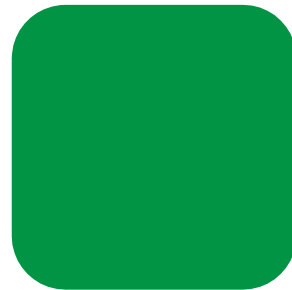
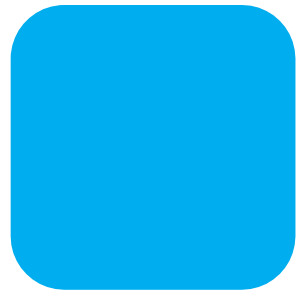


U.S. OFFICE OF PERSONNEL MANAGEMENT



STRATEGIC PLAN FY2014-2018



RECRUIT, RETAIN, AND HONOR





from the Director

The Office of Personnel Management exists to support the men and women who serve the American people as Federal workers. Over the next four years, this strategic plan will guide the agency's efforts to recruit, retain, and honor a world-class workforce and continue to be a model employer for the 21st Century.

OPM is a world leader in human resource policy development. We are constantly seeking new ways to deliver forward-looking solutions as we advance the management of our greatest asset—people.

As part of our efforts to drive employee and organizational performance, we must tout the accomplishments and incredible work Federal employees do every day across the government—here and around the world.

To deliver on that, OPM will be a champion of the Federal worker. We will continue to lead in the government's efforts to ensure the Federal workforce reflects the rich mosaic of the American citizenry. We plan to ensure that from résumé to retirement, our workers are supported with the education and training that will help them succeed. This strategic plan provides the roadmap for us to achieve these goals.

Our mission is to provide the highest quality of service to our customers: Federal employees, agencies, retirees, and uninsured Americans. For the first time, the OPM Strategic Plan includes targeted goals for the management of the agency as well as for the program outcomes we are charged with delivering. The management goals of improved information technology, employee engagement, and evidence-based policy will ensure that OPM can deliver on its core mission.

Performance management begins with a commitment to an organizational culture that fosters results. OPM employees demonstrate such a commitment every day. In response to a recent GAO survey of Federal managers and supervisors, three quarters of OPM respondents reported they are held accountable for accomplishing organizational goals. Setting goals works. In the past year and a half, OPM's Retirement Services division successfully brought down the retirement claims processing backlog from more than 60,000 cases to fewer than 12,000. In the Federal Investigative Service, while maintaining our high standards of quality and timeliness, we are continuing to evaluate how to improve the background security check process to make it even stronger. OPM has appointed a Chief Technology Officer and a Chief Information Officer. They are leading the development of a plan to streamline and modernize IT systems that will enable the agency to streamline retirement processing.

OPM has also made great strides in hiring veterans and people with disabilities. At no point in the past 32 years have people with disabilities been hired at a higher percentage than in FY 2012. And nearly 29 percent of new employees in 2012 were veterans, a 20-year high.

This agency has a 50-year history of successfully managing the provision of health benefits to the Federal workforce through the Federal Employees Health Benefits program. Now under the Affordable Care Act, Congress wants the agency to build on that success by administering the landmark law's Multi-State Plan Program and covering tribal employees, thus providing uninsured Americans with the security of affordable and meaningful healthcare coverage.

This is an ambitious and far-reaching four-year strategic plan. OPM is up to the task. By bringing together a talented and engaged workforce, this agency will live up to its responsibilities and maintain its standing as a model employer for the 21st Century.



Katherine Archuleta
Director



U.S. OFFICE OF PERSONNEL MANAGEMENT

What We Do



OPM will lead the way in making the Federal Government the model employer by:

- Being the model agency by implementing best practices, leading by example, and becoming the change we want to see.
- Partnering with our stakeholders—Congress, unions and management groups, agencies, and the public—to develop and implement effective and relevant human resources solutions to build an engaged, productive, and high-performing workforce.
- Advancing the President’s goal of recruiting, hiring, and retaining the most qualified candidates for Federal service.
- Advising and assisting agencies on strategic human resources management.
- Working with Congress and other stakeholders to develop effective compensation, work/life, and benefits packages.
- Monitoring merit-based human resources practices so that all Federal employees operate in a fair and discrimination-free environment, promoting recruitment practices that help agencies draw from the rich diversity of the American workforce, recognizing multi-generational differences, and encouraging practices that provide an inclusive environment in the workplace.
- Promoting effective and efficient human resources programs and practices across government through reform, innovation, collaboration with stakeholders, and data-driven HR Stat reviews.
- Ensuring executive branch agencies’ accountability for compliance with the merit system principles, Federal laws and regulations, including veterans’ preference.
- Ensuring the suitability, trustworthiness, and/or eligibility for national security positions for Federal applicants, employees, appointees, active duty military personnel and contractor staff by conducting background investigations which are used as a basis for these determinations by Federal agencies and regulating the government-wide suitability program.
- Administering retirement, health benefits, long-term care and life insurance, dental and vision and flexible spending account programs for Federal employees, retirees, and their beneficiaries and maintaining the integrity of these programs.
- Advancing the goals of the Affordable Care Act by overseeing the delivery of high quality, affordable health insurance coverage to Americans in need of such coverage.




OUR VISION

The Federal Government will
Become America's Model Employer
for the 21st Century



OUR MISSION

Recruit, Retain, and Honor
a World-Class Workforce to Serve
the American People



Our Values



SERVICE We pledge through our oath to encourage and support those who serve the wider public or community through their work as Federal employees.

