

**U.S. OFFICE OF PERSONNEL MANAGEMENT
FY 1999 PERFORMANCE REPORT**

Abbreviation/Acronym Key

5ADR	Alternative Dispute Resolution
APA	American Psychological Association
APS	Alternative Personnel System
ASPA	American Society for Public Administration
AUSA	Assistant United States Attorney
BPR	Business Process Reengineering
CAHPS	Consumer Assessment of Health Plans Survey
CFC	Combined Federal Campaign
CFR	Code of Federal Regulations
CFO	Chief Financial Officer
CIO	Chief Information Officer
COLA	Nonforeign Area Cost-of-Living Allowance Program
CPDF	Central Personnel Data File
CSRS	Civil Service Retirement System
CSS	OPM Customer Satisfaction Survey
DoD	Department of Defense
DoJ	Department of Justice
DoL	Department of Labor
EAP	Employee Assistance Programs
ECQ	Executive Core Qualifications
EDI	Electronic Data Interchange
EEO	Equal Employment Opportunity
EHF	Employment History File
EIS	Executive Information System
EO	Executive Order
ERHSC	Employee Relations and Health Services Center (Prior to the reorganization of OWR, this was a component office of OWR. Since the reorganization, the employee relations area has become the Employee Relations Division and the health services area has been merged with the Family-Friendly Workplace Advocacy Office.)
ER	Executive Resources (a former component of OPM, since divided into OEMD and OERM)
ERM	Enterprise Resource Management
ES	Employment Service (a component of OPM)
FEHB	Federal Employee Health Benefits Program

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FEI	Federal Executive Institute (a component of OEMD)
FEGLI	Federal Employee Group Life Insurance Program
FERS	Federal Employee Retirement System
FFS	Fee-for-Service
FFWAO	Family-Friendly Workplace Advocacy Office
FLRA	Federal Labor Relations Authority
FLSA	Fair Labor Standards Act
FMFIA	Federal Managers Financial Integrity Act
FPRAC	Federal Prevailing Rate Advisory Committee
FSIP	Federal Service Impasses Panel
FWS	Federal Wage System
GAO	General Accounting Office
GPO	Government Printing Office
GPRA	Government Performance and Results Act
GS	General Schedule
GSA	General Services Administration
HMO	Health Maintenance Organization
HR	Human Resources
HRCD	Human Resources Compact Disks
HRD	Human Resource Development
HRDN	Human Resources Data Network (formerly VHRDR)
HRM	Human Resources Management
HRTC	Human Resources Technology Council
IACP	International Association of Chiefs of Police
IAG	Interagency Advisory Group
ICACT	International Center for Assessment Center Technology
IG	Inspector General
ILA	Individual Learning Accounts
IPA	Intergovernmental Personnel Act
IPMA	International Personnel Management Association
IPMAAC	International Personnel Management Association Assessment Council
IS	Investigations Service (a component of OPM)
IT	Information Technology
IVR	Interactive Voice Response
JFMIP	Joint Financial Management Improvement Program

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LAN/WAN	Local Area Network/Wide Area Network
LGEG	Leader Grade Evaluation Guide
LMR	Labor-Management Relations
LMRD	Labor-Management Relations Division
LR	Labor Relations
MDC	Management Development Center
MSP	Merit System Principles
MSPB	Merit System Protection Board
MSPQ	Merit System Principles Questionnaire
MTA	Military Testing Association
NACE	National Association of Colleges and Employers
NAF	Non-Appropriated Fund
NASPE	National Association of State Personnel Executives
NPC	National Partnership Council
NPR	National Partnership for Reinventing Government
OAS	Organizational Assessment Survey
OC	Office of Communications (a component of OPM)
OCAS	Office of Contracting and Administrative Services (a component of OPM)
OCFO	Office of the Chief Financial Officer (a component of OPM)
OCIO	Office of the Chief Information Officer (a component of OPM)
OCR	Office of Congressional Relations (a component of OPM)
OD	Office of the Director, OPM
OERM	Office of Executive Resources Management (a component of OPM)
OEMD	Office of Executive and Management Development (a component of OPM)
OGC	Office of the General Council (a component of OPM)
OHRD	Office of Human Resource Development (a component of OWR)
OHREEO	Office of Human Resources and EEO (a component of OPM)
OIG	Office of the Inspector General, OPM
OMB	Office of Management and Budget
OMSOE	Office of Merit System Oversight and Effectiveness (a component of OPM)

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Abbreviation/Acronym Key

OPF	Official Personnel Folder
OPM	U.S. Office of Personnel Management
OSTP	Office of Science and Technology Policy
OWCP	Office of Workers' Compensation Program
OWR	Office of Workforce Relations (a component of OPM)
PFI	Positive Financial Impact
PL	Public Law
PMC	President's Management Council
PMIAD	Performance Management and Incentive Awards Division (a component of WCPS)
PPP	Prohibited Personnel Practices
QAD	Quality Assurance Division (a component of RIS)
QIT	Quality Improvement Team
QRB	Qualifications Review Board
RF	Revolving Fund
RIS	Retirement and Insurance Service (a component of OPM)
SDLC	Systems Development Life Cycle
S&E	Salaries and Expenses
SES	Senior Executive Service
SF	Standard Form
SIOP	Society for Industrial Psychologists
SOC	Standard Occupation Classification
TC	Transaction Codes
TMA	Training and Management Assistance (a component of OHRD, which is a component of OWR)
TRB	Theodore Roosevelt Building
TSP	Thrift Savings Plan
ULP	Unfair Labor Practice
USAJOBS	United States of America - JOBS
USC	United States Code
USDA	U.S. Department of Agriculture
WCPS	Workforce Compensation and Performance Service (a component of OPM)
WHF	White House Fellowships
Y2K	Year 2000

OPM STRATEGIC GOAL I

Provide policy direction and leadership to recruit and retain the Federal workforce required for the 21st Century.

OMSOE — Goal 1

- ✓ Federal Human Resources Management (HRM) policies and programs are merit-based, mission-focused, and cost-effective.
- ✓ OMSOE studies produce valuable information which contributes to policy or program proposals.

Special studies and reports of formal discussions included data, and other information, provided initial policy leadership and technical assistance for agencies, and established mechanisms for OPM's continued leadership and partnership with stakeholders in dealing with these issues. Program offices have already taken action in the areas of poor performers and openness in employment. We continue to work with agencies to encourage alignment of their human resources with their strategic plans. Studies include:

- *Federal Human Resources Employment Trends: An Occupation in Transition (parts 1 & 2)*
 - *Strategic Human Resources Management: Aligning Human Resources Management with Mission*
 - *Poor Performers in Government: A Quest for the Truth*
 - *Opportunities Lost: Openness in the Employment Process*
- Two Strategic Human Resources Management Roundtables convened and reported.*

OMSOE—Goal 2

- ✓ The Central Personnel Data File (CPDF) is modernized to acquire data electronically, to make the CPDF more accessible, and to use it to replace the employment history function now served by paper Official Personnel Folders (OPF's). FY 1999 Goal was to complete the modernization plan.
- ✓ Develop technical requirements and quality control information. Progress on CPDF Modernization Plan.

A detailed project plan was developed in FY 1999, and pilot testing of secure data transfer via the Internet for one major agency was completed. Work to test alternative protocols with other agencies continues.
- ☒ Develop design specifications for CPDF online info. retrieval system.

Although an FY 2000 indicator, initial work began in FY 1999. An issue paper was completed, and software alternatives are under consideration
- ☒ Assessment of quality of CPDF historical dynamics records.

This FY 2000 indicator is no longer valid, as the project was superseded by the Human Resources Data Network (HRDN) project.
- ☒ Develop quality control procedures for the CPDF Employment History File (EHF).

This FY 2000 indicator is no longer valid, as the project was superseded by the HRDN project.

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∅ Increase in HR Directors' satisfaction.

The responses to the FY 1999 HR Directors' Survey were not sufficient enough to make it a credible and reliable survey. We will look to future year's data to assess trends.

The HR Director's baseline satisfaction levels from the FY 1998 survey were as follows: leadership 54%, opportunity for involvement 63%.

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OPM STRATEGIC GOAL II

Protect and promote the merit-based civil service and the employee earned benefit programs through an effective oversight and evaluation program.

OMSOE—Goal 3a

✓ Agencies, Governmentwide, adhere to the merit system principles and the laws, rules, and regulations governing Federal human resources management.

✓ Improved adherence to merit system principles and improved HRM effectiveness

The merit system remained strong in FY 1999 based on results of oversight reviews of 15 agencies, which included approximately 120 installations. These reviews uncovered only a few areas that required corrective actions by agencies. We also conducted a special study on strategic alignment of human resources with agency strategic plans (published in early FY2000). Information indicates moderate progress toward the integration of human resources in agency strategic plans.

✓ HRM improvements and correction of abuses that result from oversight reviews.

In those few instances where reviews uncovered serious merit system abuses, agency reviews were not closed until the agency complied with all required actions which mandate improved adherence to Merit System Principles (MSPs). Examples of required actions include (1) installation removed an employee because nepotism was involved in the selection; (2) an installation had its authority to appoint temporarily rescinded by its higher headquarters at OPM's direction; (3) agency rescinded incentive awards because the awards were improperly granted; (4) agency restored reduction-in-force appeal rights to employees who were downgraded without being given those rights; and (5) agency removed non-veterans from positions that were restricted to veterans.

✓ Agency satisfaction with evaluation is at least 4.25.

Satisfaction with agency wide evaluation work is 4.78 on a scale of 1 to 5; exceeding our goal of 4.25.

✓ Agencies reviewed as scheduled.

Completed our scheduled reviews of a total of 15 agencies: Federal Communication Commission, Energy, Health and Human Services, Navy, Dept. of Transportation, National Labor Relations Board, Office of Personnel Management, Commodity Futures Trading Commission, Export/Import Bank, Farm Credit Bureau, Federal Labor Relations Authority, National Capital

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Planning Commission, National Gallery of Art, Pension Benefit Guarantee Corporation, and the Smithsonian Institution.

X Improvement in the % of employees responding favorably to the Merit System Principle Questionnaire (MSPQ)

I: Merit Systems Principles (MSP) Questionnaire results for FY 1997- FY 1999 by MSP. Data are percent favorable responses. The MSPQ is given late in the prior Fiscal year and used as the baseline for reviews conducted in the following year. Results are considered stable if within 5%.

Note: The FY 2000 MSPQ was completely revised during FY99. The new version will be used to support the next 4-5 year cycle of oversight reviews. The new MSPQ may also be used to track Governmentwide trends in MSPQ perception in support of other OPM goals. Results of this survey will be reported in the FY 2000 performance report.

MSP	% Favorable Response		
	1997	1998	1999
1. Recruit, select, advance on basis of merit	50	51	47
2. Fair and equitable treatment of employees	55	56	46
3. Equal pay for equal work reward excellent perf.	37	36	36
4. High Integrity, conduct & concern for public interest	54	53	56
5. Manage employees effectively & efficiently	58	59	56
6. Retain and separate on the basis of performance	37	38	43
7. Educate and train for better performance	48	50	50
8. Protect from unlawful political influence	75	76	64
9. Protect from reprisal for lawful disclosure	55	58	47

- An upward trend (MSP 6).
- Stable trends for MSPs 1, 3, 4, 5, & 7
- Downward trends for MSPs 2, 8 & 9

Downward trends occurred at a time of tremendous Governmentwide downsizing, including Reductions in Force, and during the public coverage of a couple of highly visible incidents of improper actions related to whistle blowing. Perception of these underlying values are influenced by many factors and may take longer to improve.

✓ 5 & 10 year efficiency and productivity trends for personnel office operations are monitored and charted.

We conducted a special study of the Federal HR workforce. Agencies and OPM will use this information to assist the smaller HR workforce in defining and performing the new roles required in the more flexible and decentralized Federal human resources environment.

OMSOE—Goal 3b

✓ HRM practices in non-title 5 agencies adhere to the merit system principles.

✓ Non-title 5 agencies adhere to merit system principles

Results indicated positive adherence to the MSP's in the permanent demonstration projects. We continue to work with agencies with active

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demonstration projects to ensure successful adherence to MSP's in the implementation of their alternative personnel systems. Reviews of agencies with interchange agreements showed that one agency had a solid merit system, but had potential vulnerabilities that could occur during operation. We recommended they develop an internal accountability system. Another agency had such poor record keeping that we could not verify that it was operating a merit system.

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✓ Merit principle abuses are corrected

No major merit system violations were found in one review and we reported inadequate record keeping in another agency to Employment Service so they can determine whether to renew the interchange agreement with that agency.

✓ Agency satisfaction with OMSOE evaluations is 4.25

We are not doing these evaluations on time-limited interchange agreement agencies because we do very limited reviews of them. The evaluations for demonstration projects is done as part of the broader agency-focused review. Overall results for agency reviews were reported under goal 3A.

✓ Agencies reviewed as scheduled

Oversight of these agencies is a very small and developing workload. There are a total of 9 interchange agreements, 5 permanent and 4 time-limited. We reviewed 2 agencies with time-limited interchange agreements in FY 1999.

Developing work with demonstration projects is conducted as appropriate as part of the broader agency-focused reviews of title 5 agencies.

OMSOE—Goal 4

✓ Agency systems assure accountability for the merit system principles and the laws, rules, and regulations governing Federal human resources management

✓ Internal accountability systems established or improved

Progress was made in the Accountability Program with the publication of guidance materials and the special study on Strategic HRM. In addition, we worked very closely with the Department of Interior to develop their new system.

✓ Inter-agency projects produce accountability models and measures

Documents and tools produced through partnership with Interagency Advisory Group accountability subgroup contain benchmark models and measures. Internal Accountability-At-A-Glance document created to track agency progress.

✓ Evaluations of accountability systems in key agencies according to the Program Coverage Guide

Results indicate incremental progress toward developing formal accountability systems.

✓ Increase in HR Directors' satisfaction and in HR Specialists' satisfaction.

Satisfaction ratings by Human Resource specialists in FY 1999 are reported here. The responses to the FY 1999 HR Directors' Survey were not sufficient enough to make it a credible and reliable survey. We will look to future year's data to assess trends.

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- Human Resource specialists who report working in the area of accountability: In 1998 we only had data available for HR Specialists overall.
- Satisfaction ratings for

Information sharing:	66%
Technical Assistance:	69%
MSP Video:	59%
Accountability System Development Guide:	63%
Strategic HR Management:	60%

We will monitor and work to improve satisfaction as we continue to promote HRM accountability. Of note, the satisfaction levels as measured by the FY 1998 customer survey for HR Director's were 60% for leadership and 61% for opportunity and involvement.

OMSOE—Goal 5

- ✓ **The Federal workforce understands and is guided by the merit system principles.**
- ✓ **Increase understanding of principles as measured by MSPQ questions 27 & 28**
 Combined results indicate awareness of the MSPs and Prohibited Personnel Practices (PPPs) are stable. % favorable ratings are:
 1997: 43% 1998: 39% 1999: 43%
- ✓ **Agencies adopt programs and practices that promote the merit system principles**
 Results from oversight reviews indicate that the merit system culture is alive and well in the Federal government. We will continue to work to maintain and improve the culture for merit even as delegation of and flexibilities for human resources management increase.
- ✓ **Educational materials are used by agencies to increase awareness of principles**
 MSP video training module incorporated in USDA Graduate School and Management Development Center Curriculums. Prior to GPO listing the materials in their catalog, we received 150 requests from Government agencies and other organizations.
 The award winning video on the merit principles: "Encounter on Roosevelt Island: A Conversation about the Merit Principles" and its accompanying wallet card and training module were completed and distributed.

OMSOE — Goal 6

- ✓ **Delegated examining is conducted in accordance with merit system laws, regulations, and principles (See also Employment Service Goal 14.)**
- ✓ **Reviews conducted as scheduled.**
 We scheduled a minimum of 18 reviews for FY 1999. 50 were completed. This is due in large part to the number of reviews conducted within the Department of Health and Human Services.

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✓ Violations are corrected

Reviews indicate agencies are for the most part conducting delegated examining work within the merit system principles. Only two serious abuses resulted in temporary withdrawal of local examining authority by agency headquarters. Both installations had pervasive errors in the examining process (e.g., improper qualification determinations, errors in assigned ratings). Because the errors were so pervasive, the general integrity of the examining unit was compromised. In addition, in both cases it was clear that the examining unit staff needed significant training. To accomplish this, OPM asked the higher agency authority to remove the examining authority during the training period.

OMSOE — Goal 7

✓ The Department of Justice’s requests for assistance under the Voting Rights Act are fully supported.

