

## APPENDIX A—ADDITIONAL PERFORMANCE INFORMATION

*(Unaudited—See accompanying Independent Auditors’ Report)*

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In addition to the operational goals covered in Part B of this report, OPM also used PART measures and the performance indicators shown below to assess program performance during FY 2006. These performance indicators are reflected in OPM’s Congressional Budget Justifications and used for OPM’s internal quarterly budget and performance status reviews.

### THE HUMAN CAPITAL PROGRAM

Program: Human Capital Talent		Program Outcome: Promote an efficient and effective, merit based Federal civil service.			
PART Measures	FY 2003 Results	FY 2004 Results	FY 2005 Results	FY 2006 Target	FY 2006 Results
Number of PMA agencies that have a process in place to account for Federal employees during an emergency.	No data	No data	No data	24	24
Number of the 26 PMA agencies meeting targets to for closing mission critical occupation gaps.	2	10	14	20	21
<b>OPM Actions:</b> OPM closely monitored agency progress throughout the year, providing consulting on issues potentially impacting agency’s ability to close their gaps. In addition, OPM provided training to all agencies on competency gap closure methods and strategies. OPM is currently developing guidance on selecting strategies for closing gaps that will be provided to agencies.					
<b>Public Value:</b> The occupations targeted in this initiative are directly related to agency success in achieving their mission. OPM’s guidance, consulting, and monitoring efforts are critical to ensuring agency success.					

APPENDIX A—ADDITIONAL PERFORMANCE INFORMATION

Program: Human Capital Performance Culture		Program Outcome: Promote an efficient and effective, merit based Federal civil service			
PART Measure	FY 2003 Results	FY 2004 Results	FY 2005 Results	FY 2006 Target	FY 2006 Results
Percent of applicant systems from CHCO agencies whose SES performance plans are fully certified* (%).	n/a	5	4	5	5
<p><b>OPM Actions:</b>                      The human capital (HC) program developed a 65 question template for assessing the most current strategic HC plans from agencies. Agencies were required to provide documented evidence that their strategic HC plans included goals, objectives and strategies, a workforce plan and performance measures and milestones. Eighty percent of Presidential Management Agenda (PMA) agencies have certified or provisionally certified SES pay-for-performance systems in place. Out of the 16 agency plans reviewed so far, only five agencies could answer positively to at least fifty percent of the questions on the template. Of that eighty percent, five percent have applied and met all OPM's criteria for a quality performance system. OPM and DoD jointly published regulations dealing with the new DoD National Security Personnel System (NSPS) covering pay policy and performance management.</p> <p>OPM developed a certification process, based on statute and Federal regulations, to help agencies design and implement performance appraisal systems that ensure executives are paid according to their performance and the accomplishment of agency mission. Agency SES performance management systems are certified when that key elements of an effective pay-for-performance system are in place.</p> <p>OPM ensures SES and Senior Level (SL) and Scientific Professional (ST) appraisal systems meet design and implementation criteria through the system certification process. Performance appraisal systems link executive performance to agency goals, focus executives on achieving results, hold them accountable for the performance management of subordinates, and provide for making distinctions in pay and ratings.</p>					
<p><b>Public Value:</b>                      OPM actions strengthen the connection between individual employee performance and mission outcome and focus the Federal workforce on achieving agency goals and results in achievement of the Federal Government mission. As the Government's personnel systems begin recognizing pay and performance and adopting a market based approach, citizens in the long term will recognize improved services and program performance. Through the achievement of this goal, OPM's strategic objective—creating a Federal civilian workforce focused on achieving agency goals—is being advanced. Agencies will be more effective and successful in achieving organizational goals by implementing systems that meet certification criteria.</p> <p>Performance management Certification allows for agencies to pay their SES staff above EXEC III pay levels. For an agency to receive full certification, pay and awards data from two full years, in addition to other requirements, must demonstrate that agencies are making distinctions in individual performance. For calendar year 2006, only one agency has met the requirements for full certification.</p>					

