stakeholder(s):

Agency Benefits Officers

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.1.4. Customer Engagement

Strengthen customer engagement with annuitants to enhance the customer experience

Stakeholder(s):

Annuitants

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.2. Job Applications

Create a personalized USAJOBS® experience to help applicants find relevant opportunities.

OPM’s USAJOBS® – the Federal Government’s official employment site and source for Federal job announcements – is one of 25 high impact service providers across the Federal Government and serves as the “front door” to the Federal hiring process for over 500 Federal organizations. Although USAJOBS® represents a slice of the overall hiring process, its reach is expansive: In FY 2019, agencies posted more than 300,000 job announcements and more than 17 million applicants used the USAJOBS® platform.

USAJOBS® conducts user research and agency engagement sessions, customer experience surveys, and routinely monitors help desk requests to analyze and synthesize feedback and generate insights to improve the USAJOBS® user experience.

Through these feedback collection mechanisms, applicants have expressed frustration over the lack of transparency in the Federal hiring process as well as confusion over the jobs for which they are eligible and qualified.

Likewise, agencies have expressed challenges in utilizing the system to identify the best candidates, especially when there are large applicant pools, and the lack of data to make informed hiring decisions. To address customer needs, USAJOBS® has committed to improving the customer experience for applicants and agency stakeholders.

Stakeholder(s):

Job Applicants

OCIO

Contributing Organizations

ES

HRS

Performance Indicators

Performance Measure 3.2.1.1 Desktop Application Satisfaction

Description	Type	Status	Start Date	End Date	Score
Average overall satisfaction score with USAJOBS® ~ By FY 2026, improve applicant satisfaction to 4.1 out of 5 for the desktop platform.	Target	Maximum		2020-09-30	5
In Q4 FY 2021, applicant satisfaction was 3.88 out of 5 for the desktop platform.	Target	Baseline		2021-09-30	3.88
Average overall satisfaction score with USAJOBS® ~ By FY 2026, improve applicant satisfaction to 4.1 out of 5 for the desktop platform.	Target			2025-09-30	4.1
[To be determined]	Actual			2025-09-30	

Performance Measure 3.2.1.2 Mobile Platform Satisfaction

Description	Type	Status	Start Date	End Date	Score
By FY 2026, improve applicant satisfaction to 4.5 out of 5 for the mobile platform.	Target	Maximum		2020-09-30	5
In Q4 FY 2021, applicant satisfaction was 4.19 out of 5 for the mobile platform.	Target	Baseline		2021-09-30	4.19
By FY 2026, improve applicant satisfaction to 4.5 out of 5 for the mobile platform.	Target			2025-09-30	4.5

Description	Type	Status	Start Date	End Date	Score
[To be determined]	Actual			2025-09-30	

Performance Measure 3.2.2 Trust

Description	Type	Start Date	End Date	Score
Average trust score	Target			
	Actual			

Performance Measure 3.2.3 Effectiveness

Description	Type	Start Date	End Date	Score
Average effectiveness score	Target			
	Actual			

Performance Measure 3.2.4 Ease

Description	Type	Start Date	End Date	Score
Average ease score	Target			
	Actual			

Performance Measure 3.2.5 Efficiency

Description	Type	Start Date	End Date	Score
Average efficiency score	Target			
	Actual			

Performance Measure 3.2.6 Transparency

Description	Type	Start Date	End Date	Score
Average transparency score	Target			
	Actual			

Performance Measure 3.2.7 Helpfulness

Description	Type	Start Date	End Date	Score
Average website helpfulness score	Target			
	Actual			

Strategy 3.2.1. Applicant Experience

Conduct end-to-end user research on the applicant experience to drive development priorities and make USAJOBS® refinements to improve satisfaction

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.2.2. Data Access

Increase stakeholder access to USAJOBS® data to drive improvements to the Federal hiring process

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.2.3. Authentication

Collaborate with GSA’s login.gov team to improve the USAJOBS® authentication experience

Stakeholder(s):

GSA

login.gov Team

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.2.4. Modernization

Implement USAJOBS® IT modernization efforts to leverage technology and process advancements

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.2.5. Customer Voice

Improve USAJOBS® Voice of Customer sourcing and support mechanisms

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.3. Policy, Service & Oversight

Create a seamless customer and intermediary experience across OPM’s policy, service, and oversight functions.