✓ Department of Justice requirements are met

Department of Justice requested a specific number of observers for five language-based (Native American— Choctaw, Keresan, Navajo, Towa, Zuni; Chinese—Cantonese and Mandarin; and Spanish) and race-based elections. Specifically, we met the requirements 100% by providing 480 Observers for elections in Arizona, California, Mississippi, New Jersey, New Mexico, New York, and Utah. In addition, through the use of the Voters Rights toll-free number, examiner-only coverage was provided for 53 elections in Alabama, Georgia, Louisiana, Mississippi, New York, South Carolina, Texas, and Utah.

✓ Skilled observers are provided for exercises

In addition to the skilled language observers already on the Intermittent Voter Rights rolls, 9 Choctaw Indians were recruited and trained for work in Mississippi; 11 additional Spanish-speaking observers were also added to the rolls for work in New Jersey. Extensive training was provided on the Voting Rights exercise responsibilities

✓ High quality election day reports, accurate voter lists, resolution of voting problems and timely voter list maintenance

High quality observer reports completed and accepted by Department of Justice. Federally registered voter lists are maintained on a continuing basis.

OMSOE — Goal 8

✓ Classification appeals, Fair Labor Standards Act (FLSA.) claims, and the mobility provisions of the Intergovernmental Personnel Act (IPA) are properly administered.

✓ Correct, consistent and timely decisions as tracked by Claims and Appeals Tracking System

Perception of timeliness is measured by assessment forms sent to each appellant or claimant and agency when a decision is issued. On a scale of 1-4, with 4 being highest, agencies rated us 3.5 on timeliness whereas appellants scored us 2.4. We believe the appellants rating is low because by the time they appeal to OPM, they have appealed to their agency. After

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waiting 60 days for the agency's response, if they did not get the answer that they wanted, they appeal to OPM for a quick decision. Therefore, the timeliness on the entire appeal process is an issue with the appellant.

Correctness and consistency are monitored by 100 percent review of decisions by the program manager and by the number of reconsiderations submitted by agencies and appellants. This year only two of 131 decisions were reconsiderations of previous cases.

✓ Publication of Digest

Digests 1 through 23 (covering 1981 through 1999) are posted on the OPM website and have been submitted to the Classification Programs Division for inclusion on the January 2000 Human Resources Compact Disk (HRCD) as individual issues and individual articles.

Digest 22 was published in FY 1999, and Digest 23 was ready for publication in the first month of FY 2000. Publication of the Digest provides examples of OPM's application of classification standards and assists personnelists to better apply the standards, and provide information for appellants.

✓ Publication of FLSA decisions on OPM's website

All FLSA claims decisions issued since October 1996 are posted on OPM's website.

✓ Interagency Personnel Act (IPA) delegations are properly exercised

Reviews in three technical/medical/ scientific organizations with large IPA programs indicated programs were functioning properly with only a few minor problems such as insufficient training/ orientation for incoming IPA's. Participation in IPA programs increased to 2,022 in FY 1999, from 1,564 in FY 1995. Roughly 75% of participants in each year were non-Federal employees working for Federal agencies, 25% were Federal employees working in non-Federal agencies.

OPM STRATEGIC GOAL III

Provide advice and assistance to help Federal agencies improve their human resources management programs to effectively operate within the economy, demographics and environment of the 21st Century.

OMSOE — Goal 9

✓ Personnel demonstration projects and alternative personnel systems are successfully implemented. (See ES Goal 18, WCPS Goal 13, and OWR Goal 13).

✓ Number of demonstration projects and alternative personnel systems (APS) approved for publication and the number of projects implemented

Demonstration activity remains at a high level. In addition, work on new and existing HR innovation in the form of legislation for agency-specific alternative personnel systems is increasing (e.g., Federal Bureau of Investigation, Bureau of Indian Affairs, Treasury, and the Internal Revenue Service). Inquiries about demos/APS or other Human Resource innovations

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were initiated by several Federal, State, local and international organizations.

✓ New Human Resources Management laws, regulations, or lessons learned from demonstration projects

See report under Goal 1. Technical assistance or informational presentations made to stakeholders and clients and at the American Compensation Association, OPM's Strategic Compensation conference, OPM's performance management conference, and the annual meeting of the American Evaluation Association. Older demonstration projects have led OPM to propose a number of governmentwide changes which are being discussed with stakeholders.

✓ Increase in HR Directors' and Specialists' Satisfaction

The primary emphasis of this goal is technical assistance so results from HR specialists, particularly those involved with HR innovation are reported here. The response to the FY 1999 HR Directors' Survey was not sufficient enough to make it a credible and reliable survey. We will look to future year's data to assess trends.

Results reflect interaction with several OPM program areas as well as OMSOE staff.

HR Specialists who report working in the area of HR innovation: (not available in 98) report satisfactory ratings.

Information sharing:	57%
Technical Assistance:	47%
HR Flexibilities and demo guidance materials:	70%

We will investigate these results and work to improve satisfaction under the auspices of the new Center for HR Innovation. Of note, the satisfaction levels, as measured by the FY 1998 customer survey for HR Directors was 36% for leadership and 41% for opportunity and involvement.

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OPM STRATEGIC GOAL IV

Deliver high-quality, cost effective human resource services to Federal agencies, employees, annuitants and the public.

OMSOE — Goal 10

- ✓ The workforce information needs of OPM, other central management agencies, the Congress, the White House, and the public are met.
- ✓ Accurate and timely Central Personnel Data File and other workforce information systems
 - Most recent GAO report says about 1/3 of the data elements are 100% accurate; remaining 2/3 are 99% accurate.
- ✓ Records of at least 97% of employees per major agency are correct on core elements
 - Most recent GAO report says about 1/3 of the data elements are 100% accurate; remaining 2/3 are 99% accurate.

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- ✓ User satisfaction with OPM’s record keeping requirements, workforce information and data services

Satisfaction ratings by HR specialists overall in FY 1999(not an FY 1998 survey question):

- Guide to Personnel recordkeeping: 80%
- Guide to Processing Personnel Actions: 82%
- Guide to Personnel Data Standards: 71%

Three operating manuals updated and put on website. ListServe communications expanded to over 600 subscribers, twice what was estimated.

- ✓ Growing interest in data publications on OPM’s website
All publications are now on the web, averaging nearly 12,000 “hits” per week.

OTHER INITIATIVES

“Equal Pay Self-Audit Guide” completed and baseline data from all agencies collected.

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Employment Service (ES)

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OPM STRATEGIC GOAL I

Provide policy direction and leadership to recruit and retain the Federal workforce required for the 21st Century.

ES Goal 1

✓ By the end of FY 2000, needed changes in all significant OPM program policies are identified and changes are introduced so that Federal agencies are better equipped to respond to changing human resources and agency needs in the 21st century. (Goal assessment based on expected FY 1999 actions.)

∅ Increase in HR Directors' Satisfaction .

We considered a number of potential legislative and regulatory changes as part of the Office of Personnel Management (OPM) Human Resources (HR) Improvement Initiatives and these continue to be discussed with agencies, unions, and other key stakeholders.

Regulations and other policy guidance in the staffing area were also developed in response to legislation, court decisions, and problems and ideas presented by agencies, by unions, or by other groups, and to deal with Presidential initiatives. Examples include:

- Veterans Employment Opportunity Act
- Appointment of people with psychiatric disabilities
- Removal of restrictions on Dual Pay for Retired Officers
- Restoration of flexibilities in the voluntary early retirement program
- Extension of career transition assistance programs

The HR Directors' satisfaction levels as measured by the FY 1998 customer satisfaction survey were as follows:

Program Area	Satisfied/Very Satisfied	
	Policy Leadership	Opportunity for Involvement
Employment Information	83.7%	78.0%
Selection and Promotion	75.6%	75.0%
Workforce Restructuring	80.6%	75.0%
HR Systems Automation	54.3%	57.6%

The response to the FY 1999 HR Directors Survey was not sufficient enough to make it a credible and reliable survey. We will look to future year's data to determine trends.

✓ Meet at least quarterly with stakeholder groups

Met at least quarterly with Performance America; Staffing Issues Group, Reemployment Placement List work group, the Interagency Advisory Group (IAG) of personnel directors and its subgroups on Employment Information, Staffing, and Downsizing. We also regularly met with other stakeholder groups, including the National Partnership Council, public employee unions, National Partnership for Reinvention, Veterans' Service Organizations, National Association of Colleges and Employers, National Association of Schools of Public Affairs and Administration, Hispanic Association of Colleges and Universities, Historically Black Colleges and Universities, and other college and university groups.

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∅ 50% (or higher) favorable rating on questions pertaining to Merit System Principle 1

In 1999, the MSPQ was significantly revised; therefore, we could not use these results to compare to previous year MSPQ data in this report. The FY 1999 results will establish a new baseline for FY 2000 improvement.

✓ Issue policies in a timely manner

Internet Web guidance was updated with changes in laws and regulations. Agencies were alerted immediately of new initiatives, such as President's initiative for persons with psychiatric disabilities. Major regulations required by law were issued very quickly (within a month for the Veterans Employment Opportunity Act and within a week for Voluntary Early Retirement Authority changes).

✓ Numbers of appointing authorities continue to be reduced

In FY1999 OPM was able to eliminate 46 appointing authorities. Since 1995 over 170 Appointing Authorities have been revoked.

✓ Customer satisfaction with policies and programs

The FY 1999 customer satisfaction survey showed a high proportion of HR specialists were satisfied with the provision of policy information [see goal #6] and with technical assistance in the area of staffing policy [see goal #15].

☒ Effectiveness of policies and programs as measured by external studies and program evaluations

This is an FY 2000 indicator.

ES Goal 2

✓ With the Chief Information Officer (CIO), leadership and support are provided to the Human Resources Technology Council (HRTC) so that Governmentwide Human Resources business process redesign, systems modernization efforts, and planning initiatives to fully exploit the use of modern automated technologies are pursued. [See also OCIO Goal 1.]

∅ Satisfaction of HRTC members with the results of HRTC studies and services as measured by OPM Customer Satisfaction Survey

HRTC members (a subset of HR Directors) were pleased with OPM's policy leadership and very pleased with their opportunity to participate, according to the FY 1998 customer satisfaction survey.

FY 1998 Baseline Data:	Satisfied/Very Satisfied	
	Policy Leadership	Opportunity for Involvement
HR Systems Automation	64%	82%
Governmentwide HR Inform. Systems Study (1998)	100%	92%

The response to the FY 1999 HR Directors Survey was not sufficient enough to make it a credible and reliable survey. We will look to future year's data to determine trends.

✓ Actions are initiated as a result of HRTC policy discussions

During FY 1998, the HRTC delivered to the President's Management Council a Governmentwide study on HR systems requirements and a review of

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current legacy and new developing systems in all major departments and agencies. This critically acclaimed study is the basis for follow-on work during FY 1999 and 2000. Many of these actions, including development of a strategy with OPM on electronic data record-keeping and reporting, are well underway.

The HRTC completed work on the Joint Financial Management Improvement Program (JFMIP) finalization of payroll requirements. These new JFMIP requirements were published in April 1999.

ES Goal 2a

✓ As co-chair of the Human Resources Technology Council (HRTC), ES will support and assist other OPM organizations to begin the delivery of the initial capabilities that implement the Governmentwide vision of a Virtual Human Resources Data Repository. [See OCIO Goal 2a].

ES Goal 2b:

✓ Under direction of the Human Resources Technology Council (HRTC), human resources information flow between agencies, OPM, and other relevant parties is improved through an expanded centralized delivery mechanism (“data hub”).

✓ Evaluate qualitative feedback from the HRTC members on satisfaction with the operations of the “data hub.”

In meetings of the HRTC, members responded favorably to data hub progress. The OPM Data-Hub became available to agencies in FY 1999 for electronic Federal Employee Health Benefits Program (FEHBP) and Central Personnel Data File (CPDF) submissions. As of the end of FY 1999 all agencies using Employee Express were submitting FEHBP transactions to the health carriers electronically. OPM has advised non-Employee Express agencies that the Hub is available to submit transactions for them as well. All FEHBP electronic submissions are working efficiently and accurately. Electronic CPDF submissions through the Data Hub are currently being tested with a limited number of agencies. This service will be available to all agencies in early FY 2000.

✓ Increase the scope of the centralized delivery mechanism (“data hub”) to accommodate Governmentwide requirements.

Electronic FEHB and CPDF submissions via the Data Hub have been developed as directed by the HRTC members. Additional items being explored by the HRTC include electronic Combined Federal Campaign (CFC) contributions.

ES Goal 2c:

✓ Through the encouragement of the Human Resources Technology Council (HRTC), an increased number of agencies are using self-service benefits selection systems (such as OPM’s Employee Express).

✓ The number of agencies and employees covered by self-service benefits selection systems is increased by 10% over the numbers covered in FY 1998

The number of agencies covered by Employee Express increased by 10%

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(from 31 to 34), but the number of employees covered only increased 3%. However, in FY 1999, a specialized Employee Express-like system was designed and developed for the Defense Finance and Accounting Service. This self service benefits system, once fully deployed, will serve over five and a half million civilian, military and retired users. The system will be available for use in FY 2000 with expansion and enhancements planned for FY 2001.

- ✓ The scope of OPM data delivery systems is increased to accommodate diverse agency self-service benefits selection system requirements. Self-service benefits systems allow for the direct entry of transactions once processed in operating HR offices, saving valuable resources and at the same time, increasing employee access to their own data.

OPM has made the Data Hub available to non-Employee Express agencies to submit FEHB transactions directly to the health carriers from their internal self service benefits systems. Agencies have been notified through their HRTC representatives and through a Benefits letter sent to all benefits officers by OPM's Retirement and Insurance Service.

ES Goal 3

- ☒ Redesigned Qualification Standards that integrate competency-based examining and Department of Labor (DOL) and Office of Management and Budget (OMB) Standard Occupational Classification systems are completed so that agencies are better able to coordinate selection, career development, and job mobility programs and to provide a simple, understandable framework for Government job applicants.

This is an FY 2000 initiative.

ES Goal 4

- ✓ A flexible framework is in place to help agencies that are downsizing and restructuring to maximize their use of various alternatives to involuntary separations without reducing employee protections provided by the four statutory retention factors established in the veterans preference act for use in reductions in force.

- ✓ Alternative RIF processes will be developed and available for use
 - Alternative ways to apply RIF are being tested in personnel demonstration projects as in the Army Medical Research and Material Command and the Army Research Laboratory.

- ✓ Agencies will be able to implement new personnel practices supported by the alternative framework while preserving the four statutory retention factors mandated by the Veterans Preference Act

The four factors were retained in all RIF demonstration projects.

- 90% (or higher) agency satisfaction with framework as measured by OPM HR Specialist Customer Satisfaction Survey

This item was not included in the FY1999 Customer Satisfaction Survey after all, as not enough people in the surveyed group would be knowledgeable about the specific demonstration projects. The survey portion of demonstration project evaluation reports will ultimately supply useful data.

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ES Goal 5

- A new merit promotion process, supported by the merit principles, will provide agencies with practical and flexible processes that support a high-quality workforce.

This is an FY 2000 initiative.

ES Goal 6

- ✓ Agencies receive clear, accurate, timely advice and assistance to ensure that the lawful rights of employees and applicants, including veterans, are safeguarded.

- ✓ Report on the guidance and models issued during the year.

Internet-posted guidance was updated quickly when there were changes in laws and regulations. Agencies were alerted immediately of new initiatives, such as the President's initiative for persons with psychiatric disabilities. Major regulations required by law were issued very quickly (within a month for the Veterans Employment Opportunity Act and within a week for Voluntary Early Retirement Authority changes).

In FY 1999, ES developed comprehensive guides for agencies and managers on restructuring alternatives and Reduction in Force avoidance, and on HR issues and policies when outsourcing. We updated RIF guidance and issued the third annual Career Transition Assistance report. We continued to provide significant technical assistance in response to phone calls, letters, and Internet messages.

- ✓ Evaluate qualitative feedback from agencies on the usefulness of guidance provided, including feedback on the OPM website

FY 1999 Survey results were very high for providing policy information. [See details, below.] Feedback at conferences, meetings, and in e-mail indicates high satisfaction with staffing policy information on the OPM website and people are asking for more policy topics to be covered there.

- X Increase in the level of agency HR Specialists' satisfaction.

The FY 1999 customer satisfaction survey showed that HR specialists were well satisfied with how we provided information and guidance; but not as satisfied as they were in FY 1998.