THE BENEFITS PROGRAMS—RETIREMENT

Program: Federal Employees Retirement Processing Claims and Improving Other Program Services		Program Outcome: Provide Federal employees options and tools for retirement planning for their and their families' financial future.			
PART Measures	FY 2003 Results	FY 2004 Results	FY 2005 Results	FY 2006 Target	FY 2006 Results
Claims processing unit cost	\$99.54	\$91.91	\$91.21	\$90.50	\$91.95
Claims processing accuracy, CSRS annuity (%)	93	89	90	93	82
Claims processing accuracy, FERS annuity (%)	98	97	93	93	91
Improper payment rate (%)	0.50	0.38	0.36	0.28	0.32
Annuitants who received first payment before or when expected (%)	72	80	81	80	86
Percent of self-servicing	33	53	54	60	69
Call handling rate (%)	96	97	91	92	84
Percent of annuitants satisfied with overall retirement services	93	94	87	93	83
<b>OPM Actions:</b> For FY 2006, OPM made substantial progress in improving its performance in processing retirement annuity claims compared to past years. For FY 2005, the processing timeliness for CSRS and FERS annuity cases were 80 and 93 days respectively. For FY 2006, the combined result was 30.6 days for average processing claims times. During the effort to more timely process claims, many workflow and organizational changes were made. In reducing the in-process claims by half, unit cost increased slightly and accuracy deteriorated slightly, while self-service transactions improved.					
<b>Planned Improvements:</b> Claims Processing Unit Cost: The entire cost allocation model is being reviewed in detail to make the date realistic. Accordingly, the results may change for FY2007 and may not be directly comparable to prior years. In addition, OPM will reduce staff allocated to claims processing somewhat in FY2007 because new processes developed in FY 2006 that will be applied for the entire fiscal year. Finally, during FY 2007, Retirement System Modernization will be fully implemented during the second half of FY 2008; and the investment will temporally increase unit cost. Claims Processing Accuracy (CSRS & FERS): As a result of the effort to eliminate the backlog of claims and to reduce average processing time by two-thirds, some processing review resources were temporarily shifted to processing from reviewing. Now that these efforts have yielded the desired result, resources have been returned to the reviewing process to improve accuracy rates. Call Handling Rate: The call handling rate decreased slightly because of a reduction of staffing coupled with increased pay expenses; while simultaneous increased call volume. Will the reduction of claims backlog, OPM may experience re-focus of staff effort during FY 2007. Additionally, the reduced backlog and increased focus on accuracy, OPM expects calls will be reduced. Finally, during FY 2008, with the implementation of RSM, call handling will no longer be tracked and reported as a performance indicator; and a new metric will need to be developed.					
<b>Public Value:</b> Federal annuitants and their survivors are receiving improved services and the groundwork is being laid to establish a new system which will dramatically improve the process of computing annuities.					

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Program: Federal Employees Retirement Training and Development		Program Outcome: Provide Federal employees options and tools for retirement planning for their and their families' financial future.			
PART Measures	FY 2003 Results	FY 2004 Results	FY 2005 Results	FY 2006 Target	FY 2006 Results
Benefits Officers trained per year (%)	No Data	No Data	No Data	Establish baseline	47
Customers who rate satisfaction with consulting services as very satisfactory or better (%)	No Data	No Data	85	85	81
Training attendees who rate training as very good or higher (%)	No Data	No Data	83	85	90
Employee knowledge of benefits programs index	No Data	No Data	No Data	Establish baseline	Delayed until FY 2007
Employees who are at the appropriate stage of retirement planning according to the Retirement Readiness Index (%)	No Data	No Data	No Data	Establish baseline	Delayed until FY 2007
<p><b>OPM Actions:</b>                      During FY 2006, OPM assessed the level of employee retirement readiness using the Retirement Readiness survey and implemented a training program for agency Benefit Officers so they could facilitate employee knowledge of health, retirement and life insurance benefits and improve employee satisfaction. In addition, OPM conducted 28 workshops at the agency's 2006 Federal Workforce Conference—a benefits-focused forum. The results of a training survey of benefits officers found that 47% had attended benefits training during the past 12 months. Plenary sessions included strategic benefit issues, retirement financial education and thrift savings. Breakout sessions included retirement readiness, insurance benefits, and balancing work/life. Also, OPM developed online decision support tools to help individual employees select appropriate levels of benefits coverage.</p> <p>OPM presented 10 full day FERCCA workshops and trained more than 350 HR specialists. OPM also presented the <i>Power of Benefits</i> program at the 2006 OPM Federal Workforce Conference. OPM published an important summary of the employee retirement readiness survey results which is the basis for developing the retirement readiness index. Data collection for computing the Retirement Readiness Index and employee knowledge of benefits program index has been delayed until FY 2007.</p>					
<p><b>Planned Improvements:</b>                      Continued development of benefits officer training courses and financial education materials.</p>					
<p><b>Public Value:</b>                      The Program is integral in developing the retirement readiness profile and financial education tools that are useful to the general public.</p>					