RESPECT We extend consideration and appreciation to employees, customers and stakeholders fostering a fair, open and honest workplace environment. We listen to the ideas and opinions expressed by others. We treat others as we would wish to be treated.

INTEGRITY We uphold a standard of transparency, accountability, and reliability. We conscientiously perform our operations to promote a Federal workforce that is worthy of the public trust.

DIVERSITY We honor our employees and customers through inclusiveness and respect for the various perspectives and backgrounds that each brings to the workforce.

ENTHUSIASM We embrace our work and the challenges of the future with excitement, energy, and optimism. We are open to the myriad possibilities of change and eagerly unite in the spirit of “yes we can.”

EXCELLENCE We fulfill our mission by providing relevant and timely products and superior customer service that reflect our commitment to collaboration and the highest standards of quality.

INNOVATION We constantly seek new ways to accomplish our work and to generate extraordinary results. We are dedicated to delivering creative and forward-looking solutions and advancing the modernization of human resources management.

Our Commitment to a Culture of Excellence



The Office of Personnel Management exists to support and strengthen the Federal workforce. As such, we strive to be a model of employee engagement, diversity and inclusion, and workforce development so that all our people feel connected to our mission and responsibly empowered to serve our stakeholders. At OPM, we encourage open, honest and direct dialogue between and among supervisors and employees—genuine, respectful dialogue that values diversity of thought to enable creativity and innovation. We expect supervisors and their teams to be mutually accountable for providing world-class customer service and consistently excellent results. Above all, we are committed to building trust in OPM by listening to those we serve, collaborating with our colleagues, utilizing our collective expertise, and analyzing our results so we may continuously improve. Only by working together in this way can we truly recruit, retain, and honor a world-class workforce to serve the American people.

Merit System Principles¹



OPM will design and implement Federal personnel management practices consistent with our merit system principles. These principles, summarized below, guide our efforts to treat all Federal job applicants equitably when making hiring decisions, retaining employees based on their performance, supporting employees with effective education and training, and protecting them from partisan influence.

1. Recruitment should be from qualified individuals from appropriate sources in an endeavor to achieve a workforce from all segments of society.
2. Selection and advancement should be determined solely on the basis of relative ability, knowledge, and skills, after fair and open competition which assures that all receive equal opportunity.
3. All employees and applicants for employment should receive fair and equitable treatment.
4. Equal pay should be provided for work of equal value.
5. All employees should maintain high standards of integrity, conduct, and concern for the public interest.
6. The Federal workforce should be used efficiently and effectively.
7. Employees should be retained on the basis of competence of their performance.
8. Employees should be provided effective education and training.
9. Employees should be:
 - a. Protected against arbitrary action, personal favoritism, or coercion for partisan political purposes;
 - b. Prohibited from using their official authority or influence for the purpose of interfering with or affecting the result of an election or nomination for election.
10. Employees should be protected against reprisal for the lawful disclosure of information.

¹ For a complete description of the merit system principles, please see 5 U.S.C. 2301

Strategic Goals



The Strategic Goals reflect OPM's priorities for the next four years. These goals are of two types:

1. **Management goals** that are internally-focused on OPM systems and processes that enable the agency to deliver on its mission; and
2. **Program outcome goals** that are externally-focused on OPM's responsibilities as the lead agency for human resource policy, human resource products and services, benefits policy and administration, and background investigation services.

OPM Management

1. Attract and engage a diverse and effective OPM workforce.
2. Provide timely, accurate, and responsive service that addresses the diverse needs of our customers.
3. Serve as the thought leader in research and data-driven human resource management and policy decision making.
4. Manage information technology systems efficiently and effectively in support of OPM's mission.
5. Establish and maintain responsive, transparent budgeting and costing processes.

Program Outcomes

6. Provide leadership in helping agencies create inclusive work environments where a diverse Federal workforce is fully engaged and energized to put forth its best effort, achieve their agency's mission, and remain committed to public service.
7. Ensure that Federal retirees receive timely, appropriate, transparent, seamless, and accurate retirement benefits.
8. Enhance the integrity of the Federal workforce.
9. Provide high-quality health benefits and improve the health status of Federal employees, Federal retirees, their families, and populations newly eligible for OPM-sponsored health insurance products.

Diverse and Effective OPM Workforce



STRATEGIC GOAL

Attract and engage a diverse and effective OPM workforce.

RATIONALE

Evidence demonstrates that organizations with a greater percentage of engaged employees outperform those with a lower percentage of engaged employees and engaged employees are demonstrably more productive than their less engaged colleagues². OPM's performance is largely dependent on the performance of its employees; OPM products and services—whether policy analysis or claims processing—are labor-intensive.

In order to attract and engage a diverse and effective OPM workforce, we must invest in our most valuable source—our employees. It is critical we make these investments in our people in order to achieve our mission.

STRATEGIES

1.1 Deploy agile recruitment and outreach tactics to attract a diverse and talented workforce by:

- Further developing and implementing our approach to recruitment and outreach.
- Identifying OPM's unique value proposition as an employer to establish the "OPM Brand" (externally and internally).
- Developing and implementing an approach to internal recruitment with a focus on agility (e.g., connecting talent to project-based work through a government-wide talent matching tool).
- Leveraging technology and social media to create communities around specific mission areas.
- Investing in application assessment tools and processes.
- Identifying and addressing barriers to diversity.