Program Area	FY 1998 Satisfied	FY 1999 Satisfied
Employment Information	87%	85%
Selection and Promotion Info	81%	74%
Veterans Preference Info	87%	80%
Workforce Diversity Info	70%	64%
Reduction in Force Info	83%	71%
Early Retirement & Voluntary Separation Info	86%	77%
Career Transition Info	75%	68%

- ✓ Satisfaction levels at 80% or higher for specific guidance materials in FY 1999.

	Satisfied/Very Satisfied
USAJobs Job Entry Guide	80.9%

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∅ At least 2% improvement in results of the Merit System Principles Questionnaire (MSPQ)

In 1999, the MSPQ was significantly revised; therefore, we could not use these results to compare to previous year MSPQ data in this report. The FY 1999 results will establish a new baseline for FY 2000 improvement.

☒ Evaluate the results of oversight reviews to determine if fewer findings of systemic problems are found in agencies, and improvements are noted

This is an FY 2000 indicator.

☒ All proposed and new rules published in the Fed. Register meet plain language criteria.

This is an FY 2000 indicator.

☒ At least half of all existing ES policy documents are rewritten in plain language by the end of FY 2000.

This is an FY 2000 indicator.

ES Goal 7

✓ Agency requests for variations, exceptions, extensions, waivers, adjudications, and Schedule C activities are responded to in a manner that is both timely and consistent with law and merit staffing principles so that agencies can proceed in a timely manner.

X Increase in HR Specialists' satisfaction.

The HR Specialists' baseline satisfaction level with staffing casework service as measured by the FY 1998 and FY1999 surveys were as follows:

		Satisfied/Very Satisfied
		1998
1999		
Staffing casework	64.4%	76.6%

This is a statistically significant difference (> 5%). We have already reviewed this item and discovered there was confusion over what was being measured. The questionnaire item is "Staffing policy casework (e.g., requests for variations, extensions, and Schedule C)." What we intended to measure was the promptness, professionalism, and attentiveness of our staff; as well as the reasonableness of our processes. We did not intend to be rated on the basis of Specialists' satisfaction with those provisions of law which we are required to follow in making decisions on cases. It appears that some were not satisfied with our casework because they disliked the decisions made.

✓ Improve timeliness by 5% over FY 1998 levels

A standard of 10 days was established for FY 1999. All cases were within standard or earlier.

✓ Evaluate the results of the review of exceptions through qualitative analysis to determine if standards for documentation and justification have been met

All waivers, variations, and excepted service appointing authority decisions were fully documented in FY1999.

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ES Goal 8

- A model for workforce planning, analysis, and forecasting (initially enhanced by a direct link to Census, Labor, and educational institution data, with expansion of databases in later versions) is in place so that agencies can enhance workforce quality for mission-critical occupations by selecting from a diverse pool of well-qualified applicants, and by conducting effective succession planning.

This is an FY 2000 initiative.

ES Goal 9

- Flexible, cost-effective, Governmentwide intern programs that incorporate competency-based assessment tools, and are built on the successful recruitment model of the Presidential Management Intern program and other successful agency intern programs, are available so that agencies can identify high quality, diverse candidates for mission-critical occupations. [See also ES Goal 12]

This is an FY 2000 initiative.

ES Goal 10

P The USACareers Web-based system is placed in 100 universities and colleges with diverse enrollments in academic disciplines related to mission-critical occupations in Government to enhance agency recruitment efforts.

P USACareers usage will increase

We have participated in the National Partnership for Reinventing Government and Access America for students, to place USA Careers in 10 college/university systems in FY 1999.

- Longitudinal studies (studies comparing results in different time periods) are conducted in conjunction with the National Association Of Colleges and Employers (NACE). Employers will monitor increases in numbers of students hired from the schools where USACareers is placed.

This is an FY 2000 indicator.

- Agencies indicate that recruitment of diverse, high-quality candidates is enhanced and through specific follow-up with agencies to assess recruitment.

FY 1999 data pending.

- Welfare-to-Work* and other school-to-work initiatives show gains in individuals moving into paid employment.

As of late August, 1999, Federal agencies had hired 14,559 persons through the Welfare-to-Work program.

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ES Goal 11

✓ Required competencies are identified for all major Federal occupations and occupational analyses of three Governmentwide mission-critical occupations (auditing, accounting, information technology) are completed in order to provide information to support improved recruitment, selection, promotion, and career development tools needed for a high-quality Federal workforce.

✓ Agency and stakeholder satisfaction with the design and results of the studies, and with the strategies developed (as measured by qualitative analysis of feedback from agencies and stakeholders).

The Chief Financial Officers (CFO) Council, Education and Development Committee, continues to support FY 2000 implementation of competency models. We continue to have similar support from the Chief Information Officers Council (CIO), the Human Resources Technology Council, and the Procurement Executives Council.

☒ In future years, by assessing results of longitudinal studies of the quality of the workforce in these occupations to determine if new tools were useful.

This is an FY 2000 and beyond indicator.

✓ An increase in the Federal occupations for which competency information is available.

A pilot project was operational for the Accounting occupation in FY 1999. Competency information will be added in FY 2000 for other occupations, including IT, Human Resources and Clerical.

✓ Competency data are made widely available through the HR Manager and USACareers automated systems.

All of the data from competency studies conducted in previous years are in the HR Manager system, and the trades and labor data will be added in FY 2000; 30,000+ users added to USA Careers customer base.

ES Goal 12

✓ The value of the continued use of valid, fair, merit-based examining procedures, and the improved automated, competency-based assessment tools designed to support them, is communicated so that agencies have a better understanding of the impact of such procedures on workforce quality. [See also ES Goal 9, 21]

∅ Favorable perception of employees Governmentwide that staffing is conducted in accordance with Merit Systems Principle 1, ("Recruit, select and advance on the basis of merit"), as measured by a 50% or higher favorable ratings on relevant questions on the OPM Merit Systems Principles Questionnaire (MSPQ).

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In 1999, the MSPQ was significantly revised; therefore, we could not use these results to compare to previous year MSPQ data in this report. The FY 1999 results will establish a new baseline for FY 2000 improvement.

- Report whether the review of CPDF data indicated a need for movement of appointing authorities to the competitive service, and the status of this movement.

This is an FY 2000 indicator.

- ✓ Documentation of effective uses of objective competency-based assessment procedures in a variety of situations and at various Government levels.

In FY 1998, ES partnered with the Office of Executive Resources to update the leadership competencies for the Senior Executive Service. The new SES competencies will help agencies to select and promote the senior executive corps needed to lead the continuing transformation of Government.

Work has begun on a USA assessment with first Internet testing for accountant available in FY 2000.

ES Goal 13

- ✓ Information and strategies (including a model target recruitment plan) are available to agencies to increase the levels of underrepresented groups in key Federal occupations and at key grade levels by 2 percent over FY 1999 levels where necessary to be equivalent to their percentages in the relevant external labor market.

- P Evaluate comparative data to determine if minority hiring and retention has resulted in a 2% increase in numbers in key occupations and at key grade levels where underrepresentation in the relevant labor market was shown in FY 1999.

Compared to the Civilian Labor Force (CLF), women and Hispanics are the only underrepresented groups in the overall Federal workforce. Despite continued downsizing, however, the representation of women in the permanent Federal workforce increased from 42.8 percent at the end of FY 1997 to 42.9 percent at the end of FY 1998. The representation of Hispanic Federal employees also increased, from 6.2 percent in 1997 to 6.4 percent in FY 1998. More detailed and extensive analysis of Federal workforce trends affecting women, minorities and people with disabilities are available in our Diversity Statistical Profiles, which can be accessed at <http://www.opm.gov/employ/diversity/stats/profiles.htm>.

- ✓ Specific guidance is issued to assist agencies.

Prepared Plan and Guide for Employment of Persons With Disabilities; approved by the President for Governmentwide implementation(10/99). Issued and updated statistical profiles on minorities and women, available on the website. OPM also conducted extensive seminars and workshops on diversity and co-hosted a national summit of Federal Hispanic senior executives to develop strategies for increasing their numbers. With Disabled American Veterans as host, OPM presented a full-day training workshop on Veterans' Federal Employment Programs to representatives of Veterans'

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Service Organizations (e.g., VFW, American Legion, DAV, PVA, VVA, AMVETS) and Congressional staff. (2/2000) OPM also conducted extensive seminars and workshops on diversity and co-hosted a national summit of Federal Hispanic senior executives to develop strategies for increasing their numbers.

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- ✓ Model recruitment plan issued and agencies are satisfied with its usefulness, as measured by customer satisfaction results on the annual OPM Customer Satisfaction Survey.

HR Specialists reported increased satisfaction levels for FY 1999 for the model diversity recruitment plan:

	1998	1999
Technical Assistance	51	60
Information Sharing	49	51

- ✓ Special initiatives lead to qualitative and quantitative results.

The ability to conduct searches for Part-time jobs, as recommended by Presidential Task Force on employment of Persons with Disabilities, was implemented on the USAJOBS website in Summer 1999

- ✓ Touchscreens are placed in HACU's and HBCU's.

Agencies can reach out to broader numbers of candidates for our future workforce by sponsoring Federal Employment Information Touchscreen Computer Kiosks and placing them in HACUs and HBCUs that feed their occupations. These computers provide Federal job vacancies nationwide, and are updated daily. At the end of FY 1999, there were a total of 54 kiosks placed in HACUs, HBCUs, and Asian/Pacific Islander-serving institutions of higher learning. Twenty-three of these were added in FY 1999.

- ✓ Evaluate satisfaction with assistance through a qualitative analysis of direct feedback from external stakeholders, including feedback posted through the OPM website.

Feedback from telephone callers and Internet correspondents showed most were quite pleased with the quality of information they received.

- ✗ An increase in the level of agency HR Specialists' satisfaction with information sharing and technical assistance as measured by informal feedback and by a 2% increase over FY 1998 levels in the percentage of favorable ratings (or maintenance at 90% or higher) on the annual OPM Customer Satisfaction Survey.

The HR Specialists' FY 1999 baseline satisfaction levels with this component of the ES program as measured by customer satisfaction surveys were as follows:

Program Area	1998 Satisfied	1999 Satisfied
Workforce Diversity Info	70%	64%
Workforce Diversity TA	68%	58%
Statistical Diversity Reports	67%	65%

Info = Policy information Sharing

TA = Technical Assistance

- ☒ Satisfaction levels at 80% or higher as measured by HR Specialists' ratings on specific guidance materials issued in FY 2000, as measured by

the annual OPM Customer Satisfaction Survey.

This is an FY 2000 indicator.

- Ø Evaluate the results of the annual Merit System Principles Questionnaire to determine if there has been at least a 2% improvement in perception of equity and merit base of agency staffing decisions over the FY 1999 results.

In 1999, the MSPQ was significantly revised; therefore, we could not use these results to compare to previous year MSPQ data in this report. The FY 1999 results will establish a new baseline for FY 2000 improvements.

OPM STRATEGIC GOAL II

Protect and promote the merit-based civil service and the employee earned benefit programs through an effective oversight and evaluation program.

ES Goal 14

- ✓ An effective program of support to agency Delegated Examining Units (DEU's) is maintained so that agency DEU's are continuing to operate according to merit system laws, regulations, and principles.

- ✓ Adherence to schedule for DEU training and recertification; revisions to schedule made if warranted by FY 1999 review. The OMSOE Annual Report on DEU's for FY 1999 identifies problems in nine areas (public notice, application processing, minimum qualifications, veterans' preference, ranking/scoring, certification, agreement jurisdiction, privacy act, and RNO/gender issues) and actions taken or recommended. In the future, comparisons will be made of the numbers and types of problems included in these reports, to determine if improvements are noted.

ES continued regular recertification of agency Delegated Examining Units (DEU's) and accomplished all scheduled recertifications. Developed new standardized DEU certification program and book for Governmentwide implementation. Pilot underway.

- Ø Results of OPM oversight reviews indicate fewer findings of systemic problems are found in agency DEU's and improvements are noted.

Worked with OPM's OMSOE to improve our tracking of OMSOE findings against new DEU certification requirements. We fully expect future data to show fewer findings of systemic problems when compared to the FY 1999 base (not yet available).

- ✓ New tools will be introduced to support DEU's, and existing tools will be improved as needed.

DEU handbook and other material were added to OPM Website for easier agency access.

- X An increase in the level of agency HR Specialists' satisfaction with

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information sharing and technical assistance, as measured by informal feedback and by a 2% increase over FY 1998 levels in the percentage of favorable ratings (or maintenance at 90% or higher) on the annual OPM Customer Satisfaction Survey.

The HR Specialists' satisfaction levels with Delegated Examining Unit Assistance as measured by Customer Satisfaction surveys were as follows:

Program Area	Satisfied/Very Satisfied	
	Information Sharing	Technical Assistance
Delegated Examining Unit Assistance (1998)	80%	78%
Delegated Examining Unit Assistance (1999)	74%	72%

The FY1999 results were good, although lower than for FY 1998. That was largely because in FY 1999 much of the work done will not show results until the FY 2000 survey. In FY 1999 we took time to develop a comprehensive new approach to DEU support. We revised the DEU handbook and designed a major training program, but the products were not in place until the end of the year.

- Satisfaction levels at 80% or higher as measured by HR Specialists' ratings on specific DEU guidance materials issued in FY 2000 as measured by the annual OPM Customer Satisfaction Survey.

This is an FY 2000 indicator.

OPM STRATEGIC GOAL III

Provide advice and assistance to help Federal agencies improve their human resources management programs to effectively operate within the economy, demographics and environment of the 21st Century.

ES Goal 15

- ✓ Federal agencies receive timely, clear, accurate, and useful advice and assistance on existing employment policy flexibilities, tools, and models so that they can apply them to reaching their strategic objectives.

- ✗ Evaluate satisfaction with advisory services process through a qualitative analysis of direct feedback, including feedback posted on the OPM website. Qualitative analysis of direct feedback and complaints received from agencies indicates that agencies are more aware of existing policy flexibilities.

Feedback from telephone callers and Internet correspondents showed most were pleased with the quality of information they received.

Responses to the FY 1999 Customer Satisfaction Survey from HR Specialists were also favorable:

1998	1999
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Program Area	Satisfied	Satisfied
Employment Info TA	84%	80%
Selection & Promotion TA	79%	71%
Veterans Preference TA	84%	76%
Reduction in Force TA	80%	69%
Early Retirement/ Separation Incentives TA	82%	74%
Career Transition TA	73%	63%

TA = Technical Assistance

To increase the satisfaction level we have:

- Expanded the information available on the OPM/ES web page;
- Improved the ease of access to web-based materials; and
- Created the Employment Solutions Newsletter which is distributed to all agencies and all members of the SES.

✓ Improved information tools are available for key initiatives.

Internet web guidance was updated with changes in laws and regulations. Agencies were alerted immediately of new initiatives, such as President's initiative for persons with psychiatric disabilities. Major regulations required by law were issued very quickly (within a month for the Veterans Employment Opportunity Act and within a week for Voluntary Early Retirement Authority changes).

∅ Increase in the level of agency HR Directors' satisfaction.

The HR Directors' baseline satisfaction levels with major components of the ES program, as measured by Customer satisfaction surveys were as follows:

Baseline 1998 Data:

Program Area	Satisfied/Very Satisfied	
	Policy Leadership	Opportunity for Involvement
Employment Information	83.7%	78.0%
Selection and Promotion	75.6%	75.0%
Workforce Restructuring	80.6%	75.0%
HR Systems Automation	54.3%	57.6%

The responses to the HR Directors Survey were not sufficient enough to make it a credible and reliable survey. We will look to future year's data to determine trends.

✓ Evaluate whether standards for "one call does it all" have been met.

Changes in procedures for dealing with calls and with e-mail have greatly improved progress toward the "one call does it all" standard.

✓ Numbers and scope of requests received by staff to give presentations at external conferences, workshops, etc.

Requests remained high. The ES Associate Director alone made over 50 presentations in FY 1999 and that was a strong indication of headquarters and field staff involvement in presentations throughout the country, including keynote addresses, presentations, and panel participation. Examples of groups to which presentations were made include the Council of

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State Governments, National Academy of Public Administration, Council for Excellence in Government, International Personnel Management Association (IPMA), IPMA Assessment Council (IPMAAC), American Society for Public Administration (ASPA), National Association of State Personnel Executives (NASPE), Society for Industrial Psychologists (SIOP), American Psychological Association (APA), International Center for Assessment Center Technology (ICTACT), International Association of Chiefs of Police (IACP), & the Military Testing Association (MTA)

✓ Numbers of reports issued and/or workshops and other events held to share information on best practices with human resources community.

During the year best practices were shared through the ES Solutions Conference and through more than 100 other presentations and events. No reports specifically dealt with sharing best practices.

✓ Successful participation in key national association meetings.