THE BENEFITS PROGRAMS—HEALTH BENEFITS

Program: Federal Employees Health Benefits Benefits Policy		Program Outcome: Federal employee benefits are competitive and support agencies' efforts to recruit and retain the workforce they need to meet their mission and Provide Federal employees, retirees, and their families with health benefits coverage meeting their individual health insurance needs.			
PART Measures	FY 2003 Results	FY 2004 Results	FY 2005 Results	FY 2006 Target	FY 2006 Results
Percent of new hires who say retirement, HB, and LI benefits are competitive and important in their decision to accept a Federal job.	n/a	69	n/a	75	75
Percent of tenured employees who say retirement, HB, and LI benefits are competitive and important in their decision to remain in a Federal job.	n/a	70	n/a	74	77
Percentage of enrollees (Federal employees) satisfied with retirement benefits.	n/a	66	n/a	66	Data Not Available
Percentage of enrollees (Federal employees) satisfied with health insurance benefits.	n/a	60	n/a	60	Data Not Available
Percentage of enrollees (Federal employees) satisfied with life insurance benefits.	n/a	62	n/a	62	Data Not Available
<p><b>OPM Actions:</b> The FEHB Program, Retirement and FEGLI serve as an important component of employee compensation and support Federal agencies' recruitment and retention needs. These programs allow the government to remain competitive with other employers for highly qualified workers.</p> <p>During FY 2006, OPM took steps to increase employee knowledge about their benefits as well as meet the individual needs of employees. For instance, OPM contracted with a consultant to conduct a benchmark study to compare health benefits, retirement and life insurance programs with non-federal benefit programs based on benefit design and cost. In addition, the agency conducted the Federal Benefits Survey on employee perceptions of the importance, competitiveness, value and understanding of their benefits. The first survey was conducted in 2004 and provided a baseline. The second survey was conducted in 2006. We will compare survey results and assess changes in employee perceptions. These results will be used for their potential to enhance and improve education on benefit programs.</p>					
<p><b>Planned Improvements:</b> None necessary</p>					
<p><b>Public Value:</b> A benefits package that meets the needs of current and potential Federal employees can lead to lower turnover and the recruitment of better performers, as well as aiding employees and annuitants to maintain good health. Customer satisfaction surveys indicate that the overall package of benefits and the level of services provided meet the needs of participants.</p>					

n/a—Data are collected in even numbered years only.

APPENDIX A—ADDITIONAL PERFORMANCE INFORMATION

Program: Federal Employees Health Benefits Contract Administration		Program Outcome: Federal employee benefits are competitive and support agencies' efforts to recruit and retain the workforce they need to meet their mission and Provide Federal employees, retirees, and their families with health benefits coverage meeting their individual health insurance needs.				
PART Measures	FY 2003 Results	FY 2004 Results	FY 2005 Results	FY 2006 Target	FY 2006 Results	
HB claims processing timeliness (% within 30 working days)	No Data	95	98	96	97	
HB claims processing accuracy (%)	No Data	95	98	96	98	
HB improper payment rate (%)	0.15	0.32	0.67	Establish baseline	TBD	
Overall customer satisfaction scores for enrollees in FEHB plans meet or exceed industry standard (%)	FEHBP 65 Industry 61	FEHBP 70 Industry 62	FEHBP 73 Industry 64	FEHBP> Industry	FEHBP 73 Industry 65	
Accredited FEHB plans (%)	69	74	78	79	79	
FEHB customers satisfied with OPM's Open Season web site	No Data	No Data	76	76	43	
<b>OPM Actions:</b> Enrollee satisfaction with the Federal Employee Health Benefits Open Season web site was quite low. This may have largely been due to fact that brochures were not downloadable from that site. Overall responsiveness to benefits-related inquiries and processing of change requests were consistently up to standard.						
<b>Planned Improvements:</b> Not Necessary. All performance indicators are within acceptable contract performance parameters.						
<b>Public Value:</b> A benefits package that meets the needs of current and potential Federal employees can lead to lower turnover and the recruitment of better performers, as well as aiding employees and annuitants to maintain good health. Customer satisfaction surveys indicate that the overall package of benefits and the level of services provided meet the needs of participants.						

