

UNITED STATES
OFFICE OF PERSONNEL MANAGEMENT

Strategic and Operational Plan

2006-2010

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Director's Message

I am pleased to present the Office of Personnel Management's new Strategic and Operational Plan. We revised our plan in an effort to make OPM's goals and operations more transparent and accountable to the American public.

In reviewing this new plan, the reader will note it differs markedly from previous OPM plans and other Federal agency plans as well. This is intentional.

We believe the American citizens and the Federal civilian workforce expect us to get things done. That's what this plan is about. Its goals are straightforward and readily identifiable. Each is action-oriented and begins with a verb. Each has a date by which it will be accomplished. We will know when it has been achieved and so will you. That's true accountability. And that is the way we want it.

The planning process was guided by the input of executives and senior General Schedule OPM associates who formed an advisory group. The resultant plan is a tribute to their efforts and reflects their knowledge, expertise and dedication to the agency.

We also tapped into other resources for input, including Members of Congress, the Chief Human Capital Officers Executive Committee, employee union leadership and the Office of Management and Budget. We value their interest in our mission.

We gave special consideration to the workforce of the future. Appendix E introduces the Career Patterns initiative, which will equip the Federal Government to attract a full spectrum of the potential employee pool to the Federal workforce. We are excited about this emerging effort and will provide periodic updates on our progress as it proceeds.

The reader should note that not all OPM programs and activities are listed. However, these programs will remain subject to high level management attention to ensure their continued and successful operation. Further, no future resource commitments have been extended to OPM with respect to initiatives in the outyears of this plan.



Finally, a word of caution – don't confuse our plan's brevity for an absence of dedication. We are committed to our principles, committed to our goals and committed to accomplishing our mission – to ensure the Federal Government has an effective civilian workforce.

A handwritten signature in blue ink that reads "Linda Springer". The signature is fluid and cursive, with a long horizontal flourish extending to the right.

Linda M. Springer
Director

advice
and
Leadership

Mission Statement

**Our mission is to ensure
the Federal Government
has an effective
civilian workforce**

*We accomplish our
mission by*

Providing human capital advice and leadership for the President of the United States and Federal agencies

Delivering human resources policies, products and services

Ensuring compliance with merit system principles and protection from prohibited personnel practices

Holding agencies accountable for their human capital practices

achieving
excellence

Guiding Principles

We are committed to

Promoting the ideals of public service

Championing the Federal workforce

Achieving excellence in what we do

Advocating for innovative human resources practices

Attracting and developing the best people for
Federal service

Preserving merit system principles

Encouraging professional development and
recognition opportunities

Spending taxpayer dollars wisely

Valuing our customers

Being accountable for our actions

essential
practices

Strategic Objectives

The Federal civilian workforce will

Be focused on achieving agency goals

Have career opportunities, benefits and service delivery that compete successfully with other employers

Federal agencies will

Be employers of choice

Be recognized as leaders in having exemplary human resources practices

The Office of Personnel Management will

Be a model of performance for other Federal agencies

Be a leader in the human resources professional community and have positive name recognition outside the Federal Government

Have constructive and productive relationships with external stakeholders

ensuring
performance

STRATEGIC OBJECTIVE

*The Federal
civilian workforce
will be focused
on achieving
agency goals*

Operational Goals*

Senior Executive Service (SES)

Review and assist, where needed, agencies in ensuring performance appraisal systems focus on goal achievement by October 1, 2006 (A-1)

Report on SES performance-based pay system results each calendar year (A-2)

Departments of Defense (DOD) and Homeland Security (DHS)

Evaluate effectiveness of DOD National Security Personnel System (NSPS) and DHS human resources management system; produce first implementation assessments by May 1, 2007 (A-3)

Establish performance measurement criteria by July 1, 2006, and collect data for determination that DOD may implement NSPS beyond initial 300,000 employee limitation (A-4)

Other Agency Reforms

Expand and publicize business case for introduction of reform legislation during 2006 (A-5)

Monitor and report on demonstration projects at agencies by January 1, 2007, and update each year thereafter (A-6)