Many staff members participated in the program and in planning for the national International Personnel Management Association (IPMA) conference, as well as in other conferences at which information was shared. Employment Service regularly participates in the following national conferences: IPMA, International Personnel Management Association Assessment Council (IPMAAC), American Society for Public Administration (ASPA), National Association of State Personnel Executives (NASPE), Society for Industrial Psychologists (SIOP), American Psychological Association (APA), International Center for Assessment Center Technology (ICTACT), International Association of Chiefs of Police (IACP), & the Military Testing Association (MTA).

✓ Successful annual staffing conference held.

The second annual "Solutions" conference was a major success when it was held in May 1999. It served to inform over 700 participants and also gave OPM staff an opportunity to hear of, and discuss, issues which concern agencies. A full 95% of participants rated the conference "good" or "excellent."

✓ Increased requests for advisory assistance and information as measured by the number of "hits" in employment program areas of the OPM website.

Site visitors and their e-mailed questions to ES have increased greatly and generally show that the visitors learned useful information from the site. Data on program area "hits" are not available, since policy information is not fully segregated by program areas, but also see Goal # 17.

ES Goal 16

✓ Organizational assessment tools are available to agencies to improve Government performance, including customer service.

✓ The Organizational Assessment Survey (OAS), developed by OPM, is used by agencies and other organizations to contribute to the measurement and improvement of Government performance.

In FY 1997/1998, ES established Performance America, a network of agencies interested in building high performance organizations. Member agencies are using the OAS, which was designed by OPM for this purpose, to

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gather Governmentwide data on organizational culture, in order to do internal benchmarking and external benchmarking with high performing private sector organizations. In FY 1998, Connecticut became the first State to join this network.

The National Partnership for Reinventing Government (NPR) is also using a survey developed by ES (primarily from items in the OAS), to assess the impact of reinvention, particularly improved customer service, in high impact Federal agencies. The survey was administered in FY 1998 and results reported in FY 1999. The survey will be repeated in future years to assess change. In FY 1999 the Department of Labor was added and OAS was expanded to all of Coast Guard.

In 1999, added additional capacity to the delivery system by establishing the Norfolk Center of Excellence for OAS.

- ✓ The customer service measurement tools are used by agencies and other organizations to contribute to improved Government customer service.

The tools were in regular use in FY1999. NPR let a contract for the American Customer Satisfaction Index (ASCI) to be used by agencies and departments. OPM's survey is viewed as a complement to the longer diagnostic version of the ASCI.

ES Goal 17

- ✓ OPM websites and other communication improvements are in place so that agencies are well-informed of changes in Employment Service policies and programs.

- ✓ New communication methods will be introduced and current processes improved.

The new ES website, added to the OPM homepage in FY 1999, provided an e-mail address for asking policy questions. In FY 1999 ES responded to 3,246 emailed inquiries from website users with questions on staffing policy.

- X An increase in the level of agency HR Directors' and HR Specialists' satisfaction with the methods used for communication of policy and other information, as measured by informal feedback and a 2% increase over FY 1999 levels in the percentage of favorable ratings (or maintenance at 90% or higher) on the annual OPM Customer Satisfaction Survey.

The response to the HR Directors' Survey was not sufficient enough to make it a credible and reliable survey. We will look to future year's data to determine trends.

Vet Guide	88%	86%
USAJobs Entry Guide	N/A	81%
Diversity Profiles	67%	65%
DEU Handbook	80%	75%
VERA Guide	85%	79%
VSIP Guide	85%	76%
RIF Employee Guides	85%	77%

Responses to the HR specialist survey on satisfaction with specific information in ES policy areas was lower than in FY 1998, although the

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satisfaction levels except for one, are above 75 percent. This indicates overall satisfaction despite missing the specific target.

- The number of visits to the ES website will increase by 5% over FY 1999.
This is an FY 2000 Initiative

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ES Goal 18

- ✓ Agency demonstration projects and other alternative personnel approaches address employment issues effectively. (See OMSOE Goal 9)
- ✓ Positive comments and feedback provided informally and/or through customer satisfaction surveys.
OMSOE staff have indicated satisfaction with ES participation in review and assistance of all new demonstrations that include staffing aspects. See OMSOE Goal 9 for the report of agency satisfaction with HR innovation.
- ✓ Increased number of successful demonstration projects result in legislative and regulatory changes allowing greater flexibility in agency HR practices.
Older demonstration projects have led OPM to propose a number of Governmentwide changes which are currently being discussed with stakeholders. Newer demonstration projects, including DOD labs, will not have their first evaluation reports available until 2001.

OPM STRATEGIC GOAL IV

Deliver high-quality, cost-effective human resources services to Federal agencies, employees, annuitants and the public.

ES Goal 19

- ✓ The Governmentwide employment information system, USAJOBS, is operated effectively and efficiently, and enhanced as needed, so that it contributes to Governmentwide cost-savings and a high-quality Federal workforce.
- ✓ Obtaining 5% increases in rates of access and numbers of requests for information on the website and other components of USAJOBS, as measured by the online employment information systems.
In 1999, the rates increased dramatically on the web, to 13.1 million, a 50% increase. Since January 1999, the website has had more than one million visitors each month.
The number of jobs advertised has also grown from an average of 5,500 jobs announced per day to 11,500. 98% of these jobs have a full text vacancy announcement in the system.
- ✓ Enhancements introduced as planned.
In FY 1999, a new search for Student Employment Opportunities was added to USAJOBS. More standard forms were made available on the system.
Other enhancements implemented in FY 1999 include:
U.S. Capitol Police fact sheet was developed and both a BLS online

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application, as well as a new web entry program were added. Also, a part-time employment search was added.

- Ø An increase in the levels of satisfaction of agency HR Directors and HR Specialists with USAJOBS operations and with USAJOBS system improvements as measured by informal feedback and a 2% increase over FY 1998 levels in the percentages of favorable ratings (or maintenance at 90% or higher) on the annual OPM Customer Satisfaction Survey.

This measure depended on satisfaction levels of HR Specialists and HR Directors, combined. The response to the HR Directors Survey was not sufficient enough to make it a credible and reliable survey, so a combined picture of 1999 is not possible. Partial data are shown below:

USAJOBS Operations:	Satisfied/Very Satisfied	
HR Specialists (1998)	89%	
HR Specialists (1999)	85%	
USAJOBS Systems Improvements:	Satisfied/Very Satisfied	
	Leadership	Involvement
HR Directors (1998)	81%	85%
HR Directors (1999)	no data	no data
	Satisfied/Very Satisfied	
HR Specialists (1998)	80%	70%
HR Specialists (1999)	not asked	not asked

- ✓ Improved public customer satisfaction with employment information as indicated by a 2% increase in the percentage of overall "satisfied" ratings obtained from on-line user surveys, from FY 1998 levels (or as indicated by a continued satisfaction rating of 90% or higher).

ES measures public customer satisfaction with the employment information system through on-line surveys available on the telephone, touchscreen, website, and electronic bulletin board systems. Overall satisfaction ratings reflect the combined survey results (weighted according to number of responses per system). The employment information system saw an increase in overall satisfaction from 88% in FY 1997 to 91% in FY 1998. In FY 1999 overall satisfaction remained constant at 90%.

ES Goal 19a

- ☒ New technology is introduced to USAJOBS in order to improve access for disabled information-seekers of employment information.
- ☒ Evaluate the satisfaction of stakeholders with the decisions on new equipment and processes, through a qualitative analysis of direct feedback, including feedback posted on OPM's Website, in FY 2000.

This is an FY 2000 indicator.

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ES Goal 19b

✓ Additional linkages between USAJOBS and other employment information sources are integrated to ensure comprehensive service to the public in FY 2000.

✓ New linkages are made and additional job opportunities from a variety of sources are added to the USAJOBS data base.

New linkages include:

- Partnership for posting NPR, House, excepted service jobs.
- Internal agency web page development continuing and expanded to include special features such as agency sales and high need occupation options.

ES Goal 20

✓ Career Transition Center Services continue to be available and flexible enough to meet changing needs of the year 2000 and beyond.

✓ Actions taken to support the Center.

Although Government downsizing continues, there has been a reduction in the need for large multi-agency centers in major population centers. Adjusting to that changed need, most current centers are located in single agencies.

The Washington, D.C. Metro Area Reemployment Project and the IAG Career Transition Center have also scaled down. OPM continues to support a small version of that interagency center in its Washington headquarters building.

ES Goal 21

✓ A broad range of cost-effective and high quality reimbursable human resources services are available to increase agency access to cutting edge technologies, expertise, and systems, and thereby to contribute to Governmentwide cost savings and mission accomplishment.

✓ OPM's widespread customer base indicates ES is providing products and services that are effective and useful.

The Employment Service (ES) continues to provide a wide array of reimbursable services to executive branch departments and agencies, the legislative branch, the judicial branch, and non-appropriated fund (NAFI) agencies. ES also provides services to State governments and municipalities.

Examples of the diversity of our services and customers:

- Internal Revenue Service - to build a competency based HRM system for selection and career development.
- Census examining work and interactive voice response (IVR) systems to support the Year 2000 census.
- Bureau of Labor Statistics Electronic Hiring System.
- Professional Recruiting Services for Inspector General at the Department of Housing and Urban Development and for the Defense Contract Audit Agency.

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- ✓ Ongoing positive feedback from agency executives and managers that programs and services are high quality, timely, and customer-oriented and that they are relevant to individual and organizational performance improvement.

Agencies report that ES reimbursable services ultimately result in significant cost savings as they take advantage of the available expertise to supplement their reduced administrative staff resources.

- ✓ New products and services are developed as needs are identified.

Examples for FY 1999 include:

Internet testing for clerical occupations, Internet version of USACareers, and a professional recruiting model. Under development in FY 2000 are Performance American Assessor and a web version of HR Manager.

- ∅ Improved customer satisfaction with reimbursable services as indicated by a 2 percent increase in the percentage of overall "satisfied" ratings obtained in customer assessments from FY 1998 levels (or as indicated by a continued satisfaction rating of 90 percent or higher).

Baseline results of timeliness and quality against these standards were established in FY 1999, and improvements will be measured in FY 2000.

- ✓ Financial balance of costs and income.

ES income covered all costs for services provided through its Revolving Fund in FY 1999.

- ✓ Enhancements to technological products and programs are introduced.

ES is redesigning OPM's automated staffing system to incorporate the newest technologies such as imaging and artificial intelligence. This redesign was rolled out in FY 1999. ES also established a National Operations Workgroup which includes over 30 customers to maximize the effectiveness of the staffing system by using feedback from this group to inform the redesign effort. In FY 1999, ES began the development of an Internet-delivered, competency-based battery of selection procedures including USA Assessment and Performance America Assessor.

- ✓ Customers continue to contract for technological products and programs (i.e., repeat business is maintained at the same levels as the previous year).

Of our top 25 customers in FY 1998, all are repeat customers in FY 1999. Well in excess of 90% of all FY 1998 customers are also contracting for services in FY 1999.

ES Goal 22

- ✓ The DOD Testing Program is operated to maintain high customer satisfaction and fiscal balance.

- ✓ Continuation of the contract by DOD.

The contract with DOD has been continued for FY 2000, with a level of work estimated at \$7,005,000.

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- ✓ Requests for numbers of student test sessions by DOD are met.

All requests were met in FY 1999.

- ✓ Increased customer satisfaction as tracked through quarterly feedback sessions with DOD program managers.

This high level of satisfaction has been reflected in an increase in contract workload for FY 1999 and through feedback from program managers in FY 1999.

- ✓ Financial balance of costs and income.

Although ES's DoD testing program was below breakeven in FY 1999, its cumulative retained earnings remained above breakeven and are sufficient to meet contingencies.

ES Goal 23

- ✓ **The Presidential Management Intern (PMI) Program is operated to result in the hire of at least 300 PMI's in FY 2000.**

- ✓ Evaluate the satisfaction of agency and external stakeholders of the PMI program through a qualitative analysis of direct feedback.

Feedback indicates satisfaction with the PMI program, resulting from the significant revitalization of the program which began in FY 1997, and included improvements in FY 1998 and FY 1999. Improvements in FY 1999 included simplified applications, an Internet application option, establishment of a PMI website, analysis of assessment center data, and a formalized 2-day graduation program.

The customer satisfaction survey of HR Specialists follows:

Program Area	1998	1999
	Satisfied	Satisfied
PMI Program Ops	53%	55%

This is a program whose ratings may be affected by the limited number of HR specialists directly involved with it. The number of specialists (435) saying they were satisfied with the program actually exceeded the number of PMI's placed (345).

- ✓ Assess the numbers of PMI's hired in FY 1999 against the target established for the year (300 hires), against numbers hired in previous years, and against the ceiling of 400 hires.

In FY 1999 there was a slight increase in finalists. The hiring of more than 360 PMI's significantly beat the target of 300.

- ∅ Evaluate comparative data to determine if minority PMI hires for FY 1999 increased by at least 2% for groups where under-representation for the relevant labor market was reported in FY 1998. These data are developed from the Central Personnel Data File.

Data not yet available, since they are based on CPDF data which will not be available until spring, 2000.

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✓ Financial balance of costs and income.

ES income covered all costs for services provided through its Revolving Fund in FY 1999. The lowered per hire cost to agencies, introduced in FY 1996, was maintained in FY 1999. The cost should remain stable in FY 2000, unless there is a significant drop in the number of PMI's hired, or if agency customers request and agree to pay for program enhancements.

ES Goal 24

✓ **The Administrative Law Judge (ALJ) personnel program is operated to continue to ensure compliance with applicable laws and regulations.**

✓ Evaluate agency satisfaction with the ALJ personnel program through qualitative analysis of direct feedback.

Agency contacts gave favorable responses regarding the services the program was able to provide during FY 1999, under constraints of ongoing litigation.

A broader customer satisfaction survey of HR Specialists for FY 1999 showed 47% satisfaction, versus 38% in FY 1998.

✓ Timeliness of services provided meets standards established in FY 1998.

Requests for the ALJ loan program and Senior ALJ program met or exceeded timeliness standards.

OTHER INITIATIVES

Federal Cyber Service: This is a new FY 2000 initiative that was not included in our combined FY 1999/2000 Annual Performance Plan. However, after our assistance was requested, we began in late FY 1999 to develop a concept paper outlining the various components of the program, including an Information Technology occupational study to be conducted in FY 2000.

Workforce Planning: Although this is identified as a FY 2000 initiative in our combined FY 1999/2000 Plan, we recognized how important this initiative was to support effective strategic human resources management. Therefore, in FY 1999 we began the initial steps toward the development of a comprehensive Governmentwide Workforce Planning and Analysis System, to be completed in FY 2001. We conducted extensive research to develop the workforce planning methodology and model. This research also included analyzing workforce data sources, data warehousing, and automated applications. The results of this extensive research provided the basis for our work in FY 2000 and beyond.

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OPM STRATEGIC GOAL I

Provide policy direction and leadership to recruit and retain the Federal workforce required for the 21st Century.

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WCPS Goal 1

✓ By the end of FY 2000, needed changes in all significant OPM program policies are identified and changes are introduced so that Federal agencies are better equipped to respond to changing human resources and agency needs in the 21st century. (Goal assessment based on expected FY 1999 actions.)

∅ A 2% increase in the percentage of favorable ratings from HR Directors on policy leadership.

The response to the HR Directors' Survey was not sufficient to make a credible and reliable survey. We will look to future year's data to determine trends.

✓ Report to the Director is issued on each phase of the scheduled policy review.

Reports were completed on each phase of the review.

∅ A 2% increase in the percentage of favorable ratings from HR Directors on involvement in the policy-making process.

The response to the HR Directors' Survey was not sufficient to make a credible and reliable survey. We will look to future year's data to determine trends.

✓ Specific legislative and regulatory proposals which reflect broad consensus among stakeholders are developed.

Obtained enactment of firefighter pay reform legislation and issued timely implementing regulations. Developed proposed legislation to address concerns about inequitable overtime practices. Issued final regulations establishing a uniform procedure for making lump-sum annual leave payments. Worked cooperatively with Treasury, IRS, and NTEU to develop criteria for broadbanded pay systems at IRS. Obtained enactment of legislation increasing the amount of paid leave for federal employees who serve as organ donors.

WCPS Goal 2

✓ Options for performance-oriented approaches to strategic compensation in the Federal government are formulated and vetted among stakeholders so that consensus legislative proposals can be drafted and forwarded for action.

✓ Develops and disseminates a comprehensive picture of state-of-the-art compensation practices

Developed and shared a taxonomy of the functions performed in the Federal Government across Federal agencies to facilitate benchmarking and provide a basis for making useful comparisons to information about private sector

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compensation practice and experience. Collected systematic information about compensation structures in private sector industrial groups judged representative of these government functions.