To meet the needs and expectations of OPM’s diverse set of customers, offices across the agency must often work together to provide aligned policy, services, and oversight functions. According to some stakeholders both internal and external to the agency, OPM is challenged by the siloed nature of some of its operations, which leads at times to a disjointed experience for many customers and intermediaries who must interact with disparate parts of the agency that are perceived to be not always in sync with one another.

To break down such silos and advance holistic cross-agency efforts to serve agency customers, NAPA recommends that OPM adopt an integrated management framework as well as an integrated, strategic systems thinking approach.

Stakeholder(s):

Contributing Organizations

MSAC

ES

HCDMM

HRS

OCIO

Performance Indicators

Performance Measure 3.3.1 Helpfulness

Description	Type	Status	Start Date	End Date	Score
Average score for helpfulness of OPM human capital services in achieving human capital objectives ~ By FY 2026, increase the average score for helpfulness of OPM human capital services in achieving human capital objectives to 4.5 out of 5.	Target	Maximum		2020-09-30	5
Average score for helpfulness of OPM human capital services in achieving human capital objectives ~ By FY 2026, increase the average score for helpfulness of OPM human capital services in achieving human capital objectives to 4.5 out of 5.	Target			2025-09-30	4.5
In the second half of FY 2021, the average score for helpfulness of OPM human capital services in achieving human	Actual	Baseline		2021-09-30	4.31

Description	Type	Status	Start Date	End Date	Score
capital objectives was 4.31 out of 5.					
[To be determined]	Actual			2025-09-30	4.31

Strategy 3.3.1. Infrastructure

Establish a customer experience infrastructure with the organizational power to coordinate agency efforts to create consistent, shared language, goals, and measures around customer experience, with the influence to require adherence

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.3.2. Collaboration

Promote collaboration across programs when developing and issuing policy and providing guidance and services to agencies in a timely fashion

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.3.3. Oversight

Review and modify oversight evaluation methodology to incorporate strategic, data-driven, and performance-oriented evaluations that focus on Government-wide, systemic issues

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.3.4. Products & Services

Create blended interpretation, technical assistance, consulting, learning, and oversight product and service offerings to meet agency needs across the talent lifecycle

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.3.5. Support & Guidance

Deliver strategic support and guidance to agencies that are part of an expected, comprehensive catalog of services OPM typically provides

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

3.4. Website

Transform the OPM website to a user-centric and user-friendly website.

In interviews, multiple external stakeholders cited the need for OPM to develop a more user-friendly website so that agency partners and other customers could better leverage the wealth of information that OPM houses online. Likewise, NAPA advises that OPM revamp its website with a customer-centric focus while the GAO (19-35) has encouraged OPM to update resources and guidance more regularly for its various stakeholders across Government. In 2018, the Congress passed the 21st Century Integrated Digital Experience Act to improve the digital experience of those served by Federal agencies by outlining new requirements and reinforcing existing ones for Federal public websites.

OPM recognizes that its main website OPM.gov does not always meet the needs and expectations of many of the customers that the agency serves and has an opportunity to transform it to a user-centric and user-friendly site. In FY 2022, OPM will implement survey items to measure and track user perceptions of the website’s effectiveness. The target score of 4 represents agreement that the website helped users achieve their needs.