**Each Operational Goal is assigned a reference number for corresponding with the "Goals" column in Appendix F.*

STRATEGIC OBJECTIVE

The Federal civilian workforce will have career opportunities, benefits and service delivery that compete successfully with other employers

Operational Goals

Professional Development

Issue a comprehensive catalog of Federal Government-offered professional development programs by October 1, 2006 (B-1)

Evaluate/update OPM educational curricula for relevance and effectiveness in the current human resources environment by October 1, 2006 (B-2)

Retirement Benefits Administration

Award Retirement Systems Modernization contracts and begin implementation for Defined Benefit Technology Solution and Business Transformation/Information Technology Service by May 1, 2006, and June 1, 2006, respectively (B-3)

Make final 90% of initial retirement benefits in 30 days by October 1, 2006 (B-4)

Complete and mail notice in 10 working days for 80% of subsequent change requests by October 1, 2006 (B-5)

Answer 85% of general inquiries within 72 hours by October 1, 2006 (B-6)

Develop pilot program for eliminating interim payments; identify two agency participants in pilot program by April 1, 2006; finalize 50% of initial retirement benefits by first payment due date (eliminating interim payments) by January 1, 2007; and evaluate program and expand pilot to additional agencies in 2007 (B-7)

STRATEGIC OBJECTIVE

The Federal civilian workforce will have career opportunities, benefits and service delivery that compete successfully with other employers

Operational Goals

Health and Other Benefits

Roll out new dental/vision plan by December 31, 2006 (B-8)

Implement limited expense health care flexible spending account by August 1, 2006 (B-9)

Promote affordable Federal Employees Health Benefits Program (FEHBP) options, which may include additional health savings plan options, each year during strategic planning period (B-10)

Include Government contributions to benefits in pay statement disclosures by October 1, 2007 (B-11)

Pay Administration

Lay groundwork during fiscal year (FY) 2007 for more refined market adjustments to pay (B-12)

STRATEGIC OBJECTIVE

*Federal agencies
will be employers
of choice*

Operational Goals

Workforce of the Future

Identify Federal Government workforce Career Patterns (see Appendix E) for the future with accompanying requirements/impact by June 1, 2006 (C-1)

Categorize positions by new Career Patterns at all Chief Human Capital Officer (CHCO) Agencies by January 1, 2007 (C-2)

Begin to operate and hire in the new Career Patterns environment by October 1, 2007, at all CHCO agencies and expand each year thereafter (C-3)

Recruiting Opportunities

Work with CHCO Council to roll out a more targeted (by learning institution, profession) job fair process in 2006 and expand through strategic planning period (C-4)

Update Executive Core Qualifications by October 1, 2006; complete development of enhanced automated examination tool by April 1, 2007 (C-5)

Streamline and improve the examination rating schedules for common occupations by July 1, 2006 (C-6)

Develop and roll out a plan with the CHCO Council to work with the Presidential Management Fellows (PMF) Program to recruit top talent for positions in management by July 1, 2006 (C-7)

STRATEGIC OBJECTIVE

*Federal agencies
will be employers
of choice*

Operational Goals

Hiring Process

Decrease hiring decision timeframes to 45 days from closing date of job announcement to date of offer for 50% of hires by end of FY 2006, increasing by 10% per year thereafter to 90% in 2010 (C-8)

Improve hiring practices as measured by CHCO Council-approved applicant and manager surveys at a total of eight CHCO agencies by 2007; 15 by 2008; and all agencies by 2010 (C-9)

Increase number of CHCO agencies using the USAJOBS resume format and integrating online applications with their assessment systems to 50% by April 1, 2007; 75% by April 1, 2008; and 100% by April 1, 2010 (C-10)

Increase number of CHCO agencies using the USAJOBS position announcement template to 85% by December 31, 2006 (C-11)

Effective Leadership

Provide agencies with a competency assessment tool for management candidates by January 1, 2007 (C-12)

Set guidelines for managerial development by October 1, 2006 (C-13)