Developed categorization of structural compensation components and related cross-cutting issues to communicate compensation information to the Federal community and to work with Federal stakeholders in evaluating possible changes to the Federal compensation environment. In conjunction with stakeholders, designed a related process for their involvement through all stages of compensation policy analysis and development.

Developed structures for collecting and categorizing compensation information about non-title 5 public sector organizations and private sector organizations and began collecting compensation structure information from non-title 5 agencies.

Developed a description of the General Schedule in the historical context of changes in organizational structure, work methods, technology, workforce characteristics, and emerging compensation practices in the U.S. economy. The description was used throughout the year in briefings (to agency conferences, interagency HR groups, IPMA, Classification and Compensation Society, professional associations, Federal unions, etc.) and formed the keynote theme of the 1999 Strategic Compensation Conference.

- Ø Federal stakeholders indicate their satisfaction with the opportunity to express views and opinions to OPM on its strategic compensation efforts

The responses to the HR Directors' Survey were not sufficient to make a credible and reliable survey. We will look to future year's data to determine trends.

- ✓ Strategic Compensation Conference is shown by end-of-conference surveys to have satisfied participants' expectations.

Established a comprehensive conference to provide the Federal community a wide range of compensation-related information from OPM and agency employees, Federal union representatives, and private sector compensation experts. Written evaluations expressed appreciation for offering the emerging compensation community within the larger Federal human resources community a dedicated experience by combining wide spectrum of compensation, classification, and performance management issues into one conference. 87 % of conference attendees rated the conference good to excellent. On a five point scale, the average rating was 4.14.

WCPS Goal 3

- ✓ Compensation systems under current law are administered efficiently, accurately, and in a timely manner. These include: (1) the pay-setting process for General Schedule (GS) and related pay systems; (2) the Federal Wage System (FWS); and, (3) the Nonforeign Area Cost-of-Living Allowance (COLA) Program.

- ✓ All actions necessary to make new pay schedules effective are accomplished within statutory deadlines, and agencies are provided with sufficient information to implement new pay schedules on a timely basis.

Prepared guidance on the January 1999 General Schedule pay adjustments and issued 32 locality pay tables, and posted them on the website.

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Workforce Compensation and Performance Service (WCPS)

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- ✓ The annual report by the President's Pay Agent is issued in a complete and timely manner.

WCPS provided staff support to the President's Pay Agent, including issuing the annual report to the President on locality pay and a report to Congress on the extension of locality payments. Both reports were on time.

- ✓ Relevant Federal agencies, unions, and employee groups express satisfaction with OPM's efforts to provide leadership for FWS administration and involve them in administering the COLA program.

OPM accepted a recommendation from FPRAC to establish DoD as the sole agency responsible for conducting local wage surveys. Worked with FPRAC to administer the FWS, based on the consensus of the major stakeholders. Held conferences with COLA Partnership Committees to provide updates on the status of the "safe harbor process" and worked with the Committees to conduct living-cost surveys in each COLA area.

- ✓ Maintain the level of satisfaction of HR Specialists with regard to the pay tables guidance materials.

In both FY 1998 and FY 1999, 92% expressed satisfaction with the pay tables. The FY 1999 rating was the highest for any program covered in the CSS.

- ✗ Increase by 2% the percentage of favorable ratings for information sharing and technical assistance in the CSS.

In each of six specific program areas, more than half were rated over 80%, and for the remainder, at least 68% of respondents were satisfied with information sharing and 63% satisfied with technical assistance. However, this did not achieve the 2% improvement standard.

Program Area	Information Sharing		Technical Assistance	
	1998	1999	1998	1999
Annual pay adjustment process	89	85	83	81
Federal Wage System	80	74	77	72
Nonforeign Area COLA	76	69	74	67
Pay Administration	85	—	81	—
Leave Administration	87	—	83	—
Pay and Leave Administration	—	86	—	83
Premium pay and Hours of Work	80	77	78	81
Position classification and position management	77	70	70	63
Performance Appraisal	73	70	71	68
Incentive Awards	74	68	72	66
Family-friendly Programs	—	86	—	81

WCPS Goal 4

- ✓ In order to ensure a cost-effective Federal service, a collaborative review of the COLA program and other compensation issues affecting employees in the COLA areas is carried out in preparation for a report to Congress.

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- ✓ OPM reaches agreement with COLA plaintiffs on common principles and/or clearly articulates its rationale for areas of disagreement.

Based on the research results reported by Joel Popkin and Company and other economists, the COLA plaintiffs and OPM developed a set of "safe harbor principles" that outlined potential major changes in the program.

- ☒ Report submitted to Congress on the status of the COLA program as required in FY 2000.

This is an FY 2000 indicator.

- ∅ Increase by 2% the percentage of favorable ratings by HR Directors for COLA policy leadership and agency involvement.

The responses to the HR Directors' Survey were not sufficient to make a credible and reliable survey. We will look to future year's data to determine trends.

WCPS Goal 5

- ✓ Policies and programs for Governmentwide pay, leave, and hours of work under current law are administered in an effective and timely manner in order to ensure a cost-effective Federal service.

- ✗ Increase by 2% the percentage of favorable ratings from HR Specialists for information sharing.

Ratings in FY 1999 remained at the very high level of 86%, matching FY 1998 results, but not attaining the 2% increase.

- ✓ Regulations and policy guidance on pay, leave, and hours of work issued as needed.

Analyzed reports from more than 50 Federal agencies and prepared a report to the President summarizing measures taken to strengthen Federal support for voluntary community service. Issued guidance on DC area emergency dismissal, special salary rates, NATO summit, various local disasters, and Operation Allied Force. Published regs on firefighter pay, hazardous duty pay, special agent pay, lump-sum payments for annual leave, and Y2K-related leave issues.

WCPS Goal 6

- P Agencies are equipped with a further simplified General Schedule classification system that contains fewer than 225 classification standards by FY 2000. Agencies are equipped with a Federal Wage System that is updated and maintained to reflect agency work practices by FY 2000.

- P Reduce the number of classification standards and/or documents to less than 320 by FY 1999.

To reach the goal of simplifying the GS system, employed the strategy of developing job families and job family standards, which reduces the number of documents the system requires. Achieved significant progress by initiating 6 new job family standards studies and conducting factfinding for 20 ongoing job family standards studies, which would allow us to meet the standards reduction goal for FY 2000, but did not meet the projected

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reduction in standards. More important, concluded that the goals as stated and its indicator were inappropriate gauges for the simplification effort. For example, measure is not effective because of failure to take into account emerging occupations, in the information technology field, for instance, that must be covered by the system. Consequently, revised indicators in future annual performance plans to emphasize a declining weighted average age of the classification standards that apply to GS positions. During FY 1999, eliminated 2 GS occupation series and reduced the number of FWS occupations from 370 to 283.

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WCPS Goal 7

✓ **Leadership of the multi-year effort to develop job family standards to evaluate General Schedule positions that comply with title 5 U.S.C. and the Partnership for Reinventing Government initiatives is continued.**

✓ **Develop six additional job family standards and initiate four job family standards studies.**

Developed draft job family standards for GS-200A, GS-900C/T, GS-1300T, GS-1500P, GS-500P/A, and GS-900P, which are in various stages of review. Initiated studies of GS-300C, GS-600P/A, GS-600T, GS-700P, GS-800P, and GS-800A/T job family standards.

✓ **Positive feedback from stakeholders and the website questionnaire indicate that the HR community/managers are familiar with and understand the new, simplified approach.**

IAG network and workshop questionnaires were consistently positive, and requested that we conduct more workshops. We began testing new approaches to factfinding that involved focus groups and committee approaches.

∅ **Positive feedback on draft standards application as expressed in the FY 1999 Customer Satisfaction Survey(CSS).**

This question was not included in the FY 1999 CSS since there were no new draft standards to be reviewed at the time the survey was conducted.

☒ **Satisfaction levels at 80% or higher as measured by HR Specialists' ratings on specific guidance materials issued in FY 1999 as measured by the annual OPM Customer Satisfaction Survey are achieved.**

In FY 1999, CSS 75% expressed satisfaction with guidance materials issued in FY 1999 for the General Schedule LGEG and 81% for the GS and FWS On-Line Classification Standards.

WCPS Goal 8

✓ **Agency managers are receiving easy-to-use classification and position management program guidance that facilitates delayering and streamlining their organizations.**

✓ **Positive feedback from the IAG network representatives indicate satisfaction with the LG Evaluation Guide.**

In FY 1999 CSS, 75% expressed satisfaction with guidance materials for the General Schedule LGEG.

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- ✓ Classification and position management program guidance is issued, as necessary.

Issued Advisory on Journey Level Issues in Plant Protection Quarantine Service, presented guidance on GSLEG and GSSG to Department of Labor. Developed written advisory opinions on Supervisory EEO Specialists, Aircraft Engine Mechanic, Auditor positions, and others.

- ✓ Issue two enhanced HR CD-ROMs with current pay tables and other improvements.

Issued versions 6 and 7 of HR CD-ROMS, with additional salary tables, back pay calculator, and performance-related documents.

- ✓ Increase by 2% the percentage of favorable ratings by the HR Specialists in the CSS.

In the FY 1999 CSS, 78% expressed satisfaction with the HR CD-ROM, an increase from 76% in FY 1998.

WCPS Goal 9

- ✓ Pending major reform of the Federal compensation system, a proposal for a credible annual pay adjustment process for the General Schedule and related pay systems is developed.

- ∅ Stakeholders indicate in the CSS that their interests and views are reflected in proposals to implement the consensus reached on short-term and/or long-term changes.

The responses to the HR Directors' Survey were not sufficient to make it a credible and reliable survey. We will look to future year's to determine trends.

- ✓ A proposal for a revised annual pay adjustment process is developed and disseminated.

Prepared Pay Agent's report regarding methodological and technical concerns with the current annual pay adjustment process, and set forth "guiding principles" for short-term improvements. This led to draft legislative specifications.

WCPS Goal 10

- ✓ The Governmentwide performance management policy framework is up-to-date and accommodates cutting-edge proposals so that agencies can enhance individual and organizational performance and ensure individual accountability.

- ✓ Regulations include all the necessary adaptive changes required by changes in law, changes in policy interpretation, and changes in regulations by other program areas.

Issued regulations dealing with carryover, assumed, and retroactive performance ratings. Changes were made in response to requests from a number of agency customers seeking clarity in this area.

- ✓ Regulations are clearly defined, broad parameters and provide maximum flexibility.

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As agencies continued to inquire about their ability to initiate various program options, they were virtually always told that performance management regulations permit them to do as they wish.

Through the issuance of the Measuring Employee Performance handbook, agencies received detailed guidance about how employee performance plans could be directly linked to organizational goals under existing appraisal regulations.

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WCPS Goal 11

✓ Agencies are provided assistance and advice in developing employee performance management systems that meet the requirements of GPRA and are used to support and reward accomplishment of agency strategic goals.

✗ Increase by 2% the percentage of favorable ratings in the CSS.

In the FY 1999 CSS, 66% expressed satisfaction with technical assistance on incentive awards and 68% on performance appraisal issues. In FY 1998 these results were 72% and 71%. This did not achieve the 2% increase from FY 1998 data.

✓ End-of-conference surveys indicate that there is a perception of appropriate balance of technical guidance and program innovations.

At the Strategic Compensation Conference, each of 4 breakout sessions received an average rating from participants of at least 4 on a 5-point scale.

✓ Performance management products address features and explain the five fundamental processes of performance management.

Established the Performance Management Technical Assistance Center web page on the OPM website. The Center includes all performance management publications which cover the full spectrum of performance management issues around planning, monitoring, developing, rating, and rewarding performance. In addition, the Center offers background information putting performance management into context. The Center receives thousands of "hits" each month and has received a great many compliments.

A broad audience of managers, supervisors, and line employees was reached with promotional efforts about the necessity of aligning employee performance management with organizational goals. Vehicles used included a number of oral presentations at a wide variety of forums and many articles in "Workforce Performance," a bimonthly newsletter issued by PMIAD. PMIAD staff is seeing greater awareness of and sensitivity to this message among audiences reached.

Published "Evaluating Performance Appraisal Programs" and posted "Performance Appraisal for Teams" on our web page. These papers address those specific topics within the context of overall performance management processes.

Streamlined requirements for reporting awards data to the CPDF, effective October 1, 2000, to allow agencies time to prepare. Changes were made in consultation with a work group of agency representatives with an interest in data issues.

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All managers and supervisors in the U.S. Mint were trained on aligning employee performance plans with strategic goals to help support that agency's GPRA responsibilities and enhance their ability to fulfill their mission.

Briefed IAG network on steps to take in evaluating performance appraisal programs and on current flexibilities in the initiative to reward managers for organizational results, customer satisfaction, and employee perceptions.

✓ Issue "Measuring Employee Performance".

Handbook published in March 1999. The Handbook has been placed on the PMIAD web page and is the single most popular item on the page, with repeated hits and downloading of the document.

OPM STRATEGIC GOAL III

Provide advice and assistance to help Federal agencies improve their human resources management programs to effectively operate within the economy, demographics and environment of the 21st Century.

WCPS Goal 12

✓ Federal agencies receive timely, accurate, and useful advice and assistance on classification, compensation, and performance management that keeps them better informed about appropriate system flexibilities and ways in which they can be used to support accomplishment of agency strategic goals.

X Increase by 2% the percentage of favorable ratings in the CSS

In the FY 1999 CSS, each of 9 program areas received satisfied ratings of at least 63%. (See data under other WCPS goals) However, we did not achieve an increase from FY 1998 ratings.

✓ Increased number of requests for consultation

PMIAD web page increased usage to 8,000+ hits per week by the end of FY 1999. Provided expert testimony and other advice and assistance in court cases, arbitrations, and special projects dealing with classification, compensation, and performance management issues.

✓ Post-workshop customer surveys indicate overall satisfaction with leave workshop presentations.

Post-workshop surveys reported that 90% of participants gave an overall rating of good to excellent, with an average rating of 4.3 on a 5-point scale.

WCPS Goal 13

✓ Agency demonstration projects address compensation, classification, and performance management issues effectively. (See OMSOE Goal 9)

✓ Positive comments and feedback on the CSS and other instruments indicate that customers are satisfied with the level of service provided.

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Workforce Compensation and Performance Service (WCPS)

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Assisted IRS in developing new performance management and broadbanding systems. Reviewed proposed Acquisitions demo, amendment to 3 Army Lab demos, proposed Navy Research Lab demo, and proposed changes to demo at Commerce, NavySea, and Army Medics. OMSOE staff have indicated satisfaction with ES participation in review and assistance of all new demonstrations that include staffing aspects. See OMSOE Goal 9 for the report of agency satisfaction with HR innovation.

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OTHER INITIATIVES

Developed a recommendation to allow employees to use up to 12 weeks of paid sick leave each year for family care purposes.

Integrated Occupational Studies: Undertook new efforts to conduct integrated occupational studies in cooperation with ES that emphasize the application of competency-based approaches to HRM systems. This will permit a return to former practice of coordinating the issuance of classification and qualification guidance and standards for Federal occupations and job families. The initial studies involved the accountant occupation and information technology occupations and specialties. This work supported pilot projects for competency-based recruitment and selection techniques.

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Investigations Service (IS)

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OPM STRATEGIC GOAL I

Provide policy direction and leadership to recruit and retain the Federal workforce required for the 21st Century.

IS Goal 1

✓ Only suitable applicants, appointees, and employees are hired for, and remain in, the Federal competitive service.

✓ Carry out suitability casework for agencies.

Completed suitability casework from agencies:
 Suitability determinations - 1,560
 Extensive suitability investigations - 402

As a result of our suitability casework, OPM directed the removal of 58 employees from the Federal service.

✓ Minimize the number of suitability decisions overturned by the Merit Systems Protection Board on appeal.

Only 4 suitability decisions were reversed on appeal to the Merit Systems Protection Board. When appropriate, we worked closely with the General Counsel to come to a settlement with appellants. OPM prevailed on 36 cases.

X Timeliness of case processing is maintained.

In FY 1999, timeliness was an issue for suitability casework. As a result, timeliness standards will be included in the written statement of work in FY 2000 preparation for the contract reprocurement in 2001.

✓ Provide investigations policy guidance, etc.

We hosted a Security Directors' conference to share and discuss policy guidance early in FY 1999, which earned a 98% satisfaction rating.

IS Goal 2

✓ Ensure uniform application of investigative standards mandated by statute and executive order by developing and implementing Governmentwide investigative policy.