1.2 Create a work environment where OPM employees are fully engaged and energized to put forth their best efforts and achieve OPM's mission by:

- Launching a comprehensive approach to employee inclusion and engagement.

²Two recent reviews of the literature on this topic include: 1) Bakker, A. B. & Schaufeli, W.B. (2008). Positive organizational behavior: Engaged employees in flourishing organizations. *Journal of Organizational Behavior*, 29, 147; and, 2) Macey, W.H. & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 1, 3-30.

STRATEGIES *(continued)*

- Building leadership commitment and ownership of the inclusion and engagement approach that incorporates:
 - supervisory training³,
 - improved assessment and selection of supervisors,
 - training in problem-framing and problem-solving methods that empower their teams to develop excellent solutions,
 - ongoing support to supervisors, and
 - monitoring of supervisors' progress using an accountability tool.
- Increasing communication to employees and promoting inclusion by:
 - identifying and using available communication vehicles, including THEO, USAJOBS, USA Staffing®, Retirement Services Online, Employee Express, and OPM.gov,
 - Involving employees in design of programs, products and services through Collaboration using the LAB@OPM and other internal resources,
 - Reflecting OPM core values in communications to employees, including recognition of employees who exhibit core values,
 - Involving employee labor/representative groups as vehicles to support the inclusion and engagement approach.

1.3 Provide targeted learning and developmental opportunities for OPM's employees by:

- Developing an agency workforce plan that outlines OPM's workforce needs for the medium to long term.
- Conducting a skills gap analysis that identifies the skill requirements of the OPM workforce.
- Aligning The Learning Center and The LAB@OPM's offerings with OPM needs identified through the skill gap analysis.
- Training OPM employees on the agency's core values as well as problem-solving methods that support those values.
- Instituting a formal experiential development program (e.g., Fellows, details, cross-organization project opportunities).
- Supporting shadowing and mentoring practices and programs.
- Defining career paths for OPM occupations.
- Leveraging Employee Resource and Affinity Groups to help connect to employees at all levels of the organization.

³ Unless otherwise specified, training described in this plan will be delivered through a shared services model to achieve consistent standards of quality and optimize efficient use of limited resources.

INDICATORS OF OUR PROGRESS

- Increase applicant flow from groups that are under-represented within OPM and remove barriers where they exist.
- Increase the participation of employees, including groups that are under-represented within OPM, at all levels of the workforce.
- Increase in OPM's employee engagement index score (especially with respect to the supervisor subcomponent) and the New Inclusion Quotient (New IQ).
- Increase in the percent of OPM employees reporting real opportunities to improve their skills within the organization (Federal Employee Viewpoint Survey, item #1).

Timely, Accurate, and Responsive Customer Service



STRATEGIC GOAL

Provide timely, accurate, and responsive service that addresses the diverse needs of our customers.

RATIONALE

OPM has a diverse set of customers that include Federal employees, retirees, Federal human resource professionals, Federal agencies, uninsured Americans, and job applicants. While it may not be possible to have a single approach to customer service to meet the diverse needs of such a wide range of customers, OPM's customer-facing components stand to gain much from sharing information and strategies with one another. The bottom line is that OPM's customers should expect a consistently high standard of service quality. Achieving success in this area will go a long way toward establishing an OPM brand that we all can be proud of.

STRATEGIES

2.1 Develop and implement a strategic plan for customer service that addresses each of our major program goals by:

- Identifying how customer service improvement will drive achievement of program outcome goals through The LAB@OPM, human-centered design, and other collaborative methods.
- Taking an inventory of OPM's points of contact within each customer segment in order to identify duplication, gaps, hidden gems, heroes, best practices, and centers of excellence (e.g., OPM's best help desks, most successful customer service training programs, effective customer councils).
- Developing a customer service investment plan that:
 - Supports program goals and builds on our strengths,
 - Leverages resources across OPM and across our partner agencies,
 - Reallocates resources from unsuccessful customer service efforts to successful ones, and
 - Ensures cross-channel integration so that service is centered on the customer—not organizational units.



STRATEGIES *(continued)*

2.2 Promote shared accountability for the customer service strategy by:

- Assigning a cross-OPM lead for Customer Service Strategy responsible for the development of an agency-wide customer service strategic plan and ongoing performance improvement.
- Developing customer service standards (timeliness, accuracy, and quality) to hold employees and units accountable and incentivizing exemplary customer service.
- Reporting by program goal owners on their progress on customer service goals set in the strategic plan on a routine basis.
- Engaging all our customers as partners in meeting agency goals:
 - Align customers through the CHCO Council and Human Resources Line of Business (HRLOB);
 - Empower employees, retirees, and applicants through self-service tools and better information about our services;
 - Increase outreach to customers through customer councils, surveys, participatory design sessions in The LAB@OPM, and test beds;
 - Set customer service expectations across the agency.

2.3 Improve IT Capabilities to interface with customers by:

- Using multiple, integrated IT platforms to interface with customers from all communities and diverse backgrounds, including USAJOBS, USA Staffing®, Retirement Services Online, Employee Express, and OPM.gov.
- Providing web-based tutorials for customers.
- Developing web-based media kits for customers.
- Sharing results of customer service surveys with the public in a meaningful way (e.g., metrics and dashboard).