STRATEGIC OBJECTIVE

*Federal agencies
will be recognized
as leaders in having
exemplary human
resources practices*

Operational Goals

Performance Development and Management

Develop and operate Beta sites at 18 CHCO agencies by October 1, 2006 (*D-1*)

Improve performance management practices at 8, 12, 18 CHCO agencies during 2006, 2007, 2008, respectively, as measured by Performance Appraisal Assessment Tool (*D-2*)

Staffing

Have written succession plans in place at 15 CHCO agencies by October 1, 2006, and meet milestones; all other agencies by October 1, 2007 (*D-3*)

Establish a category rating policy/plan by January 1, 2007, and use for hires by October 1, 2007, at all CHCO agencies (*D-4*)

Human Resources Leadership

Set targets for closing competency gaps in the Human Resources Management Specialist occupation by October 1, 2006, at all CHCO agencies (*D-5*)

STRATEGIC OBJECTIVE

Federal agencies will be recognized as leaders in having exemplary human resources practices

Operational Goals

Accountability

Implement a human capital accountability system, including compliance with merit system principles, laws, rules, and regulations in accordance with OPM standards, at eight CHCO agencies by October 1, 2006; 16 by October 1, 2008; and all by October 1, 2010 (D-6)

e-Government

Complete consolidation and migration of civilian payroll processing by October 1, 2008 (D-7)

Obtain commitment from three agencies for migration to Human Resources Line of Business (HR LOB) Shared Service Centers by October 1, 2006 (D-8)

Convert 50% of hard copy official personnel folders Governmentwide to electronic format by October 1, 2008, increasing 20% per year thereafter to 90% by October 1, 2010 (D-9)

Develop policy and functional requirements for nine non-core HR LOB subfunctions by October 1, 2006 (D-10)

STRATEGIC OBJECTIVE

*The Office of
Personnel
Management
will be a model
of performance
for other
Federal agencies*

Operational Goals

Employee Satisfaction and Development

Implement performance elements and standards for all OPM employees that support the OPM Strategic and Operational Plan by July 1, 2006 (*E-1*)

Implement a professional development program for OPM employees by October 1, 2006 (*E-2*)

Implement an employee recognition program at OPM by July 1, 2006 (*E-3*)

Implement action plan to ensure OPM is rated in the top 50% of agencies surveyed in the 2006 Federal Human Capital Survey (FHCS) and in the top five agencies in the 2008 FHCS (*E-4*)

Have the OPM Beta site operational by June 1, 2006 (*E-5*)

Develop a group employee incentive program for the Human Resources Products and Services (HRPS) Division that factors in the uniqueness of HRPS as a reimbursable business operation by July 1, 2006; implement pilot program in Center for Talent Services by October 1, 2006 (*E-6*)

STRATEGIC OBJECTIVE

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of performance
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Federal agencies*

Operational Goals

Customer Satisfaction and Timeliness

Develop performance standards for OPM common services by July 1, 2006, and implement by October 1, 2006 (E-7)

Maintain agency prompt payment performance at 98%; improve divisional performance (non-Investigative Services) 10% by October 1, 2006, and an additional 10% by October 1, 2007 (E-8)

Complete all routine OPM clearances in seven business days starting by April 1, 2006 (E-9)

Operate under a fully implemented set of delegated authorities and clearance protocols by May 1, 2006 (E-10)

Use the agency-wide Document Management System in 250 person pilot group by March 1, 2006, and extend through the agency by October 1, 2006 (E-11)

Publish eight proposed/final human resources regulations during FY 2006 (E-12)

Pandemic Threats

Support Administration strategies to address pandemic threats throughout planning period (E-13)

STRATEGIC OBJECTIVE

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Management
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of performance
for other
Federal agencies*

Operational Goals

Financial Management and Internal Control

Develop new common services methodology by July 1, 2006; implement by October 1, 2006 (*E-14*)

Issue new internal control guidelines by July 1, 2006 (*E-15*)

Receive an unqualified audit opinion and report no material weaknesses every year (*E-16*)