✓ Continue membership in the U.S. Security Policy Forum.

In addition to the Security Policy Forum, IS was invited to be a member of the Industrial Security Summit and the Board of Governors of the Extranet for Security Professionals.

✓ Ensure Governmentwide uniformity in the application of investigative standards.

Targeted agencies' implementation of new investigative standards in our FY 1999 Security Appraisal visits.

✓ Evaluate feedback from Investigations' Customer Satisfaction Assessment Survey.

	1998	1999
Content and Quality of Investigations	94%	97%
Timeliness of Investigations	87%	90%
Policy Guidance and Support	87%	92%

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- ✓ Extent to which agencies have implemented new policies and standards.

We have found that a great number of agencies have implemented the new investigative standards. We continue to work with those that have not to ensure that they comply.

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OPM STRATEGIC GOAL II

Protect and promote the merit-based civil service and the employee earned benefit programs through an effective oversight and evaluation program.

IS Goal 3

- ✓ Agency personnel security programs are made more effective as a result of OPM evaluations which note best practices, identify deficiencies and make recommendations for improvements.

- ✓ Results of agency security appraisal self-assessments .

The self-assessment tool helped us identify three problem areas in one agency alone without having to conduct an on-site visit. Another agency's self-assessment has led to OPM planning a possible on-site visit to gather more information on their security and suitability programs. We are analyzing the results of the other self-assessments and evaluating the need for any redesign of the assessment tool.

- ✓ Agency feedback. [Agencies are given 60 days to respond to our appraisal findings.]

Agencies are given an opportunity to comment on our security appraisal reports and we follow-up with the agency if we have not received comments.

- ✓ Measurable improvements found in follow-up audits of agencies' personnel security processes.

Carried out 5 agency security appraisal visits.

- ✓ Quality of agencies' personnel security operations.

We have seen improvement in some agencies' security/suitability programs. As a result of one agency's ongoing appraisal follow-ups the decision was made by the agency to return a significant part of their casework to OPM to improve their security and suitability program.

OPM STRATEGIC GOAL IV

Deliver high-quality, cost-effective human resource services to Federal agencies, employees, annuitants and the public.

IS Goal 4

- ✓ The quality of investigations is maintained, workload demands are met with timely, relevant products and the cost to the agencies is decreased.

- ✓ Quality of contractor's case products meets OPM standards.

Both OPM and its contractor, US Investigations Services, have expanded quality reviews in FY 1999. We also worked closely with our investigative contractor to

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ensure that the quality of casework will continue at the same high levels as the amount of work increases substantially in FY 2000 and beyond.

- ✓ Offer agency customers more competitive case prices.
In FY 1999 OPM reduced the price of the Single Scope Background Investigation by about 13% and the Background Investigation by 8%. The price of the Background Investigation has been reduced another 3% for FY 2000.
- ✓ Implement further cost reductions.
We reduced operating costs by reducing the number of GSA vehicles in use by our contractor, saving approximately \$500 thousand per year.
- ✓ Develop new products based on customer needs.
New expanded case products have been developed to meet the needs of the Department of Defense.
- ✓ Background investigations – 42,500
Completed 44,005 background investigations (+4% over plan)
- ✓ National Agency Checks/Inquiries – 110,000
Completed 124,969 National Agency Checks/Inquiries (+11% over plan)
- ✓ Special Agency Checks/Inquiries – 192,000
Completed 200,683 Special Agency Checks/Inquiries (+5% over plan)

OTHER INITIATIVES

We have a major new initiative to assist the Department of Defense (DOD) in their reinvestigations program. This will be an increase of close to 40% in our workload over the next few years. We have worked closely with DOD and our investigative contractor, US Investigations Services, Inc. to develop products and timeliness standards to meet their needs.

We also worked closely with OPM's Chief Financial Officer and our customer agencies to ensure that investigative case billing was being carried out as efficiently as possible.

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OPM STRATEGIC GOAL I

Provide policy direction and leadership to recruit and retain the Federal workforce required for the 21st Century.

OWR Goal 1

✓ By the end of FY 2000, needed changes in all significant OPM program policies are identified and changes are introduced so that Federal agencies are better equipped to respond to changing human resources and agency needs in the 21st century. (Goal assessment based on expected FY 1999 actions)

∅ Increase in the level of HR Directors satisfaction.

The responses to the HR Director's survey were not sufficient to make it a credible and reliable survey. We will look to future year's data to assess trends.

∅ Improvement in employee's perception of equity and effectiveness in workforce relations on the MSPQ.

In 1999, the MSPQ was significantly revised; therefore, we could not use these results to compare to previous year MSPQ data in this report. The FY 1999 results will establish a new baseline for FY 2000 improvement. While the data for both of the indicators included in the Annual Plan are unavailable, there is clear evidence that indicates we have met the goal using other indicators. In FY 1999, we researched private and public sector Individual Learning Accounts (ILA) and drafted guidance for Federal ILA pilots. In FY 1999, we also drafted legislative proposals to expand existing training flexibilities. Also this year, OPM assisted with the legislation that was enacted to permit Federal agencies, at their discretion, to use agency funds to provide child care services in a Federal or leased facility or through a contract for the civilian employees of their agency. During FY 2000 OWR will develop the regulations assisting agencies in implementation of the child care legislation. In addition, during FY 1999 we continued working on a revision to our current regulatory language (5 CFR Part 792) which pertains to alcohol and drug abuse counseling programs. We plan to finalize our changes in the regulation and will submit our changes for approval and publication in the Federal Register during FY 2000.

OWR Goal 2

✓ Managers and HR practitioners use OPM-provided resources and assistance to more successfully address employee performance problems.

☒ Increase over FY 1999 levels in the number of agencies that have implemented performance standards for senior level managers that address the process for identifying and resolving poor performance, as captured by an ERHSC survey.

The baseline data will be established in FY 2000.

In FY 1999, OWR staff developed tools designed to assist human resources specialists in effectively advising managers on how to address poor performance by employees. These tools included frequently asked questions,

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checklists for ensuring that supervisors are meeting the technical requirements in taking performance-based actions, and a compendium of Merit Systems Protection Board cases involving performance-based actions. Additionally, OWR staff continued in its outreach to agencies by speaking at conferences and single agency meetings on the topic of addressing poor performance.

In FY 2000, OPM will solicit from agencies examples of practices and initiatives that they have undertaken to address poor performance, including those designed to educate and hold senior managers accountable for the performance of their staff. Examples of successful efforts will be reviewed to determine if they might effectively be showcased governmentwide in FY 2001.

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- ✓ Improvement in the extent to which instructional materials about identification and resolution of performance problems are available to Federal managers and supervisors, as measured by the creation and use of needed materials and by an increase in the number of hits on the poor performance home page.

At the conclusion of FY 1999, web counters on the home page containing materials about the identification and resolution of performance problems indicated that the site received 35,500 hits. This number will serve as the baseline for this particular information available on OPM's website.

- ✓ Improvement in the level of satisfaction of HR Directors and Specialists with regard to instructional materials about identification and resolution of performance problems, as measured by a 2% increase over FY 1999 levels in the percentage of favorable ratings (or maintenance at 90% or higher) on the OPM CSS.

The responses to HR Directors Survey were not sufficient enough to make it a credible and reliable survey. We will look to future year's data to determine trends. Data from the HR Specialist CSS indicate that we did not meet our goal of increasing satisfaction levels by 2%. We experienced marginal increases in the level of satisfaction with timeliness and quality of information sharing increased (+1.2%) and the overall level of satisfaction with the Guide (1.4%) and a small decrease in the level of satisfaction with the timeliness and quality of technical assistance (-0.5%). Our biggest success was 6.5% increase in the level of satisfaction with the CD-ROM on dealing with poor performers. While we failed to meet every aspect of this particular performance indicator, we are confident that we achieved the goal based on the data from our other performance indicators associated with this goal. Issuing the "Guide for Supervisors" and the accompanying CD-ROM have heightened the awareness of HR Directors and Specialists. As indicated by the results of the FY 1999 HR Specialists survey, the users of our products are satisfied with the tools we have provided them.

HR Specialists

Level of satisfaction with regard to the timeliness and quality of information sharing on dealing with poor performers.

1998	1999
74%	75%

Level of satisfaction with regard to the timeliness and quality of technical assistance in dealing with poor performers.

1998	1999
70%	70%

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Overall level of satisfaction with the "Guide for Supervisors"	1998	1999
	78%	80%
Overall level of satisfaction with the CD-ROM	1998	1999
	66%	73%

Ø Reduction in the perception that poor performance is tolerated in the Federal Government as measured by a 2% decrease in the percentage of unfavorable ratings in the annual Merit System Principles Questionnaire. This increase is an annual increment to reach the 5-year strategic target of a 10% decrease in unfavorable ratings.

In 1999, the MSPQ was significantly revised; therefore, we could not use these results to compare to previous year MSPQ data in this report. The FY 1999 results will establish a new baseline for FY 2000 improvement.

OWR Goal 3

- ✓ In cooperation with Federal adjudicatory agencies, initiatives are undertaken to streamline the Federal adjudicatory processes.
- ✓ Feedback is obtained from adjudicatory agencies on the feasibility of streamlining the mixed case appeal process.

Informal discussions have been held with officials from the Department of Justice regarding the present adjudicatory process and the need for improvements. We have offered our assistance and have offered to actively participate in any Justice Department initiated effort to work cooperatively with adjudicatory agencies in FY 2000.

OWR Goal 4

- ✓ OWR leads the transformation of Federal training so that it is an outcome-oriented, measurable performance improvement function designed to assist managers and employees in better preparing the Federal workforce for the needs of the future.
- ☒ Agency HRD programs are effectively developing the workforce as a result of the partnerships, agency sharing of learning technology development, and agency access to and sharing of HRD tools, as measured by a survey to be administered in FY 2000.

During FY 1999, we designed an evaluation strategy to obtain baseline data on how agencies use HRD to develop the workforce to meet performance objectives. In FY 2000, we will use a variety of approaches to obtain data about agency programs and employee perceptions from different sources, such as an electronic questionnaire on our HRD home page; an internet email survey; structured interviews with key HRD decision makers in Federal organizations; and reviews of GAO evaluations and other studies by external groups. In FY 2001 we will expand our evaluation efforts.

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- ✓ HRD strategies and/or programs of at least five Federal departments or independent agencies are recognized as best in class by nationally recognized evaluative bodies (such as the American Society of Training and Development, Society for Performance Improvement, etc.).

In FY 1999, HRD programs at the Social Security Administration, the Defense Financing and Acquisition Agency's Indianapolis Customer Support Center, the Tennessee Valley Authority and the Army National Guard were recognized as best in class by several different organizations. Specific Federal training such as the technology-based "Skills for the New Millennium" program at the Department for Housing and Urban Development were also recognized for excellence. We expect a similar or increased number to be recognized in FY 2000 and FY 2001.

- ☒ A significant number of high performing Federal agencies respond that OPM's HRD policy supports their performance, as measured by an FY 2000 OPM survey of agencies recognized for high performance by external evaluative groups.

In FY 1999, we developed an open ended questionnaire about our HRD policy and leadership activities. We will use it in FY 2000 to interview HRD directors in agencies receiving external awards for HRD practices. After analyzing the results, we will use a similar approach with directors of award winning programs in FY 2001.

- ✓ Improvement in the extent to which HRD policy information is available to OPM customers, as measured by a 10% increase in the number of hits on the human resources development home page over FY 1999 levels. FY 1999 indicator is establishing the homepage.

The OHRD home page was established at the beginning of FY 1999, quickly becoming a mainstay in information sharing and communication to the HRD audiences and strategic partners. The site offers easy access to OHRD staff through email. The HRD home page averaged 18,000 hits per month in FY 1999. Plans are underway during FY 2000 to expand the home page in terms of information and interactivity.

- ✗ Improvement in the level of satisfaction of HR Specialists with regard to HRD information sharing and technical assistance, as measured by a 5% increase in the percentage of favorable ratings for each in the OPM CSS over FY 1998 levels.

Although satisfaction ratings were acceptable, they declined from FY 1998. We are especially concerned with the 6.5% decrease in satisfaction with regard to the timeliness and quality of our HRD technical assistance, and will explore possible reasons for the decline in satisfaction and remedies for the situation.

Information sharing.		
	1998	1999
	70%	66%

Level of satisfaction with regard to the timeliness and quality of HRD technical assistance.

	1998	1999
	68%	62%

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Overall level of satisfaction with the "Training Policy Handbook"

1998	1999
70%	68%

- Ø Improvement in HR Directors' satisfaction with HRD policy leadership and their opportunity for involvement in the HRD policy-making process, as measured by a 5% increase in the percentage of favorable ratings in the OPM CSS over FY 1999 levels.

The responses to HR Directors Survey were not sufficient enough to make it a credible and reliable survey.

- Ø Improved perception Governmentwide that employees are well-educated and well-trained, as measured by a 2% increase in the percentage of favorable ratings in the annual Merit System Principles Questionnaire. This increase is an annual increment to reach the 5-year strategic target of a 10% increase in favorable ratings.

In 1999, the MSPQ was significantly revised,; therefore, we could not use these results to compare to previous year MSPQ data in this report. The FY 1999 results will establish a new baseline for FY 2000 improvement.

OWR Goal 5

- ✓ Liaison activities are conducted with administration and agency officials and Federal labor organizations in order to maintain and enhance agency ability to deal effectively with labor relations matters in a manner consistent with OPM policy and objectives.

- ✓ Improvement in the extent to which information on developing labor relations case law, trends, and best practices in working with labor organizations is disseminated, as evidenced by: continued high levels of attendance at meetings of the IAG Network and positive feedback from members; an increase in the number of hits on the labor-management relations and National Partnership Council home pages; and continued positive evaluations of OPM issuances such as the Significant Cases publication.

LMRD annually coordinates bi-monthly meetings of the Interagency Group Network on Partnership and Labor- Management Relations. In 1999, six regularly scheduled meetings were held. Informal feedback from the participants at these meetings, which are the directors of labor relations from across the government, has been and continues to be very positive.

The LMRD home page expanded its website offerings in FY 1999 to include the following: LMRD demonstrated its Labor Agreement Information Retrieval System via the internet as a pilot project, this pilot has received over 1800 hits by labor relations specialists testing the system (July 1999); Index of FSIP Decisions (this was in response to customer feedback); Labor Relations Case Law on Performance Management, since making it available to the Federal community 4046 readers have accessed it (August 1999); the National Partnership Council's publication Labor-Management Partnership: Skills for Success which provides practical advice and guidance for developing cooperative labor-management relationships.

In May 1999, LMRD asked its primary customers about specific technical advice and assistance provided to agencies. With regard to publications

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issued in FY 1999 LMRD received some very positive comments about its major publications: over 96% of LMRD customers found Significant Cases, Case Listings, and Negotiability Decisions of the FLRA to provide a level of analysis appropriate for its audience; and customers commented that they found those publications to be informative and useful research tools.

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∅ Improvement in agency HR Directors' satisfaction with LR policy leadership and their opportunity for involvement in the LR policy-making process, as measured by a 1% increase in the percentage of favorable ratings over FY 1999 levels (or maintenance at 90% or higher) on the OPM CSS.

The responses to HR Directors Survey were not sufficient enough to make it a credible and reliable survey. We will look to future year's data to determine trends.

✗ Improvement in the level of satisfaction of agency HR Directors and Specialists with regard to LR information sharing and technical assistance, as measured by a 2% increase over FY 1999 levels in the percentage of favorable ratings for each in the OPM CSS.

The responses to HR Directors Survey were not sufficient enough to make it a credible and reliable survey. We will look to future year's data to determine trends. We will explore possible reasons for the decline in satisfaction reported by HR Specialists and remedies for the situation.

HR Specialists

Level of satisfaction with regard to the timeliness and quality of LR information sharing.

1998	1999
72%	68%

Level of satisfaction with regard to the timeliness and quality of LR technical assistance.

1998	1999
66%	62%

✓ Labor organizations and agency officials are regularly informed of proposed Governmentwide human resources policies and regulations and their recommendations are considered in their development. All statutory consultation requirements are met.

For FY 1999, 32 proposals have been forwarded to unions with governmentwide consultation rights, as well as 16 "final" issuances. The Labor-Management Relations Division (LMRD) received comments on three packages and written responses were provided by staff. All deadlines have been met.

∅ Improvement in employees' perception that employees are treated fairly and equitably, as measured by a 2% increase in the percentage of favorable ratings in the annual Merit System Principles Questionnaire.