STRATEGIES *(continued)*

2.4 Improve customers' understanding of the policies and procedures that apply throughout the employee lifecycle by:

- Communicating key topics (inclusion, engagement, telework) on multiple platforms.
- Keeping customers abreast of legal changes.
- Ensuring that all HR information systems across the Federal Government are aligned with OPM policy and guidance.

INDICATORS OF OUR PROGRESS

- All OPM employees (and contractors) in customer-facing units will receive training (delivered through a shared services model) in customer service based on objectives defined in the customer service strategic plan.
- Each customer-facing unit of OPM will establish customer service standards and quantifiable performance targets for timeliness, accuracy, and quality.



STRATEGIC GOAL

Serve as the thought leader in research and data-driven human resource management and policy decision making.

RATIONALE

As the Federal Government's HR leader, OPM designs and executes policies that touch all Federal agencies, their leaders, workers, applicants, retirees and survivors. As part of our mission, OPM collects, manages, and analyzes a range of HR data from a variety of sources. In an effort to optimize policy design and practices, OPM needs a cohesive structure to manage and integrate data across the agency and with external partners. This increased focus on data integration will enrich the data that OPM uses to support policy development and operations and enable OPM to contribute further to rigorous research and evaluations.

While integrating datasets holds great potential for improving our knowledge base, we will also be vigilant with respect to the need to protect privacy and personally identifiable information in compliance with the law and accepted practice.

STRATEGIES

- 3.1 **Create an owner to drive focused attention to data analysis by:** Developing and standardizing policies and procedures for all data governed by OPM.
 - Establishing an internal and external governance structure overseeing data analysis.
 - Setting an annual research agenda to focus attention on current and projected issues
 - Affecting the Federal workforce and the relevant data important to those issues.

- 3.2 **Build strong data analysis, infrastructure and implementation tools and talent by:**
 - Integrating data received by OPM through use of a common identifier.
 - Developing shared communication and decision-making tools to manage data.
 - Building internal consulting and tools to drive evidence-based policy practices.

STRATEGIES *(continued)*

3.3 Develop partnerships to access and analyze data by:

- Working with universities, other academic institutions, and industry to access data sets and ensure that OPM is using the most current analytic methods.
- Developing work groups with agencies to assess the most commonly used data and information.
- Establishing a data analysis community of practice and standards through CHCO Council and HRLOB.
- Partnering with Think Tanks to share best practices and compare methods.

3.4 Make data analytics a fundamental part of OPM culture by:

- Providing training to OPM employees on data analysis and navigating cross-agency data sets.
- Creating business processes to manage the access to and use of data by employees and ensure compliance with applicable legal requirements.
- Publishing an annual report discussing progress and challenges related to data analysis.
- Providing tools directly linked to findings.
- Providing training to OPM employees to navigate cross-agency data.

INDICATORS OF OUR PROGRESS

- Increase in the production and dissemination of evidence-based policy papers, evaluations, and research.
- Reduced per-person costs of data acquisition, analysis and decision making.
- Increased employee satisfaction with tools required to do their jobs.
- A growing number of collaborative relationships with universities, Think Tanks, and others using OPM data.
- An increasing number of OPM analysts trained on accessing data from OPM sources.
- Improvement in stakeholder perceptions of the quality (relevance, timeliness, accuracy, and transparency) of our analytic products.



Efficient and Effective Information Technology Systems



STRATEGIC GOAL

Manage information technology systems efficiently and effectively in support of OPM's mission.

RATIONALE

A significant portion of OPM's budget is spent on information technology (IT). For the most part, these expenditures are dedicated to the development and support of information technology systems for specific HR business functions. The remainder of the expenditures support OPM's workforce, such tools as email, calendaring, remote access, Internet access, file storage, etc. There is an opportunity to manage OPM's IT systems more efficiently and effectively through the development and implementation of an OPM-wide IT strategy. Through this strategy, OPM can leverage IT capabilities in one program area to support other program areas, OPM, and the Federal Government.

Given the critical importance of information to human resource management, OPM should have a clear, unified IT strategy that will assure scarce resources dedicated to IT are being spent wisely and based on agency business priorities.

STRATEGIES

4.1 **Commit to an enterprise-wide IT systems strategy based on the principle that business drives strategy by:**

- Publishing OPM's IT Strategic Plan.
- Delivering a framework for a set of standards that supports the entirety of the HR life cycle as documented in the Human Resources Line of Business (HRLOB) Business Reference Model (BRM) that recognizes and synergizes the technology and tools within OPM, Shared Service Centers, and industry.
- Establishing a culture of openness and trust throughout the HR IT community and among key federal stakeholder communities.
- Establishing a practice of transparent IT cost accounting throughout OPM.

STRATEGIES *(continued)*

4.2 Implement enabling successful practices and initiatives that strengthen IT leadership and governance by:

- Enhancing the OPM Director's ability to establish strategy and policy across the HR life cycle.
- Enabling the CHCO Council to work with the OPM Director to translate the HR strategy and policy into business and policy requirements for HR IT systems.
- Positioning the OPM CIO as the Federal HR CIO responsible for setting government-wide HR IT strategic direction and standards for HR IT service providers.
- Establishing a flexible capital planning and investment management process within OPM that provides transparency of IT expenditures and IT program/project performance.
- Establishing client and stakeholder engagement practices focused on measuring the cost, quality and compliance of Shared Service Center IT capabilities.
- Developing an enterprise architecture that supports the HR life cycle as documented in the HRLOB BRM.
- Establishing standards for managing OPM IT programs/projects and providing oversight to measure their performance.
- Identifying qualified and trained/certified IT customer relationship managers for each OPM business unit to ensure partnership and collaboration between the OPM CIO and the Assistant Directors and Office Heads.
- Establishing service level agreements and program plans that document expectations of the CIO and business unit leaders to achieve affordable, responsive HR IT capabilities.
- Establishing a data management program that provides greater access to HR data and enables data analytics that informs policy and decisions.
- Incorporating portfolio goals into SES performance management system.