Develop and implement activity-based cost accounting information available to program managers by July 1, 2008 (*E-17*)

Set up a Capital Investment Committee that will review and approve major capital expenditures by July 1, 2006 (*E-18*)

Develop guiding principles to be updated, published and required for FEHBP carriers by the FY 2007 call letter mailing (*E-19*)

Review all FEHBP carriers for compliance with guiding principles at least once during the 2007-2010 period (*E-20*)

Achieve full cost recovery annually for each revolving fund program (*E-21*)

Revalidate requirements for financial management system migration to Bureau of Public Debt by May 1, 2006; complete implementation by February 1, 2007 (*E-22*)

STRATEGIC OBJECTIVE

*The Office of
Personnel
Management
will be a model
of performance
for other
Federal agencies*

Operational Goals

Investigative Services

Meet Intelligence Reform Act goals

Complete 80% of initial clearance investigations within 90 days by end of 2006 (E-23)

Complete 90% of initial clearance investigations within 40 days by end of 2009 (E-24)

Complete 90% of all other investigations by predetermined deadline (varies by case type) by end of 2007 (E-25)

Achieve rate of no more than 1% of completed investigations returned as deficient from agency security/adjudication offices each year (E-26)

Communication

Redesign the OPM website by October 1, 2006 (E-27)

Inform OPM customers of the agency's success in meeting the stated customer goals in the 2006-2010 OPM Strategic and Operational Plan within two weeks of each success (E-28)

Develop and post on internal OPM website a functional organizational directory by July 1, 2006 (E-29)

innovative
practices

STRATEGIC OBJECTIVE

*The Office of
Personnel
Management
will be a
leader in the
human resources
professional
community and
will have positive
name recognition
outside the Federal
Government*

Operational Goals

Public Awareness

Implement a plan to increase public awareness of professional development opportunities in the Federal workforce by July 1, 2006 (F-1)

Health Benefits

Introduce model cost transparency requirements for FEHBP providers effective for FY 2007 (F-2)

Report on health information technology requirements results for FEHBP providers during FY 2007 (F-3)

Professional Organizations

Identify two national professional organizations focusing on human resources policy, benefits and employee development and achieve leadership positions in them during FY 2006 and each year thereafter (F-4)

Research

Host and lead a new forum, including private sector thought leaders, for exploring innovative human resources practices during FY 2007 and each year thereafter (F-5)

Productive
relationships

STRATEGIC OBJECTIVE

*The Office of
Personnel
Management
will have
constructive
and productive
relationships
with external
stakeholders*

Operational Goals

Congress

Acknowledge receipt of all Congressional inquiries within 24 hours by July 1, 2006 (G-1)

Provide communications of OPM positions on routine issues within two days by July 1, 2006 (G-2)

Identify and initiate at least one project on which to work with Members of Congress by March 1, 2006 (G-3)

Veterans

Expand the Walter Reed Army Medical Center post-service employment support model to one additional hospital in both 2006 and 2007 (G-4)

Unions and Employee Advocacy Groups

Identify at least one initiative per year to partner and implement beginning in 2006 (G-5)

Combined Federal Campaign (CFC)