Stakeholder(s):

Contributing Organizations

HI

OCIO

OCFO

OESPIM

OC

Performance Indicators

Performance Measure 3.4.1 Effectiveness

Description	Type	Status	Start Date	End Date	Score
Average effectiveness score ~ By FY 2026, achieve an average effectiveness score of 4 out of 5.	Target	Maximum		2022-09-30	5
Average effectiveness score ~ By FY 2026, achieve	Target			2025-09-30	4

Description	Type	Status	Start Date	End Date	Score
an average effectiveness score of 4 out of 5.					
[To be determined]	Actual			2025-09-30	

Performance Measure 3.4.2 Ease

Description	Type	Start Date	End Date	Score
Average ease score	Target			
	Actual			

Strategy 3.4.1. Customer Engagement

Strengthen customer engagement with OPM stakeholders during design, requirements development, and testing to improve system quality and adoption

Stakeholder(s):

OPM Stakeholders

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.4.2. Governance

Create an OPM Digital Governance Board to advance the creation, maintenance, and update of digital tools across the agency

Stakeholder(s):

OPM Digital Governance Board

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.4.3. Education

Increase employee education on human-centered design principles, plain language, privacy, and accessibility to facilitate the creation of clear and consistent website program content and digital tools

Stakeholder(s):

OPM Employees

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.4.4. Customer Focus

Use human-centered design principles to create a site that is designed for external customers (rather than for OPM program offices), helps customers efficiently obtain the information they need, and creates opportunities for feedback

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.4.5. Cloud Hosting

Migrate to a cloud hosted OPM.gov platform to allow for elasticity as demand increases or decreases, delivering a positive customer experience during peak usage

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.4.6. Content Management

Implement a modern content management platform to update and maintain the content on OPM.gov more easily

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 3.4.7. Unification

Establish a unified approach to the development and maintenance of web content

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4. Innovation & Data

Provide innovative and data-driven solutions to enable agencies to meet their missions, increasing the percentage of users throughout Government who agree that OPM offered innovative solutions while providing services or guidance by 4 points

NAPA’s recent report emphasized the need to elevate and support human capital as a strategic priority across the Federal Government. As part of this effort, NAPA recommended that OPM pivot and refresh its approach to Federal human capital management — shifting from a compliance-oriented and reactive agency to one that is strategic and forward-leaning, focused on innovation, pilots, and best practices, and increasing the quality of and access to human capital data for agencies. GAO also indicated that OPM has the opportunity to explore how Artificial Intelligence and new technologies can strengthen human capital management — moving away from regulatory approaches to more innovative ones.

4.1. Creativity & Innovation

Foster a culture of creativity and innovation within OPM.

Stakeholders noted that OPM’s workforce had strong institutional knowledge and expertise, but the agency often did not promote innovative solutions to long-standing Federal human capital problems. OPM has the opportunity to shift culture from one perceived as focused solely on compliance to one also grounded in creativity, performance, learning, and an enterprise-wide approach. The Partnership for Public Service emphasized the importance of breaking down the aversion to risk and fear of failure.

Stakeholder(s):

Contributing Organizations

HRS

OD

Performance Indicators

Performance Measure 4.1.1 Innovation Valued Increase

Description	Type	Start Date	End Date	Percentage
Percent of OPM employees who agree that innovation is valued ~ By FY 2026, increase the percentage of employees who agree that innovation is valued by 4 points.	Target		2025-09-30	4
	Actual		2025-09-30	

Performance Measure 4.1.2 Leaders Trained

Description	Type	Start Date	End Date	Percentage
Percent of OPM leaders trained in innovation techniques	Target			
	Actual			

Strategy 4.1.1. Mindsets & Behaviors

Build leader mindsets, skills, and behaviors that foster innovation in offices, including senior leaders' abilities to model professional vulnerability, risks, failures, and lessons learned

Stakeholder(s):

OPM Leaders

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.1.2. Forums

Design forums that encourage cross-organizational communication and collaboration where OPM employees can interact with others and learn from creative leaders

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.1.3. Rewards & Recognition

Reward or recognize employees and teams for innovation and creativity in a manner that celebrates attempts and positive outcomes

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4.2. Delegations of Authorities

Increase focus on Governmentwide policy work by shifting more low-risk delegations of authorities to agencies.