4.3 Implement enterprise initiatives that leverage capabilities and tools throughout OPM by:

- Consolidating platforms to enhance interoperability and reduce duplication.
- Implementing collaboration tools that will provide easy access to all data, information, and systems that individuals are authorized to access, while using the strong controls required for enhanced information security.
- Implementing a shared case management solution that provides case tracking and reporting, and workflows.
- Implementing a single, virtual data warehouse and sharing capability that better meets business needs while reducing redundancies.

STRATEGIES *(continued)*

- Operating an efficient intranet and providing web services for OPM employees.
- Operating an effective secure network, data center, and desktop environment.
- Strengthening financial controls and reporting to enable spending transparency across funding types and programs.

4.4 Implement business initiatives that provide capabilities spanning the HR life cycle, allowing OPM and other Federal agencies to achieve their missions by:

- Supporting integrity of background investigations through innovative technology.
- Supporting modern IT systems for retirement processing.
- Supporting IT service delivery for customer agencies.
- Supporting health and insurance initiatives.
- Supporting current and planned business initiatives for which IT is an enabler.

INDICATORS OF OUR PROGRESS

Measuring performance of IT systems must be balanced across several measures to ensure quality of service at an affordable price with acceptable and manageable risk. We will take a balanced scorecard approach by measuring our IT systems in 3 areas:

- Cost of IT services and transactions.
- Satisfaction with IT services and systems.
- Compliance of IT services and systems.



STRATEGIC GOAL

Establish responsive, transparent budgeting and costing processes.

RATIONALE

The uncertain budget environment imposes an imperative on all agency officials to better manage financial resources and to better position the agency to meet strategic priorities. While agency budgets have been allocated to agency strategies, tracking of expenditures and allocation of resources has been aligned to program areas and object classes. Aligning budget setting and expenditure tracking to agency strategies will ensure a continuous focus on achievement of the agency's strategic goals.

Other tools, such as activity-based costing and common services allocation methodology, will provide clarity to senior managers as they collectively target resources toward achievement of the agency's strategic goals. In the end, the process must enable the Director and senior officials to prioritize and adjust resources to align with current and future priorities.

STRATEGIES

5.1 Implement off-cycle cost re-base lining by:

- Issuing re-base lining “how-to” guidance.
- Determining activities and cost.
- Building up budget (cost) for mandatory functions.

STRATEGIES *(continued)*

5.2 Institutionalize corporate prioritization by:

- Defining roles of Associate Directors, Office Heads, and the Director in the prioritization process.
- Informing senior leadership on the prioritization process and its associated criteria drivers.
- Aligning and tracking the agency's budget and expenditures to strategic goals.
- Prioritizing discretionary activities and advising senior leadership of prioritization recommendations.
- Aligning, tracking and reporting the agency's budget by strategic goal for all funds quarterly.

5.3 Widely inform key stakeholders on new agency budget process by:

- Developing a statement of policy to institutionalize the process.
- Developing a document to explain the new budget process (including common services).
- Training program managers and resource management officers on budget process and program responsibilities.

INDICATORS OF OUR PROGRESS

- Agency budget and spending are aligned to strategic goals.
- Increase in organizations adherence to operation plan
 - Available resources used (adherence to operation plan) for mandatory component
 - Available resources used (adherence to operation plan) for discretionary component
- Achieve cost recovery in the Revolving Fund over a reasonable period of time.
- Program managers and resource management officers are trained on the new budget process.



STRATEGIC GOAL

Provide leadership in helping agencies create inclusive work environments where a diverse Federal workforce is fully engaged and energized to put forth its best effort, achieve their agency's mission, and remain committed to public service.

RATIONALE

To foster a heightened connection between employees and their work and their organization, Federal agencies and managers must ensure employees find personal meaning in their work, take pride in their work and their organization, and believe they are valued contributors.

Engaged employees are passionate and dedicated to their job and organization. They feel a special bond with their agency and put forth the extra effort needed to improve their own performance and agency results. Employee engagement has been linked to important outcomes, including improved agency performance and reductions in sick leave usage, EEO complaints, and turnover. Engaged employees are less likely to leave their agency, while those who are less engaged will likely start to look for better opportunities elsewhere.

Key drivers of employee engagement are communication, employee involvement, opportunities for development, and recognition. Strong and inclusive leadership and supervision are also critical to ensuring an engaged workforce as they have a great deal of influence over the factors that drive engagement.

STRATEGIES

6.1 Design and deliver leadership training to increase employee engagement by:

- Promoting, developing and providing supervisor and manager training and professional development as a critical element of organizational performance.
- Evaluating Executive Core Qualifications (ECQs) framework to ensure the underlying competencies drive performance and foster employee engagement for 21st Century work.
- Partnering with agencies to develop common solutions to meet the various components in the Supervisory Training Framework released December 2012, and Managerial Training Framework.
- Holding agencies accountable for ensuring supervisors and managers participate in training designed to improve employee engagement and to meet training requirements outlined in 5 CFR412.