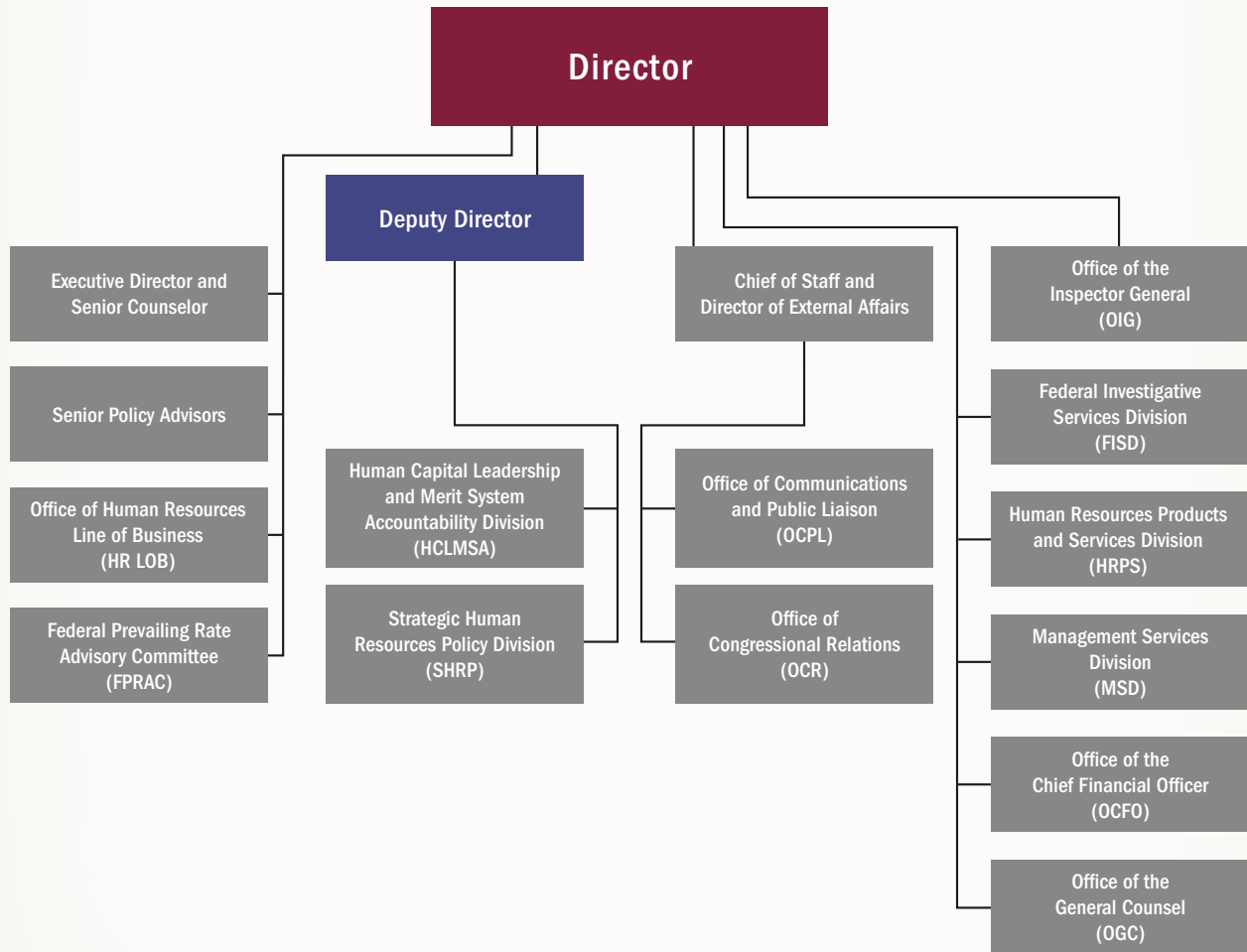
Simplify CFC participant eligibility rules for use in the 2007 campaign (G-6)

Media

Respond to routine inquiries within two hours 95% of the time (G-7)

Hold Director media briefings twice per year (G-8)

Organization Structure



Products and Services

Our products and services include

Leadership and policy guidance on personnel management issues for the President of the United States and Federal agencies

Management of health benefit and life insurance, and administration of retirement payments for employees and families across the Federal Government

Completion of 90% of all background investigative services for the Federal Government

Direction, policy guidance and technical assistance to agencies regarding the recruiting, selection, development and compensation of Federal executives and other civil service employees

Assessment of human capital management, both Governmentwide and within agencies, for compliance with current laws, regulations and policies

Collection and dissemination of Federal workforce information, including administration of human capital survey

Supervision of the Federal Executive Boards, which liaison between Federal offices in and outside Washington, DC

External Customers

Our primary duty is to serve the President of the United States. Other customer groups include