In 1999, the MSPQ was significantly revised,; therefore, we could not use these results to compare to previous year MSPQ data in this report. The FY 1999 results will establish a new baseline for FY 2000 improvement.

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OWR Goal 6

✓ **Effective agency labor-management relations and partnerships result in improved performance and service to the public.**

✓ **Improvement in the results and value of collaborative labor-management relationships, as evidenced by: NPC's 1999 research project; consistency in # of Federal employees covered by partnership councils and agreements; continued positive union and management perceptions regarding the Federal LMR climate; reduction in the # of ULPs received by the FLRA; and consistency in # and increase in quality of nominations for National Partnership Awards.**

Results of the National Partnership Council's research project will not be available until FY 2000 (final delivery of research results is expected to be March 2000.) 67% of bargaining unit employees were covered by councils in FY 1998. 68% of bargaining unit employees were covered by agreements in FY 1998. This data is scheduled to be collected in FY 2000, with the results being reported in FY 2001.

The number of ULPs received in FY 1999 was 5,686, which continued the trend of fewer ULPs being filed. For instance, in FY 1998 5,702 were filed which was a reduction in the 6,263 total in FY 1996.

[Forty-eight nominations were received in FY 1999, 68 were received in FY 1998, and 67 were received in FY 1997. The quality of the nominations continues to be high as the role of partnerships throughout government continue to grow and evolve.]

✓ **Satisfaction of senior officials and Presidential appointees on the National Partnership Council (NPC), as measured by continued positive Member feedback regarding the development and satisfactory implementation of the NPC's strategic plan.**

In FY 1999, OWR supported and promoted effective labor-management partnerships in its ongoing effort to refocus Federal labor relations from its tradition of adversarial litigation to cooperative problem-solving. As the life-cycle of partnership progresses the Council continues to provide assistance and guidance on both basic and emerging partnership issues. For instance, the Council continues to sponsor skills-building sessions across the country. Feedback from the Council members on the OWR's staff support and implementation of the Council's strategic plan is extremely positive.

∅ **Improvement in employees' perception that employees are treated fairly and equitably, and that the workforce is used efficiently and effectively, as measured by a 2% increase in the percentage of favorable ratings in the annual Merit System Principles Questionnaire. This increase is an annual increment to reach the 5-year strategic target of a 10% increase in favorable ratings.**

In 1999, the MSPQ was significantly revised; therefore, we could not use these results to compare to previous year MSPQ data in this report. The FY 1999 results will establish a new baseline for FY 2000 improvement.

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OWR Goal 7

✓ Agencies make increased use of alternative dispute resolution programs in order to make dispute resolution a more timely, cost-effective and less divisive process.

✓ Improvement in the extent to which instructional materials about ADR are available to OPM customers, as measured by an increase in the number of hits on the ADR home page.

During FY 1999, several key issuances were added to the employee relations website, including Alternative Dispute Resolution: A Resource Guide. At the conclusion of FY 1999, the web counter on the pages containing the ADR information indicated the site had received 9,823 hits. This site was established at the end of July 1999 when the ADR Guide was published. This data will serve as the baseline for future years.

✗ Improvement in the level of satisfaction of HR Specialists with regard to instructional materials about ADR, as measured by a 3% increase over FY 1999 levels in the percentage of favorable ratings on the OPM CSS.

The acceptable satisfaction levels for both components of this performance indicator remained almost unchanged, but we did not meet our 3% improvement goal. We will work toward identifying possible reasons for the decline in satisfaction and remedies for the situation.

Level of satisfaction with regard to timeliness and quality of information sharing on ADR.

1998	1999
68%	69%

Level of satisfaction with regard to timeliness and quality of technical assistance on ADR.

1998	1999
65%	64%

⊘ Improvement in employees' perception that employees are treated fairly and equitably, as measured by a 2% increase in the percentage of favorable ratings in the annual Merit System Principles Questionnaire. This increase is an annual increment to reach the 5-year strategic target of a 10% increase in favorable ratings.

In 1999, the MSPQ was significantly revised; therefore, we could not use these results to compare to previous year MSPQ data in this report. The FY 1999 results will establish a new baseline for FY 2000 improvement.

OWR Goal 8

✓ Employees make increased use of Employee Assistance Programs and other health promotion and disease prevention programs and practices so that the Federal workforce operates in a more safe and healthy environment.

✗ A 1% increase in the use of agency EAPs, based on annual report data.

Previously, information on EAP usage has been collected from OPM's annual report to Congress, a document which was eliminated at the conclusion of FY 1999. The Federal Reports Elimination and Sunset Act of 1995 (Public Law 104-66) was the basis for OPM discontinuing the annual reporting by

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agencies on their EAP activities. Because this data is no longer available through the annual report, employee health services staff will identify, during FY 2000, new methods of assessing how well agencies are administering their Employee Assistance Programs. We will also establish methods to learn about agencies' health promotion and disease prevention activities to capture and share best practices in this area.

- ✓ Improvement in the extent to which instructional materials about EAPs are available to OPM customers, as measured by an increase in the number of hits on the employee health services home page.

Baseline data for employee health services web pages was established in FY 1999. During FY 1999, two important issuances were added to the employee health services website: Responding to Domestic Violence and Managing for Y2K in the Federal Workforce: The Human Element. At the conclusion of FY 1999, web counters on the employee health information sites indicated those pages had received 27,221 hits.

- ✗ Improvement in the level of satisfaction of HR Specialists with regard to instructional materials about EAPs, as measured by a 2% increase over FY 1999 levels in the percentage of favorable ratings on the OPM CSS.

The acceptable satisfaction levels for the information sharing component of this performance indicator remained almost unchanged, but we did not meet our 2% improvement goal for either component. We will work toward identifying possible reasons for the decline in satisfaction with technical assistance and remedies for the situation.

Level of satisfaction with regard to timeliness and quality of information sharing on EAPs.

1998	1999
75%	75%

Level of satisfaction with regard to timeliness and quality of technical assistance on EAPs.

1998	1999
74%	70%

- ☒ Satisfaction with the quality of OPM information On EAPs as measured by annual EAP survey.

Previously, this information has been collected from OPM's annual report to Congress, a document which was eliminated at the conclusion of FY 1999. The Federal Reports Elimination and Sunset Act of 1995 (Public Law 104-66) was the basis for OPM discontinuing the annual reporting by agencies on their EAP activities. Because this data is no longer available through the annual report, employee health services staff will identify, during FY 2000, new methods of assessing the quality of information provided by OPM on Employee Assistance Programs.

- ∅ Improvement in employees' perception that employees with personal or work-related problems are offered help, as measured by a 1% increase in the percentage of favorable ratings in the annual MSPQ.

In 1999, the MSPQ was significantly revised; therefore, we could not use these results to compare to previous year MSPQ data in this report. The FY 1999 results will establish a new baseline for FY 2000 improvement.

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OWR Goal 9

✓ **An increasing number of agencies have workplace violence programs and policies in place so that agencies are better equipped to prevent or resolve violent situations. FY 1999 goal was to increase awareness of workplace violence programs, policies and guidance.**

☒ **Increase in the number of agencies with a workplace violence prevention program or policy in effect.**

OWR contacted Directors of Human Resources via a memorandum mailed at the end of FY 1999 to request baseline data on the status of agency programs. This information will be analyzed in FY 2000 to determine the most common component within the established programs as well as the component deemed most effective by participating agencies.

✓ **Improvement in the availability of policy information and program guidance as measured by increases in the number of hits on the violence in the workplace home page.**

Released by Vice President Gore at an event at the White House, *Dealing with Workplace Violence: A Guide for Agency Planners* continues to be a well respected resource for Federal agencies program planners. This handbook, developed by the Office of Personnel Management and the Interagency Working Group on Violence in the Workplace, is the result of a cooperative effort of many Federal agencies sharing their expertise in preventing and dealing with workplace violence. It is intended to assist those who are responsible for establishing workplace violence initiatives at their agencies. However, its usefulness has extended well beyond the planning phase since many of the chapters provide information that can be helpful for managers and specialists as they deal with difficult workplace violence situations.

Baseline data for employee health services web pages was established in FY 1999. During FY 1999, two important issuances were added to the employee health services website: *Responding to Domestic Violence* and *Managing for Y2K in the Federal Workforce: The Human Element*. At the conclusion of FY 1999, web counters on the employee health information sites indicated those pages had received 27,221 hits. Specifically, the pages containing information on violence prevention received 54,043 hits.

✗ **Improvement in the level of satisfaction of HR Specialists with regard to instructional materials about violence in the workplace, as measured by a 2% increase over FY 1999 levels.**

The satisfaction levels for both components of this performance indicator remained almost unchanged, but we did not meet our 2% improvement goal. We will work toward identifying possible reasons for the decline in satisfaction and remedies for the situation.

Level of satisfaction with regard to timeliness and quality of information sharing on violence in the workplace.

1998	1999
75%	74%

Level of satisfaction with regard to timeliness and quality of technical assistance on violence in the workplace.

1998	1999
70%	68%

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Also in 1999, we collected data (using the OPM HR Specialists CSS) about specific publications we issued addressing violence issues. 81% of HR Specialists surveyed were satisfied with *Dealing with Workplace Violence: A Guide for Agency Planners*, and 75% of HR Specialists surveyed were satisfied with *Responding to Domestic Violence: Where Federal Employees Can Find Help.*"

OWR Goal 10

- ✓ Federal agencies have increased understanding of and commitment to addressing work and family needs so that family-friendly programs are available to their employees in increasing numbers.
- ✓ Increased awareness by agencies of work and family issues, as evidenced by: increase in the # of agencies offering their employees flexible work schedules, part-time employment, telecommuting opportunities, and the number of agencies sponsoring child care and elder care activities; type and # of complaints received by the new FFWAO; and consistency in the quality of agency programs nominated for the annual OPM Director's Award for Outstanding Work and Family Programs.

During FY 1999 OMSOE conducted *Special Studies of Work and Family Programs* at their on-site installation reviews. For instance, those reviews found that the most commonly available programs are compressed work schedules (completing the basic work week in less than 10 work days), flexible work schedules (electing to work within designated parameters), and part-time employment. The least used programs are child care centers on-site or near-site, resource and referral for child/elder care, and job sharing. Although many agencies have telecommuting policies in place, only a very small percentage of employees actually use the program. Employees and managers at most agencies are familiar with the available programs and methods for publicizing the programs include email, pamphlets, handbooks, union contracts, posters, brochures, informational seminars, web-sites, and new employee orientation.

The Family Friendly Workplace Advocacy Office (FFWAO) has developed a family-friendly contact tracking form that identifies work/life requests, concerns and/or grievances from our customers (Federal agencies, managers, employees, and general public). Customer inquiries are received from email, fax, in person, mail, or phone request. FFWAO receives approximately 250 family-friendly inquiries a month, with the most frequently asked questions and concerns involving telecommuting, part-time employment, requests for publications, family-friendly initiatives, and personnel flexibilities. The Office's response rate to inquiries is 100%. We answer all inquiries or refer them to the appropriate OPM organization(s) or to our counterparts in other Federal agencies. The time to respond varies from instantaneously to one week only; rarely does it take longer. The Office uses the inquiry data to keep management officials informed on trends and to identify problem areas which may need clarification or further investigation. The Office also uses the data in preparing briefings, speeches, and reports, and answering inquiries. Also, the data about the number of inquiries is used in the formulation of plans for new initiatives and publications.

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The nominations for the OPM Director's Award for Outstanding Work/Life Programs continues to be highly visible among Federal agencies. FFWAO receives an average of 35 high quality nominations each year. Six programs have been honored annually since the Award was first given out in 1994. Again at both the FY 1999 and FY 2000 award ceremonies, three programs were honored as award winners and three were given honorable mention citations.

Ø Improvement in employees' perception that employees' family responsibilities are understood and supported, as measured by a 1% increase in the percentage of favorable ratings in the annual MSPQ.

In 1999, the MSPQ was significantly revised; therefore, we could not use these results to compare to previous year MSPQ data in this report. The FY 1999 results will establish a new baseline for FY 2000 improvement.

OPM STRATEGIC GOAL II

Protect and promote the merit-based civil service and the employee earned benefit programs through an effective oversight and evaluation program.

OWR Goal 11

✓ Third party decisions that warrant OPM intervention are identified in order to obtain decisions that are consistent with civil service laws, rules, and policies.

✓ All decisions of the MSPB, and appropriate FLRA, court, and arbitration decisions are reviewed and intervention or judicial review is recommended in appropriate cases.

In FY 1999, approximately 10,000 decisions were reviewed and OPM exercised its intervention and reconsideration authority in two cases. In the first, OPM sought reconsideration of a final Board order on the basis that the Board had erroneously ruled on the application of the Back Pay Act. In the second case OPM intervened following an initial decision by an administrative judge that incorrectly applied OPM's regulations regarding coverage for reduction-in-force actions. Additionally, OPM filed an amicus brief in response to a Federal Register notice posted by the Merit Systems Protection Board. The issue raised by the cases before the Board was whether an agency's revocation of a security clearance could be adjudicated by the Board in a whistleblower retaliation claim. OPM's brief supported an earlier Supreme Court decision holding that national security determinations by an agency should not be challenged in the court system.

X Improvement in the level of satisfaction of HR Specialists with regard to OPM's intervention in employee disputes before arbitrators and MSPB, as measured by a 2% increase over FY 1998 levels in the percentage of favorable ratings on the OPM CSS.

We did not meet our expected HR Specialist satisfaction level for this indicator. We are concerned with these results, but at the same time we must recognize OPM's independent role in seeking intervention in employee disputes before arbitrators and the MSPB (and the subsequent impact that can possibly have on HR Specialists satisfaction levels).

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Level of satisfaction with regard to OPM's intervention in employee disputes before arbitrators and the MSPB.

1998	1999
67%	58%

- ✓ Of those cases in which OPM intervenes or seeks reconsideration, an increasing number of decisions are reversed or are appealed to higher levels by the Department of Justice.

In the two cases cited above, OPM has not yet received a decision from the MSPB. Regarding the cases in which OPM filed an amicus brief, the Board issued decisions concurring with the OPM position on security clearance revocations. During FY 1998, OPM received decisions on two cases in which it had intervened and sought reconsideration in earlier years. In the intervention case, the Board rejected OPM's arguments and the case was submitted to the U.S. Court of Appeals for the Federal Circuit. The court overturned the Board's decision, finding that OPM's arguments regarding what constituted "reasonable belief" in whistleblower cases were correct. Similarly, in a case where OPM sought reconsideration of the Board's decision concerning its authority to set penalties independent of an agency's judgment, the Department of Justice took the case forward to the Federal Circuit. The court again agreed with the OPM position in its brief.

OPM STRATEGIC GOAL III

Provide advice and assistance to help Federal agencies improve their human resources management programs to effectively operate within the economy, demographics and environment of the 21st Century.

OWR Goal 12

- ✓ Federal agencies receive timely, accurate, clear, and useful advice and technical assistance to ensure that employee relations, employee health services, work and family, labor-management relations and human resources development are a positive part of agencies' fully integrated human resources systems.

- X Increase in the level of HR Specialists' satisfaction with OPM's information sharing and technical assistance concerning workforce relations policies, rules, and regulations as measured by informal customer feedback and a 2% increase over FY 1998 levels in the percentage of favorable ratings (or maintenance at 90% or higher) on the annual OPM CSS.

We did not meet all of our expected HR Specialist satisfaction increases for this indicator, but the reported levels are quite high, ranging from 60% to 86%. We will explore possible reasons for the decline in satisfaction, where this occurred, and remedies for the situation. We are particularly proud of the significant increases in satisfaction with information sharing (10% increase) and technical assistance (9% increase) with regard to Work and Family Programs. We believe this is reflective of all our outreach efforts and events in FY 1999.

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Level of satisfaction with OPM's:

Information Sharing	1998	1999
Labor-Mgmt. Rel. & Pship	72%	68%
Poor Performance	74%	75%
Discipline & Adv. Actions	76%	74%
Fed. Adjudicatory Processes	67%	64%
Alt. Dispute Resolution	68%	69%
Employee Assist. Programs	75%	75%
Workplace Viol. Prevention	75%	74%
Physical Fitness Programs	59%	64%
Work & Family Programs	76%	86%
Human Resource Dev.	70%	66%

Technical Assistance	1998	1999
Labor-Mgmt. Rel. & Pship	66%	62%
Poor Performance	70%	70%
Discipline & Adv. Actions	73%	70%
Fed. Adjudicatory Processes	65%	61%
Alt. Dispute Resolution	65%	64%
Employee Assist. Programs	74%	70%
Workplace Viol. Prevention	70%	68%
Physical Fitness Programs	60%	60%
Work & Family Programs	72%	80%
Human Resource Dev.	68%	62%

✓ Results from evaluations and surveys conducted by OMSOE, GAO, MSPB, and other sources demonstrate an increase in employee satisfaction with regard to human resources functions relevant to workforce relations policy areas.