6.2 Support agencies in hiring leaders strong in managing and leading high performing organizations by:

- Promoting rigorous, competency-based selection for supervisors, managers, and executives that targets the unique talents it takes to effectively manage people and build and retain an engaged workforce.
- Evaluating Executive Core Qualifications (ECQs) framework to ensure the underlying competencies continue to drive performance and foster employee engagement.
- Partnering with agencies to develop common solutions for succession management and hiring supervisors, managers, and executives that are valid and cost effective.
- Offering a line of exclusive assessments for government leaders and leverage existing assessments to bridge the best of the private sector with OPM's own internal capacity.

6.3 Provide a comprehensive suite of engagement services and models for agencies and employees by:

- Designing, providing, and promoting employee engagement tools, products, and services accessible to agencies and employees.
- Partnering with agencies to promote and share promising practices and metrics on employee engagement.

STRATEGIES *(continued)*

6.4 Ensure agencies target, address, and measure key drivers of employee engagement by:

- Providing a standard definition of employee engagement and identify the factors and practices that drive engagement.
- Working with agencies to evaluate employee engagement based on Federal Employee Viewpoint Survey (FEVS) results and other human capital metrics so agencies make data-driven decisions and build and execute effective action plans.
- Working with agencies to evaluate inclusive work environments through the use of the New Inclusion Quotient (New IQ), which is based upon data from the FEVS.
- Monitoring agency results on targeted employee engagement areas through agency
- human capital self-accountability audits and OPM's HR oversight audits.

INDICATORS OF OUR PROGRESS

- Increase in the number of CHCO agencies that increased employee engagement scores as measured by FEVS results.
- Increase in the number of CHCO agencies that improved employee engagement related
- Human Capital metrics (e.g., turnover, sick leave usage).
- Increase in CHCO satisfaction with availability and effectiveness of OPM's tools, products, and services on employee engagement.
- Increase in the proportion of training and certification managed through a shared services platform that has been certified by OPM.
- Increase in the percentage of employees in the Federal Government with targeted disabilities.
- Increase in the percentage of Federal employees and managers who report satisfaction in the area of diversity and inclusion.
- Increase in the percentage of hiring actions across the Federal Government where managers use applicant flow data delivered by OPM business intelligence tools.
- Increase in the percentage of agencies that meet or exceed their baseline targets for hiring veterans.



STRATEGIC GOAL

Ensure that Federal retirees receive timely, appropriate, transparent, seamless, and accurate retirement benefits.

RATIONALE

The Federal Government's commitment to its employees does not end when someone retires from service. OPM administers retirement and insurance benefits for approximately 2.5 million annuitants, survivors, and family members. We must ensure quality delivery of those benefits and respond to retiree questions and concerns in a caring and timely manner. While real progress has been made over the last four years and the strategies outlined below have been implemented in part, they have not yet been fully achieved.

Additionally, it is important to recognize that successful benefits processing is a result of not just an efficient processing system or communication with agencies, but also a fully engaged employee who is preparing to retire.

STRATEGIES

7.1 Prepare the Federal workforce for retirement beginning from entry-on-duty across every stage of the employee life-cycle by:

- Establishing shared responsibility among OPM offices and agencies to ensure consistent information, tools, and counseling to employees.
- Establishing government-wide data elements and standards spanning the employee life-cycle for management and receipt of timely and accurate employee data required for retirement.
- Establishing and enforcing standards for information systems used for management of retirement counseling and application preparation and application transmittal.
- Promulgating policy harmonization and standards across government and issuing requirement for all agencies and payroll centers to provide data in an appropriate format.
- Continuing agency audits to improve quality of retirement submissions.
- Engaging employees across the employee life-cycle in preparation for retirement.

STRATEGIES *(continued)*

7.2 Advance the 21st Century customer-focused retirement processing system for claims adjudication in a timely and accurate manner by:

- Investing in information technology tools and solutions such as the development of a full case management and workflow capability to facilitate payment of accurate and timely benefits payments.
- Using performance measures to ensure quality customer service.
- Strengthening quality assurance processes, policies, and procedures.
- Ensuring continued focus on addressing and reducing improper payments.
- Using all tools available including the CARE Team, the LAS survey and the Customer Service Survey to identify customer service trends and prioritize areas where change is needed.
- Delivering optimal customer service experiences by improving processes.
- Implementing best practices for receipt and use of electronic data.
- Issuing data standards for agencies and payroll providers and investing in the capability to receive data in appropriate standards.
- Issuing data standards for electronic application.

7.3 Improve OPM service to Federal agency benefit officers by:

- Developing an agency benefit officers' service delivery model emphasizing shared responsibility for benefits/retirement among employees, OPM and agencies.
- Defining standards for agency benefit officers, measuring their results, and recognizing them for exceptional customer service.
- Developing training certification for agency benefit/retirement officers on retirement services.

INDICATORS OF OUR PROGRESS

- Increase the percentage of all retirement data from agencies according to the required standard.
- Train and certify agency benefit/retirement officers who have not been trained on retirement services.
- Exceed established targets on processing retirement and survivor claims accurately as published in the Annual Performance Report.
- Improve the level of customer satisfaction as measured by customers satisfied with overall retirement services.
- Exceed the targets established to reduce improper payments in the retirement program as outlined in the annual Agency Financial Report.
- Increase the percentage of retirement applications prepared through information systems that meet established standards and have been certified by OPM.