Executive Branch

Executive Office of the President

Federal Workforce

Agencies

Retirees and Beneficiaries

Others

Congress

American Citizens

Employment Applicants

Unions and Employee Advocacy Groups

Media

Public Interest Groups

Vendors

State/Local/Other Governments

Demographic Outlook

Demographic factors external to the agency impact the achievement of our goals. During this period, we anticipate an increase in

Succession planning needs and loss of knowledge, especially in light of retirement peak

Competition for talent

Demand for management and leadership skills

Need to attract and cultivate high performers in the Federal workforce

Interest in periodic rather than lifetime Government service

Desire for enhanced workplace flexibilities

Number of veterans and diversity in the workforce

Concern about safety and security issues

Virtual workplaces

evolving
workforce

Career Patterns

The Federal Government workforce is evolving from its historical composition in which career employees with traditional working arrangements dominated

This trend will continue in the future as the pool of potential workers becomes increasingly diverse in its employment arrangement goals. With a large percentage of current employees becoming retirement eligible, it is increasingly important that we are positioned to compete for these employees who seek non-traditional Career Patterns.

Our new focus on Career Patterns recognizes that employer-employee relationships will increasingly vary across many dimensions. We will need to consider such determinants as:

Time in career (early, middle, late, returning annuitants)

Mobility (among agencies, between public and private sectors)

Permanence (seasonal/intermittent, long-term, revolving, temporary, students)

Mission-focus (program-based, project managers)

Flexible arrangements (detached from office, job sharers, non-traditional time of day, part time, irregular schedule)

The professional needs of prospective employees in each of these Career Patterns will be equally varied. To attract, retain and lay the foundation for a successful career for future Federal Government employees, we need to anticipate these requirements for all segments of the talent pool. Under the Career Patterns initiative, OPM will lead the CHCO Council and agencies in addressing this imminent challenge by identifying and creating these environments for both traditional and non-traditional patterns.

achieving
goals

Program Evaluation and Implementation

Many of the operational goals outlined in the Strategic and Operational Plan relate to issues identified in evaluations previously or currently being conducted by OPM or the Government Accountability Office.

The table below provides a brief description of these reviews and the corresponding operational goals.

Internal Evaluations In-Progress or Planned

Description of Evaluation	Purpose	Schedule	Goals
Evaluation of the Employee Benefit Programs	Determine if the employee benefit programs are meeting their intended purposes: <ol style="list-style-type: none"> 1) support Federal agency efforts to recruit and retain the workforce they need to meet their missions, and 2) meet the retirement and insurance needs of Federal employees. 	Independent program evaluation will begin during FY 2006 and continue into FY 2007	B-3 – 11, F-2 – 3
Independent Evaluation of Compliance Program	Determine if the merit system compliance program meets the statutory intent, desired outcomes, and expectations of program participants, legislators, and program officials.	Independent program evaluation will begin during FY 2006 and continue into FY 2007	D-6

Internal Evaluations In-Progress or Planned

Description of Evaluation	Purpose	Schedule	Goals
Independent Evaluation of “Human Capital Performance” Program (includes SHRP, Human Capital Leadership and HR LOB)	In conjunction with the spring 2006 Performance Assessment Rating Tool (PART), design a rigorous independent evaluation program of OPM’s Human Capital Performance program in accordance with the requirements of OMB’s PART.	Independent program evaluation will begin during FY 2006 and continue into FY 2007	C-1 – 13, D-1 – 2
Independent Evaluation of Investigative Services	Evaluate the Federal Investigative Services Program that support program improvements, evaluate effectiveness and relevance of the program, and meet PART requirements.	Independent program evaluation will begin during FY 2006 and continue into FY 2007	E-23 – 26
Independent Evaluation for Leadership Capacity Program	In conjunction with the spring 2006 PART, design a rigorous independent evaluation program of OPM’s Leadership Capacity program in accordance with the requirements of question 2.6 of the PART.	Independent program evaluation will begin during FY 2006 and continue into FY 2007	C-12 – 13, D-1 – 4, E-1 – 2
DOD/DHS Program Evaluation	Develop OPM standards for independent program evaluation of alternative pay systems, starting with evaluation of DOD/NSPS and DHS MAXHR that determines proper scope, sets quality criteria, maintains independence and looks at the programs over time.	Independent program evaluation will begin during FY 2006 and continue into FY 2007	A-3 – 4
Evaluation of Demonstration Projects at Commerce and DOD	To better understand benefits and challenges of existing Demonstration projects and fulfill OPM responsibilities regarding evaluation of these projects as required by chapter 47, section 4703 of Title 5 of U.S.C. to provide for such evaluations.	Longitudinal project will begin during FY 2006 and continue into FY 2008	A-6