OPM’s policy and oversight roles includes conducting hundreds of transactional approval and adjudicative activities such as approving individual dual compensation waiver requests, approving individual requests for voluntary retirement early authority or voluntary separation incentive payments, approving veterans passover requests, and reviewing individual job grading appeals. Although these requests for approval and adjudication are important to deter noncompliance with merit system principles, consultations with stakeholders revealed that some agencies found the process to be a pain point and expressed they have the expertise to appropriately address a number of decisions that are currently reserved to OPM.

In its 2021 report, NAPA recommended that OPM adopt a more decentralized and risk-based approach to executing these transactional approval and oversight responsibilities. Specifically, NAPA recommended that OPM delegate, to the maximum extent possible, decision-making authorities to agencies, and conduct cyclical reviews to verify that appropriate actions were taken. OPM has the opportunity to consider whether some decisions reserved to OPM could be delegated to agencies in a risk-managed approach.

Stakeholder(s):

Contributing Organizations

SuitEA

ES

CLIA

MSAC

HRS

Performance Indicators

Performance Measure 4.2.1 Delegations

Description	Type	Start Date	End Date	Percentage
Percent of low-risk delegations granted to agencies	Target			
	Actual			

Performance Measure 4.2.2 CHCOs in Agreement

Description	Type	Start Date	End Date	Percentage
Percent of CHCOs who agree that OPM provides appropriate delegations to agencies	Target			
	Actual			

Performance Measure 4.2.3 Errors

Description	Type	Start Date	End Date	Percentage
Percent of low-risk delegations with errors identified through OPM or agency led evaluations	Target			
	Actual			

Strategy 4.2.1. Transactions

Identify maximum number of low-risk transactional activities for which OPM is responsible that are appropriate for delegation to agencies, and delegate those that can be done administratively

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.2.2. Legislation

Collaborate with OMB and Congress to enact legislation to authorize OPM to delegate to agencies low-risk transactions that Congress authorized only OPM to carry out and OPM identified as appropriate for agencies to do

Stakeholder(s):

OMB

Congress

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.2.3. Guidance & Training

Provide agencies guidance and optimal training to use in exercising delegations

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.2.4. Compliance

Evaluate agency use and compliance with laws, regulations, policies/procedures, and merit system principles

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4.3. Data

Expand the quality and use of OPM’s Federal human capital data.

Stakeholders indicated that OPM’s human capital data is a strategic and critical asset that the Federal human capital community could better leverage to identify Government-wide human capital insights, inform policy, and drive decisions. Additionally, several experts within the public and private sectors emphasized the importance of OPM using data to drive innovation and decision making within the Federal Government. NAPA

noted that the agency has the opportunity to use Artificial Intelligence and automation to improve processes and reduce administrative burden on OPM and other agencies.

Additionally, stakeholders noted that OPM has the opportunity to facilitate data-sharing across agencies and with outside stakeholders on cross-cutting issues. According to the Deloitte Center for Government Insights, sharing data and building specialized data portals for stakeholders could facilitate and streamline customer experience of citizens and enables data authentication between Federal agencies. GAO also advocates that OPM and other Federal agencies study the role Artificial Intelligence will play on employment, workforce development, training, and retention.

Stakeholder(s):

Contributing Organizations

OC

HCDMM

HRS

OCIO

OESPIM

ES

Performance Indicators

Performance Measure 4.3.1 CHCOs in Agreement

Description	Type	Status	Start Date	End Date	Percentage
Percent of CHCO survey respondents who agree that OPM provides agencies with high quality workforce data and information to be used for decision-making ~ By FY 2026, increase the percentage of CHCO survey respondents who agree that OPM provides agencies with high quality workforce data and information to be used in decision-making by 20 percentage points.	Target			2025-09-30	75
The percentage of CHCOs who agreed that OPM provides agencies with high quality workforce data and information to be used in decision-making was 55 percent in FY 2022.	Actual	Baseline		2022-09-30	55
[To be determined]	Actual			2025-09-30	55