STRATEGIC GOAL

Enhance the integrity of the Federal workforce.

RATIONALE

The integrity of the Federal workforce is enhanced through the review of the suitability of individual applicants, ongoing reviews of Federal employees, and the oversight of agency human resource systems that promote fairness and merit in all hiring and assessment processes.

Under the Civil Service Rules, the Director of OPM establishes suitability standards for the competitive service, conducts suitability investigations, and makes (or delegates) suitability determinations, to ensure that those whom agencies select and retain to serve the United States Government and the American people are fit to serve.

As the Suitability Executive Agent, the Director of OPM is responsible for developing and implementing consistent, uniform policies, tools, and processes for determinations of suitability, assignment to sensitive positions, and access to Federal facilities and information systems. Executing these responsibilities encompasses the collection of background investigation information. OPM's activity in support of this goal helps protect our national security and provides the American people a reliable and responsible employee team they can trust in fulfilling important government functions.

OPM is mandated by statute to ensure delegated human resource authorities are carried out in accordance with merit system principles and OPM standards. In addition, Executive Order 13197 (Government-wide Accountability for Merit System Principles; Workforce Information) authorizes OPM to hold Executive departments and agencies accountable to the President for effective human capital management.

STRATEGIES

8.1 Enhance policy, procedures and processes used to ensure people are fit to serve by:

- Defining executive branch-wide quality standards for background investigations and revising tools and measures to universally assess quality in collaboration with Office of the Director of National Intelligence and the Suitability and Security Clearance Performance Accountability Council.
- Automating front-end processes to reduce paper investigation requests in support of background investigations timeliness standards.
- Implementing revised Federal investigative standards.
- Establishing and enforcing standards for information systems used for management of adjudication decisions and data.
- Developing tools to deliver appropriate emerging information to decision makers.
- Developing automated tools to support efficiency and consistency in background investigation processes.

8.2 Hold agencies accountable for maintaining efficient, effective and compliant human capital management programs and accountability systems by:

- Evaluating agencies' human capital management programs and accountability systems for effectiveness, efficiency, and compliance with law and regulation.
- Ensuring OPM's products and services are designed to help agencies maintain efficient, effective, and compliant human capital management programs.
- Ensuring agencies take corrective actions when high-risk vulnerabilities and violations of law in human capital management programs are identified.
- Exploring options to strengthen OPM's enforcement authorities or measures when agencies fail to meet regulatory requirements.
- Developing work products and processes that increase transparency and strengthen agency senior leader commitment and support in ensuring their human capital management programs are efficient, effective, and compliant, including:
 - a dashboard of human capital management targets to increase agency awareness and drive improvement efforts, and
 - information on effective human capital management programs, practices, and strategies government-wide and agency-specific problematic trends, root causes, and improvement strategies.

STRATEGIES *(continued)*

8.3 Provide guidance, tools and training to help agencies attain human capital management goals and meet OPM requirements by:

- Training and certifying⁴ agency staff to carry out competitive hiring operations delegated by OPM.
- Training agency staff to conduct self-assessments of agency human capital management programs.
- Creating a certification process for agency self-assessment evaluators.
- Communicating new and existing policy and standards to agencies.
- Educating agencies about the merit system principles and prohibited personnel practices.
- Promoting and delivering low-cost, effective learning solutions for the federal community through expanded distance- and blended-learning solutions, skills immersion mini-workshops, and open enrollment course offerings through the new HR Training On Demand program.
- Training HR professionals across the Federal Government through HR University (HRU) and the HR Training On Demand program and assisting HR specialists with additional policy and guidance.
- Promoting training programs across all OPM platforms, including USA Learning, HR Learning Connection, OPM Learning Center, HR University, THEO, USAJOBS, and OPM.gov.

8.4 Assure effective human capital management of Senior Executive Service (SES) and other senior employees by:

- Establishing policy and guidance to foster an effective enterprise approach to the diverse and inclusive recruitment, selection, appointment, performance management, compensation, recognition, and development of SES and other senior employees, consistent with applicable law.
- Administering enterprise processes to ensure the selection, appointment, performance management, compensation, recognition, and development of SES and other senior employees comply with civil service laws, rules, and regulations.
- Providing an optional automated performance management system, USA PerformanceSM, to automate the government-wide SES PM System.

⁴ Unless otherwise stated, certification programs referenced in this plan will be delivered as party of an overall tiered human resource certification program.

INDICATORS OF OUR PROGRESS

- 90 percent of Top Secret investigations completed in average of 80 days or fewer and Secret investigations completed in average of 40 days or fewer.
- Percent of milestones met in FBI/OPM implementation plan to provide emerging Criminal History Information to employing government agencies implementation plan.
- 80 percent or greater of participants assess the quality of training provided by Agency Compliance and Evaluation staff at no less than 4 out of 5 points on a scale of 1-5.
- 70 percent or greater of agency human capital offices evaluated demonstrate progress in improving their human capital programs after implementing OPM required and recommended actions.
- 80 percent or greater of all required actions cited in reports are addressed by agencies within prescribed timeframes.
- 80 percent or greater of Delegated Examining Units with severe problems demonstrate satisfactory level of competence within one year or cease to independently operate.
- Increase in the percentage of hiring officials reporting satisfaction with quality of appointee.
- Increase in the number of agencies adopting the basic SES performance appraisal system and including cross-government requirements (e.g., Federal Employee Viewpoint Survey results, diversity management and inclusion, effective human capital management, etc.).
- Increase in the number of agencies receiving training on the Qualification Review Board requirements enabling initial SES appointments.
- Increase in the percentage of HR specialists and agency benefit officers trained and certified by HR University.
- Increase in the percentage of applicable HR information systems across the Federal Government that are certified to align with OPM policy and guidance for equitable treatment.