THE BENEFITS PROGRAMS—LIFE AND OTHER INSURANCE

Program: Federal Employees' Group Life and Other Insurance		Program Outcome: Federal employee benefits are competitive and support agencies' efforts to recruit and retain the workforce they need to meet their mission and provide Federal employees, retirees, and their families with health benefits coverage meeting their individual health insurance needs.			
PART Measures	FY 2003 Results	FY 2004 Results	FY 2005 Results	FY 2006 Target	FY 2006 Results
FEGLI paid claims timeliness (days)	5.2	6.4	6.5	<10	6.9
FEGLI paid claims accuracy (%)	99.6	99.6	99.7	99.5	99.7
FEGLI improper payment rate (%)	0.23	0.22	0.17	0.25	0.10
FLTCIP service calls answered within 20 seconds (%)	86	88	88	85	88
FLTCIP Service Call Center handling rate (%)	99.5	98.8	99	97	99
FLTCIP customers satisfied with customer service (%)	90	95	98	90	97
New approved FLTCIP applications	200,229	11,023	8,543	7,500	8,268
Participation in FSAFEDS	31,000	125,000	163,115	200,000	193,481
"Clean" FSAFEDS claims reimbursed within five business days	No Data	No Data	91	90	95
<b>OPM Actions:</b> OPM outsources claims administration to a single contractor, MetLife. OPM effectively administered the FEGLI contract. In FY2006, OPM implemented a two and a half month grace period for incurring eligible expenses for the FSAFEDS program and extended the claims filing deadline to May 31, 2006. The maximum annual health care FSA contribution increased to \$5,000.					
<b>Public Value:</b> The Federal Employees' Group Life Insurance (FEGLI) Program is an employer-sponsored life insurance program under which benefit payments are made following the death or dismemberment of Federal employees and Federal retired employees. FEGLI offers Federal employees the opportunity to purchase group term life insurance which provides financial protection to beneficiaries in the event of enrollee death or dismemberment and is part of a compensation package that enables the government to remain competitive with other employers for highly qualified workers. Customer satisfaction surveys indicate that the overall package of benefits and the level of services provided meet the needs of participants.					

THE COMPLIANCE PROGRAM

Program: Merit System Compliance		Program Outcome: Ensure executive agencies exercise their delegated personnel management authorities in accordance with Merit System Principles, civil service laws and regulations, and OPM standards.			
PART Measures	FY 2003 Results	FY 2004 Results	FY 2005 Results	FY 2006 Target	FY 2006 Results
Percent of agencies with violations of veterans' preference laws, rules, and regulations	No data	40	18	30	21
Percent of agencies with severe problems in one or more delegated examining unit (DEUs) that demonstrate improvement within one year following completion of an audit	50	79	58	80	78
Percent of classification and job grading appeals decisions exceeding target timeliness	35	12	11	9	8
<p><b>OPM Actions:</b></p> <p><i>Percent of agencies with violations of veterans' preference laws, rules, and regulations:</i> We tracked 14 agencies in FY 06 for this measure, 13 through our HR Operations Audits and one through the agency's internal audit process. While we met our target, we believe this is still a significant issue for agencies, and it will be a point of emphasis as we shift to oversight of agency accountability systems (see "Planned Improvements.").</p> <p><i>Percent of agencies with severe problems in one or more DEUs that demonstrate improvement within one year following completion of an audit:</i> In FY05, we identified nine agencies with severe problems in one or more DEUs. In FY-06, we followed up with seven of those agencies. In all cases, they took timely, appropriate action to address their severe problems. In two cases there were significant delays in reporting the final findings to the agencies, so we have deferred them to FY-07 for follow up.</p> <p><i>Percent of classification and job grading appeals decisions exceeding target timeliness:</i> We received 74 new cases in FY-06, of those 6 cases were over the time standard.</p>					
<p><b>Planned Improvements:</b></p> <p><i>Percent of agencies with violations of veterans' preference laws, rules, and regulations:</i> In FY-06, OPM worked extensively with agencies on developing and implementing their own HC accountability programs, including compliance with laws and regulation. A critical part of this will be an emphasis on oversight of their delegated examining authority, particularly veterans' preference.</p> <p><i>Percent of agencies with severe problems in one or more DEUs that demonstrate improvement within one year following completion of an audit:</i> Due to delays in the reporting process, we had to defer two agencies to FY07. During FY-06, we made significant improvement to our reporting process through re-delegations, streamlined reporting, and improved tracking. We also established a report timeliness measure. These improvements should prevent future deferments due to untimely reports.</p> <p><i>Percent of classification and job grading appeals decisions exceeding target timeliness:</i> The program manager and CMSA management staff will continue to closely monitor appeal timeliness.</p>					
<p><b>Public Value:</b></p> <p>OPM's compliance program addresses both the Congress' and the President's continued interest in agencies upholding the merit system principles when filling positions and performing other personnel functions. OPM actions help Federal agencies maintain having a Federal personnel management system consistent with merit system principles and free from prohibited personnel practices.</p>					