Performance Measure 4.3.2 Data Users

Description	Type	Start Date	End Date	Number
Number of users of OPM’s publicly available human capital data sets/files	Target			
	Actual			

Performance Measure 4.3.3 Dashboard Users

Description	Type	Start Date	End Date	Number
Number of users of OPM’s human capital dashboards	Target			
	Actual			

Strategy 4.3.1. Strategy

Develop and advance an OPM enterprise data strategy using the Federal Data Strategy framework

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.3.2. Quality & Accessibility

Advance data quality, timeliness, and accessibility of key data assets to internal and external customers

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.3.3. Interfaces & Integration

Upgrade user interfaces, two-way data integration, and other capabilities of priority systems

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.3.4. Analytics

Expand accessibility of HR analytics via reports, tools and services that support critical external customer decision making for talent needs

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.3.5. AI/ML

Build and expand OPM's capacity to use advanced analytical tools and methods like Artificial Intelligence and Machine Learning in support of customer goals

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.3.6. Governance

Improve OPM-wide data governance, including data privacy considerations, across all critical data efforts

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.3.7. Components

Develop the Human Capital Federal Information Business Framework and Human Capital Information Model to provide standardized human capital lifecycle functional, operational, and data components to the extent possible

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4.4. Leading Practices

Improve OPM's ability to provide strategic human capital management leadership to agencies through expansion of innovation, pilots, and identification of leading practices across Government.

To strengthen the agency's role in Federal human capital leadership, stakeholders advised that OPM conduct more demonstration projects and pilot innovative practices related to work-life flexibilities, compensation, classification, and other areas.

Additionally, NAPA recommended that OPM strengthen its ability to steer efforts that encourage and sustain innovation in Federal human capital management and reframe the agency’s role in Federal policy making to focus on Governmentwide strategy, innovation, best practices, and lessons learned. The National Commission on Military, National, and Public Service recommends that OPM explore more personnel demonstration project authorities and expand demonstrated successes across the Federal Government.

Stakeholder(s):

Contributing Organizations	MSAC
ES	CHCOC
HRS	HCDMM

Performance Indicators

Performance Measure 4.4.1 Leading Practices

Description	Type	Start Date	End Date	Number
Number of leading practices shared with Federal agencies ~ By FY 2026, provide Federal agencies with 25 leading practices.	Target			25
	Actual			

Strategy 4.4.1. Strategies

Identify key human capital strategies through research and successful practices that support improvements across the human capital management lifecycle, which may include creating or amending policy and developing or amending guidance

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.4.2. R&D

Improve the visibility and highlight the value of research programs and demonstration projects to boost Federal agencies’ awareness of these options

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.4.3. Portal & Repository

Identify leading practices across Government and create a repository of leading practices for agencies to access on a designated portal

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4.5. Policy-Making

Revamp OPM’s policy-making approach to be proactive, timely, systematic, and inclusive.

External stakeholders and NAPA recommended that OPM re-orient how it develops policy – shifting from a reactive to a more proactive, timely, systematic, and inclusive approach. OPM’s current approach largely involves reacting to legislation or Executive Orders by issuing regulations and policy guidance to help agencies implement these laws or Executive Orders. Stakeholders have noted that OPM should take the lead in developing policy – setting the legislative or regulatory agenda rather than just reacting to it – and focus on emerging and future workforce issues. Further, stakeholders have noted that the issuance of policy guidance is not always timely, and the policy development approach overlooked the needs of smaller agencies.