STRATEGIC GOAL

Provide high quality health benefits and improve the health status of Federal employees, Federal retirees, their families, and populations newly eligible for OPM-sponsored health insurance products.

RATIONALE

This goal recognizes OPM's role in improving the health status of populations covered under OPM-sponsored health insurance programs. Incorporating responsibilities granted through the Affordable Care Act, populations served by OPM-sponsored health insurance programs include employees of tribal organizations and formerly uninsured Americans served by Multi-State Plans as well as Federal employees, Federal retirees, and dependents of Federal employees and retirees.

High quality health insurance promotes access to care, supports better health and better care, empowers enrollee choice, and increases employee loyalty. Better care reduces long term disability and disease, stabilizes chronic conditions, and minimizes hospitalization. Effective worksite wellness programs, along with health conscious workers and community environments, complement insurance benefits and reinforce positive choices. Additional benefits, such as life, long-term care, dental, and vision insurance and flexible spending accounts improve employee quality of life, meet unique family needs, and increase employee loyalty.

STRATEGIES

9.1. Sponsor high quality, consumer friendly, affordable insurance products by:

- Ensuring Multi-State Plans (MSP) and Federal Employees Health Benefits (FEHB) health plans cover the full range of Essential Health Benefits.
- Leveraging our experience in the FEHB and MSP programs to identify and implement best practices across the insurance portfolio.
- Providing responsive customer service to insured populations.
- Analyzing complaints and appeals to elucidate opportunities to better meet the needs of enrollees.
- Updating electronic consumer decision support and health plan selection tools to optimize enrollee choice.
- Developing a comprehensive health plan assessment methodology that evaluates healthcare quality, customer service, and financial performance.

9.2 Optimize insurance related business processes by:

- Effectively managing contracts with insurance carriers/issuers to promote choice, Customer service, access to care, healthcare quality, and market competition.
- Fostering productive relationships with State Insurance Regulators, Exchange Officials, State elected officials and legislators, and Accrediting/Certifying entities.
- Modernizing IT platforms to facilitate transactions (e.g., applications, benefits negotiations, and recertification).
- Ensuring accountability through timely audit resolution.



STRATEGIES *(continued)*

9.3 Improve preventive services delivery to employees, retirees, families, tribal employees, and newly insured Americans by:

- Increasing influenza immunization rates through optimal use of health insurance benefits, occupational health resources, and employee wellness programs.
- Improving access to and timeliness of prenatal care.
- Increasing awareness and use of health insurance benefits for tobacco cessation.

9.4 Develop novel partnerships in support of population health by:

- Prioritizing healthy workforce aims in the CHCO Council, union negotiations, labor-management forums, and interactions with consumer advocates.
- Promoting tobacco-free workplaces.
- Collaborating with Substance Abuse and Mental Health Services Administration to promote awareness of mental health and employee assistance resources available to Federal employees.
- Working with the General Services Administration to create a standard contract clause to promote healthy behaviors among embedded contractors.
- Engaging with government agencies and private industry leaders to promote wellness in the work environment through healthy meal and vending choices, safe stairs and walking paths, inclusion of bicycle sharing in transportation subsidies, etc.

9.5 Enhance outreach and health literacy by:

- Ensuring Federal agency benefits officers are well informed about insurance programs.
- Targeting use of Direct to Enrollee/Direct to Retiree emails regarding Open Season and key benefits topics.
- Communication to employees across all OPM platforms, including USAJOBS, USA Staffing®, Retirement Services Online, Employee Express, and OPM.gov.
- Targeting agencies by enrollment to deliver educational seminars on Flexible Spending Accounts and insurance benefits.
- Developing outreach strategy and implementing educational sessions to Indian Tribes on FEHB plans.

INDICATORS OF OUR PROGRESS

- Improve overall satisfaction with health plan as reported by health plan enrollees in Consumer Assessment of Healthcare Providers and Systems (CAHPS).
- Keep year-over-year increases in FEHB and Multi-State premium rates below industry averages.
- Increase the number of carriers receiving OPM “Exemplary” or “Most Improved” Distinction for healthcare quality or customer service.
- Increase the percentage of states covered by at least one Multi-State insurance issuer and percentage of states covered by two or more Multi-State insurance issuers.
- Increase the percentage of IG audit findings that are closed within 180 days.
- Decrease the number of ineligible dependents on enrollee’s FEHB coverage.
- Increase influenza immunization rates, reported as Flu Shots for Adults in CAHPS Effectiveness of Care Measures.
- Improve timeliness of prenatal care as reported by health plans in Healthcare Effectiveness Data and Information Set (HEDIS).
- Lower Federal employee tobacco use rates as reported in the Federal Employee Benefits Survey.



U.S.OFFICE OF PERSONNEL MANAGEMENT

STRATEGIC PLAN

FY2014-2018