OPM's Office of Merit Systems Oversight and Effectiveness. During FY 1999, OMSOE conducted Special Studies of Work and Family Programs at their on-site installation reviews. For instance, those reviews found that the most commonly available programs are compressed work schedules (completing the basic work week in less than 10 work days), flexible work schedules (electing to work within designated parameters), and part-time employment. The least used programs are child care centers on-site or near-site, resource and referral for child/elder care, and job sharing. Although many agencies have telecommuting policies in place, only a very small percentage of employees actually use the program. Employees and managers at most agencies are familiar with the available programs and methods for publicizing the programs include e-mail, pamphlets, handbooks, union contracts, posters, brochures, informational seminars, web-sites, and new employee orientation. In OMSOE's 1999 report entitled, "Poor Performers in Government: A Quest for the True Story," the authors recommend that "just in time" training tools be developed based on responses from survey participants. The recommendation noted that OPM's CD-Rom and booklet, "Addressing and Resolving Poor Performance" offered supervisors an excellent self-study resource that provided a flexible alternative to traditional training tools.

General Accounting Office. In FY 1999, GAO found that agencies did not adequately address human capital investments in their annual performance plans. In FY 2000, we will work to support agency workforce analysis efforts

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and expect GAO FY 2001 reviews to show a significant increase over FY 1999 findings in the number of agencies identifying workforce development requirements for obtaining desired performance results.

Merit System Protection Board. MSPB has included 10 work/life questions on its fall 1999 survey of Federal employees. The analysis of these surveys and reviews will be used by the Family-Friendly Workplace Advocacy Office to identify areas for improvement and to share positive outcomes with other agencies.

- Surveys indicate that agency HRD programs are effectively developing the workforce as a result of the partnerships, agency sharing of learning technology development, and agency access to and sharing of HRD tools. (Baseline data will be established in FY 2000.)

During FY 1999, we designed an evaluation strategy to obtain baseline data on how agencies use HRD to develop the workforce to meet performance objectives. In FY 2000, we will use a variety of approaches to obtain data about agency programs and employee perceptions from different sources, such as an electronic questionnaire on our HRD home page; an internet email survey; structured interviews with key HRD decision makers in Federal organizations; and reviews of GAO evaluations and other studies by external groups. In FY 2001 we will expand our evaluation efforts.

- ✓ HRD strategies and/or programs of at least five Federal departments or independent agencies are recognized as best in class by nationally recognized evaluative bodies (such as the American Society of Training and Development, Society for Performance Improvement, etc.)

In FY 1999, HRD programs at the Social Security Administration, the Defense Financing and Acquisition Agency's Indianapolis Customer Support Center, the Tennessee Valley Authority and the Army National Guard were recognized as best in class by several nationally recognized organizations. Specific Federal training such as the technology-based "Skills for the New Millennium" program at the Department for Housing and Urban Development were also recognized for excellence. We expect a similar or increased number to be recognized in FY 2000 and FY 2001.

- ✓ Reduction in the number of unfair labor practices (ULP) and negotiability appeals received by the Federal Labor Relations Authority.

The number of ULPs received in FY 1999 was 5,686, which continued the trend of fewer ULPs being filed. For instance, in FY 1998 5,702 were filed which was a reduction in the 6,263 total in FY 1996.

- ✓ Improvement in the availability of information on Federal workforce relations indicated by a 5% increase in the number of hits on the OWR home pages over FY 1999 measures.

Home pages for all OWR organizations were established in FY 1999, and the amount of information posted on the pages has increased dramatically. During FY 2000, we will take steps to ensure that all OWR websites are made more user friendly in order to better meet the need of our customers.

Human Resource Development. The OHRD home page was established at the beginning of FY 1999, quickly becoming a mainstay in information sharing and communication to the HRD audiences and strategic partners. Information such as the Policy Handbook and educational opportunities are available, along with links to other groups and to best practices. The site

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offers easy access to OHRD staff through email. The HRD home page averaged 18,000 hits per month in FY 1999. Plans are underway during FY 2000 to expand the home page in terms of information and interactivity.

Labor-Management and Employee Relations. The LMRD home page expanded its offerings in FY 1999 to include the following: LMRD demonstrated its Labor Agreement Information Retrieval System via the internet as a pilot project, this pilot has received over 1800 hits by labor relations specialists testing the system (July 1999); Index of FSIP Decision's (this was in response to 93.8% of surveyed customers indicating that doing so would make this publication more useful); "Labor Relations Case Law on Performance Management," since making it available to the Federal community 4046 readers have accessed it (August 1999); the National Partnership Council's publication "Labor-Management Partnership: Skills for Success" which provides practical advice and guidance for developing cooperative labor-management relations. During FY 1999, several key issuances were added to the employee relations website, including: "Alternative Dispute Resolution: A Resource Guide;" "Addressing Sexual Orientation Discrimination in Federal Civilian Employment: A Guide to Employees' Rights"; and "Guidance on Furloughs". At the conclusion of FY 1999, web counters on each of these sites established the following baseline data: employee relations -45,763 hits, alternative dispute resolution - 9,823 hits, addressing poor performance - 35,500 hits.

Work/Life Initiatives. Baseline data for family-focused and employee health services web pages were established in FY 1999. The website containing family-focused information was created on July 30, 1999. Since that time, there have been 9,729 new visitors to the site. With regard to health services issues, during FY 1999, two important issuances were added to the employee health services website: "Responding to Domestic Violence and Managing for Y2K in the Federal Workforce: The Human Element". At the conclusion of FY 1999, web counters on the employee health information sites reflected the following: employee health services - 27,221 hits; violence prevention - 54,043 hits; domestic violence - 12,012 hits; smoking cessation (web counter to be installed in FY 2000).

∅ Improvement in employees' perception of equity and effectiveness of workforce relations as measured by a 1% increase in the percentage of favorable ratings in the annual MSPQ. This increase is an annual increment to reach the 5-year strategic target of a 5% increase in favorable ratings.

In 1999, the MSPQ was significantly revised; therefore, we could not use these results to compare to previous year MSPQ data in this report. The FY 1999 results will establish a new baseline for FY 2000 improvement.

OWR Goal 13

✓ Agency demonstration projects address employee relations, labor relations and human resources development issues effectively. (See OMSOE Goal 9)

✓ Positive comments and feedback provided informally and/or through customer satisfaction surveys conducted by OMSOE.

In FY 1999, OWR programs continually received praise from OMSOE for their responsiveness, the quality of their technical assistance, and the

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timeliness of their feedback. See OMSOE Goal 9 for report of agency satisfaction.

- ✓ Increased number of successful demonstration project results in legislative and regulatory changes allowing greater flexibility in agency HR practices. OPM's Office of Merit System Oversight and Effectiveness tracks the progress of demonstration projects and has more specific details about which, if any, regulatory components of demonstration projects are enacted into law.

OWR Goal 14

- ✓ Federal agencies receive timely, accurate and useful advice and technical assistance to ensure that employee relations, employee health services, work and family, labor-management relations and human resources development are a positive part of agencies' fully integrated human resource systems.
- ✓ Maintain a high level of satisfaction as expressed by conference, workshop and seminar participants on evaluation sheets and/or orally.

In FY 1999, OWR sponsored three substantial conferences that were very successful:

1. **Symposium on Employee and Labor Relations (SOELR).** This annual conference draws more than 800 labor and employee relations professionals from Federal agencies all over the world. In FY 1999, 97% of participant evaluations rated the overall content and quality of SOELR as Excellent or Very Good. OWR is planning on sponsoring future Symposiums during the second quarter of FY 2000 (March 7-10, 2000 in Denver, Colorado) and FY 2001 (date and location to be determined), including ten all-day pre-conference sessions and over 40 breakout sessions.

2. **The Learning Symposium: Building Workforce Performance.** OWR's OHRD developed and conducted a national learning conference in FY 1999. The three-day nationwide event included seven general sessions, 18 workshops, and popular a Vision Center featuring state-of-the-art, hands-on learning technology demonstrations. We showcased HRD tools, modeled collaboration, and promoted performance development and knowledge management. Ninety-four percent of participants at The Learning Symposium agreed that they received useful information and had new ideas to take back to their organizations. OWR plans to sponsor another Symposium during the third quarter of FY 2000.

3. **Affordable, Quality Child Care: An Employer Issue.** This Federal Child Care Summit, brought together, for the first time, employers from the public and private sector, unions, educators and child development specialists, and child care providers, who represented the various child life stages and child care interests— to exchange information on early childhood education, quality and costs, and safety. More than 250 attendees nationwide participated in the Summit. The Summit fulfilled President Clinton's directive to "...host a nationwide summit designed to showcase model public and private sector solutions to child care needs." The two and a half-day Summit showcased some of the best examples of partnerships and programs related to child care and affordability in the country. Sessions covered the gamut of issues including safety, child care quality indicators, out-of-school care, grandparents raising grandchildren, adoption, father involvement, nursing

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mothers and lactation rooms, family-friendly workplace strategies, and union involvement. Evaluations from the Summit indicated that all sessions were extremely well received.

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- ✓ Consistent level of repeat conference, workshop and seminar attendance.
 In an effort to expand the reach of our technical guidance and assistance efforts, we want to continue to expand the customer base for our conferences, workshops and seminars. Our level of repeat attendees for conferences, workshops and seminars is very high.
- ✓ Increase in demand for conferences/workshops as measured by the number of potential registrants on an established waiting list.
 For our major annual conference, SOELR, we reach capacity each year which results in a waiting list which sometimes contains as many as 190 interested individuals. "The Learning Symposium" participants and presenters encouraged us to conduct more symposiums, and we responded in FY 1999 with two more seminars focusing on human resource development issues. Attendance grew each time. Though our final FY 1999 human resource development event was telecast, we still had a participant waiting list.
- ✓ Periodic surveys of stakeholders reflect an increasing rate of approval in terms of subject matter and quality of presentations and technical assistance.
 Informal feedback from OWR stakeholders indicates an increasing acceptance of educational activities and satisfaction with their quality.

OPM STRATEGIC GOAL IV

Deliver high-quality, cost-effective human resources services to Federal agencies, employees, annuitants and the public.

OWR Goal 15

- ✓ Assistance is provided to Federal, State and local governments through Training and Management Assistance (TMA) to improve their human resource management and organizational effectiveness.
- ✓ Workload measures: \$ amount of new and added funding for TMA projects increases 5% over FY 1998 levels; \$ amount of work orders issued for TMA work to be performed increases 3% over FY 1998 levels; and \$ amount of contractor invoices approved for payment increases 3% over FY 1998 levels.
 In FY 1998, the dollar amount of new and added funding for TMA projects was \$44,944,500. In FY 1999, new and added funding totaled \$47,331,699. In FY 1998, the dollar amount of work orders issued for TMA to perform was \$32,178,200. In FY 1999, the dollar amount of work orders issued for TMA to perform was \$41,626,272. In FY 1998, the dollar amount of contractor invoices approved for payment was \$33,137,800. In FY 1999, the dollar amount approved for payment was \$37,508,331.
- ✓ Business well-being indicators: Percentage of income above contractor invoices maintained at FY 1998 levels; income minus direct and indirect costs of program operations maintained at FY 1998 levels; a breakeven condition is maintained; and # of competitions held to select contractor for performance under TMA task orders increase 5% over FY 1998 levels.

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Percent of income above contractor invoices maintained at FY 1998 levels.

FY 1998–15% FY 1999–13%

During FY 1999 (April 1, 1999), TMA reduced its management fee from 15% to 12%. The overall percentage of income above contractor invoices from FY 1998 to FY 1999, therefore, is lower. The fee reduction was the result of streamlining operations and program process improvements. TMA's management fee covers the costs of project management, contract administration, and quality control. This fee enables TMA to be a completely self-sustaining program under OPM's revolving fund; and, the fee has been revised from time to time over the 20 years TMA has been in operation. Although an important internal program indicator which is continually monitored by TMA management, it will be discontinued in OPM's future performance plan.

Income minus direct and indirect costs of program operations maintained at FY 1998 levels.

FY 1998–\$2.3 million FY 1999–\$1.2 million

Although this indicator was suggested as a business well-being measure several years ago, it is duplicative of the following measure (“A positive retained earnings contribution to OPM's revolving fund is maintained”) and it will be discontinued.

A positive retained earnings contribution to OPM's revolving fund is maintained.

FY 1998–\$2.3 million FY 1999–\$1.2 million

Number of competitions held to select contractors for performance under TMA task orders increases 5% over FY 1998 levels.

FY 1998–68 FY 1999–42; Percentage change:-38%

The number of competitions held in FY 1999 is down. Typically, three contractor companies are selected from TMA's approved contractors list to present their company's approach in accomplishing each proposed project. At the conclusion of this competition, one company is awarded the task order to perform the work. Although the number of competitions is down in FY 1999, new and additional project funding received by the TMA program increased during FY 1999 to \$47.177 million from \$44.945 million during FY 1998. The bulk of the growth in project funding is derived from amendments to existing TMA projects (which do not necessarily require contractor competition if the additional work falls within the scope of the original inter-agency agreement). TMA believes the indicator: “Number of competitions held” does not truly reflect the business well-being of the program, and it will be discontinued. TMA will continue, however, to maintain this information as part of its internal management information system.

- ✓ Customer Satisfaction Measures: Results gained from baseline data gathered and analyzed in FY 1999 from customers and contractors will be used to provide a basis that indicates 50% of problems identified are resolved.

New Performance Measure/Indicator:

Customer satisfaction remains high as measured by end-of-project feedback and external audits, if any.

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Performance for FY 1999

In FY 1999, OPM's Inspector General evaluated the TMA program, finding it managerially sound. In the study, the IG interviewed contractors and agency contacts. These agencies accounted for approximately 57 percent of ongoing TMA training projects and 61 percent of total contract hours obligated. The IG found that respondents "registered unanimously positive responses to nearly every question designed to probe TMA service capabilities and outcomes." Agency contacts praised the skill of project managers and the time saving features of the program. The IG found that all project managers are "skilled and helpful in bringing resolution to disputes or misunderstandings," and that the TMA program director brought "immediate resolution to contractor issues" that might be impeding progress. During FY 2000 and succeeding years, we will use the IG evaluation results as a benchmark for the level of customer satisfaction we need to maintain.

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OTHER INITIATIVES

Creation of the Family-Friendly Workplace Advocacy Office.

Congressional report language required OPM to establish the new Family-Friendly Workplace Advocacy Office (FFWAO). The FFWAO was opened on March 1, 1999, to create and foster a family-friendly work environment for Federal employees. In addition, the FFWAO's responsibilities include accepting and attempting to resolve employee concerns regarding family-friendly program implementation, identifying administrative or regulatory obstacles to implementing family-friendly policies and practices, and proposing regulatory or legislative changes where necessary. A report is due to Congress in March 2000 on FFWAO's accomplishments and recommendations.

Establishment of the Interagency Family-Friendly Workplace Working Group.

In response to a Presidential directive the Director of OPM established Interagency Family Friendly Workplace Working Group on which agency work-life coordinators serve. The purpose of the Group is "...to promote, evaluate, and exchange information on Federal family-friendly workplace initiatives ...[all] Working Group representatives will be responsible for making sure that Federal employees are aware of the full range of options available to them to meet their personal and family responsibilities..." The FFWAO coordinates the meetings and activities of this interagency group.

Implementation of Executive Order No. 13111, "Using Technology to Improve Training Opportunities for Federal Employees.

OPM assisted the President's Office of Science and Technology Policy (OSTP) in developing an executive order on learning technology. Following the signing of the executive order, OPM assumed the leadership role for implementing the comprehensive executive order, "Using Technology to Improve Training Opportunities for Federal Employees." The Director of OPM chairs the Federal Training Technology Task Force (created by the executive order). OWR staff serve actively on the Task Force, on each of its five work groups, supports its

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implementation office, play a significant role in developing and implementing the recommendations coming from the Task Force and has had substantial input in identifying private sector participants for the Presidential Advisory Committee. For instance, OPM is a member of the Individual Learning Account (ILA) Focus Group which made recommendations to the Task Force to pilot ILAs and assess their effectiveness. The President recently approved these recommendations. In support of these pilot ILAs, in FY 2000, OWR will issue guidance for the pilots and collect data about their implementation and in FY 2001, we plan to evaluate the pilots in terms of results achieved, issue a report, publish an ILA Handbook, and issue implementing regulations, if needed.

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