Stakeholder(s):

Contributing Organizations

OC

ES

CLIA

OD

CHCOC

OESPIM

HI

OPM HR

HCDMM

OCFO

Performance Indicators

Performance Measure 4.5.1 Timely Guidance

Description	Type	Start Date	End Date	Percentage
Percent of priority policy guidance issued by the deadline	Target			
	Actual			

Performance Measure 4.5.2 Policy Responsiveness Agreement

Description	Type	Status	Start Date	End Date	Percentage
Percent of CHCOs who agree that OPM’s policy-making approach is responsive to agency needs ~ By FY 2026, increase the percent of CHCOs who agree that OPM’s policy approach is responsive to agency needs by 8 percentage points.	Target			2025-09-30	63
The percentage of CHCOs who agreed that OPM’s policy	Actual	Baseline		2022-09-30	55

Description	Type	Status	Start Date	End Date	Percentage
approach was responsive to agency needs was 55 percent in FY 2022.					
[To be determined]	Actual			2025-09-30	55

Strategy 4.5.1. Input

Engage agency partners and stakeholders to collect input for the development of policies in human capital areas

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.5.2. Clearance

Develop processes to streamline internal OPM clearance

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.5.3. Regulation

Expand the agency’s overall competencies in regulatory development and analysis

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.5.4. Coordination & Tracking

Empower a team led by a senior official(s) to track and coordinate policy development across OPM

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.5.5. Internal Policy

Develop processes to coordinate OPM’s internal policy development process with plans to socialize the policy with internal and external key stakeholders

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.5.6. Input & Evidence

Systematize OPM’s ability to collect input from stakeholders and use evidence to inform and evaluate policy prioritization, development, and implementation

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.5.7. Priorities & Relationships

Build higher level relationships between OPM leadership and leadership of other agencies and the White House to understand core talent priorities and concerns

Stakeholder(s):

OPM Leaders

White House

Other Agencies

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.5.8. Awareness/Understanding

Strengthen OPM’s capacity to increase awareness and understanding of OPM policies and programs among key stakeholders and customers

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

4.6. Regulations & Guidance

Streamline Federal human capital regulations and guidance to reduce administrative burden and promote innovation while upholding merit system principles.

During stakeholder interviews and focus groups, stakeholders noted that Federal HR statutes and regulations are copious, complex, and rigid – and often create burdensome and low value reporting requirements on agencies. NAPA’s report No Time to Wait: Building a Public Service for the 21st Century points out that Federal HR statutes and regulations “have not had a thorough housecleaning in more than two generations.”

Additionally, NAPA also recommends that OPM implement risk-based, data-driven processes that reduce burdensome reporting. Recognizing that while some areas of Federal human capital management are governed by prescriptive statutes, Executive Orders, and regulations that require legislative action, OPM has the flexibility to make changes to streamline the Federal human capital system on its own in many areas through administrative action. OPM’s role and expertise in advancing merit system principles provide an opportunity for streamlining regulations and reducing administrative burden in a responsible manner.

Stakeholder(s):

Contributing Organizations	OPM HR
MSAC	HRS
ES	HCDMM
OCFO	CHCOC

Performance Indicators

Performance Measure 4.6.1 Less Burden Agreement

Description	Type	Start Date	End Date	Percentage Increase
Percent of CHCOs who agree that the human capital management system changes resulted in less administrative burden to agencies ~ By FY 2026, improve CHCO agreement that human capital policy changes resulted in less administrative burden to agencies by 8 percentage points.	Target		2025-09-30	8
	Actual		2025-09-30	

Performance Measure 4.6.2 Policy Responsiveness Agreement

Description	Type	Start Date	End Date	Percentage
Percent of CHCOs who agree that OPM’s policy approach is responsive to agency needs	Target			
	Actual			

Strategy 4.6.1. Streamlining/Simplification

Review Federal human capital regulations and guidance usage by agencies to identify high level strategic changes to streamline and simplify human capital management

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

Strategy 4.6.2. Burden Reduction

Determine what current regulations or guidance needs to be modified to be effective in reducing the burden on agencies, while upholding merit system principles

Performance Indicators

Description	Type	Start Date	End Date
	Target		
[To be determined]	Actual		

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