External Evaluations

Description of Evaluation	Purpose	Schedule	Goals
GAO Review of NSPS <i>-Human Capital: DOD's National Security Personnel System Faces Implementation Challenges</i>	Review of the most significant challenges DOD faces in the development of the NSPS.	Final report July 14, 2005	A3 – 4
GAO Review of the Equal Employment Opportunity Program <i>-Equal Employment Opportunity: The Policy Framework in the Federal Workplace and the Roles of EEOC and OPM</i>	Review of responsibilities for monitoring violations of merit principles and for producing the annual Federal Equal Opportunity Recruiting Program report on workforce demographics.	Final report April 29, 2005	D-6
GAO Review of New Hiring Flexibilities <i>-Human Capital: Increasing Agencies' Use of New Hiring Flexibilities</i>	Review of efforts undertaken by OPM and agencies to help improve the Federal hiring process, and whether agencies are making use of the two new hiring flexibilities contained in the Homeland Security Act of 2002.	Final report July 13, 2004	A-3, C-9, D-4
GAO Review of Telework <i>-Human Capital: Key Practices to Increasing Federal Telework</i>	Review of work remaining to ensure that Federal employees have the opportunity to telework.	Final report July 8, 2004	C-1 – 3
GAO Review of Federal Hiring <i>-Human Capital: Additional Collaboration Between OPM and Agencies Is Key to Improved Federal Hiring</i>	Review of significant issues and actions being taken to: reform the classification system, improve job announcements and Web postings, automate hiring processes, and improve candidate assessment tools.	Final report June 7, 2004	C-1 – 3, C-5 – 6, C-8 – 11
GAO Review of Training and Development Programs <i>-Human Capital: Selected Agencies' Experiences and Lessons Learned in Designing Training and Development Programs</i>	Review of important lessons learned from five Federal agencies about assessing agency skill requirements and identifying training needs, developing strategies and solutions for training needs, and determining methods for evaluating training programs.	Final report January 30, 2004	B-1 – 2, C-12 – 13, D-5, E-1 – 2
GAO Review of OPM <i>-General Management Review of OPM</i>	Assess OPM's capacity to lead and assist executive branch human capital reform efforts and identify management challenges and other significant issues having an impact on the effective and efficient operations of OPM's program components.	Final report to be issued	N/A

Program Evaluation and Implementation

OPM has identified both overarching program strategies and internal operational strategies that are necessary for achieving the goals highlighted in this Strategic and Operational Plan

Program Strategies

Use leadership role on CHCO Council to identify, promote, and implement human capital best practices

Lead Federal human capital policy development by leveraging findings of program evaluations to identify areas for improvement

Evaluate survey data to maintain competitive benefits portfolio for Federal employees

Improve succession planning at agencies

Coordinate with Federal Executive Boards to provide agencies with technical advice and assistance, to share best practices, and to obtain feedback from agencies

Continue to implement initiatives for agencies to improve their performance management practices

Leverage efficiencies stemming from the Retirement Systems Modernization effort to improve delivery of benefits and services

Program Evaluation and Implementation

Operational Strategies

Improve internal financial management by cross-servicing OPM's financial management operations through the Financial Management Line of Business initiative

Meet the requirements of the Intelligence Reform Act by expanding use of e-QIP, promoting reciprocity of clearance information among agencies and monitoring agency submissions of reporting data

Maintain full cost recovery in all OPM revolving fund programs

Implement and maintain a vibrant internal control and risk management function



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