THE CENTER FOR TALENT SERVICES PROGRAM

Program: Center for Talent Services		Program Outcome: Develop leaders committed to public service values through learning that measurably transforms individuals and organizations, while providing a public sector forum for networking and knowledge sharing.			
PART Measures	FY 2003 Results	FY 2004 Results	FY 2005 Results	FY 2006 Target	FY 2006 Results
Agency acceptance rate of TMA project deliverables (%)	100	99	99	99	100
Overall customer satisfaction with Talent Service's products and services (%)	95	95	95	≥90	96
CTS contribution to organizational effectiveness (% excluding "Don't Know")	96	95	98	≥96	93
Repurchase intention on CTS products and services (%)	95	96	96	≥90	92
<p><b>OPM Actions:</b> Training and Management Assistance services continued to receive very high ratings from agency customers, the vast majority of whom reported that they intend to continue to use these services in the future.</p> <p>In those instances in which customer satisfaction dropped below the FY 2005 level, the change was within the seven percent survey margin of error.</p>					
<p><b>Planned Improvements:</b> Not Necessary. Only one target was missed and that was within the seven percent margin of error for the survey used to collect this data. Any positive response rate between 89 percent and 100 percent (seven percentage points above or below the target level) is not statistically significant.</p>					
<p><b>Public Value:</b> Talent Services' products and services make it possible for agencies to recruit, retain, and manage the best talent by providing high-value human resources consulting and support services, thus allowing these customers to achieve significant positive results on the President's Management Agenda and in meeting specific agency goals.</p>					

THE CENTER FOR LEADERSHIP CAPACITY SERVICES PROGRAM

Program: Center for Leadership Capacity Services		Program Outcome: Develop leaders committed to public service values through learning that measurably transforms individuals and organizations, while providing a public sector forum for networking and knowledge sharing.			
Performance Indicators	FY 2003 Results	FY 2004 Results	FY 2005 Results	FY 2006 Target	FY 2006 Results
Evaluation ratings for the Management Development Centers, Centers for Executive Leadership, and Presidential Management Fellows programs (level 1, all programs)	4.5	4.6	4.5	4.6	4.7
Evaluation ratings for PMF (level 1)	3.9	4.0	4.1	4.1	4.4
Evaluation ratings for MDC and FEI COP programs (level 2)	4.0	4.6	4.5	4.6	4.4
Evaluation ratings for FEI Leadership for a Democratic Society (level 2)	4.0	4.3	4.6	4.6	4.6
Evaluation ratings for PMF programs (level 2)	No data	No data	3.9	4.1	4.2
Number of training sessions	356	396	429	450	459
Number of participants	10,984	12,071	12,476	12,500	12,467
Number of participant training days	84,049	92,559	101,784	≥102,100	88,371
<b>OPM Actions:</b> Leadership training programs continued to receive high marks across the board and attracted a large number of participants. Changes in training schedules, away from longer sessions to shorter ones, resulted in a drop in the number of participant training days from FY 2005.					
<b>Planned Improvements:</b> Level 2 evaluation ratings for MDC and FEI COP programs did not meet the target. A new measure as a result of the PART process will replace the current indicator with more meaningful data, as it will show the percentage difference between knowledge before and knowledge gained after participation in the program.					
<b>Public Value:</b> These products and services make it possible for agencies to recruit, retain, and manage the best talent by providing high-value human resources consulting and support services, thus allowing these customers to achieve significant positive results on the President's Management Agenda and in meeting specific agency goals.					

THE FEDERAL INVESTIGATIVE SERVICES PROGRAM

Program: Federal Investigative Services		Program Outcome: Carry out high quality, timely background investigations which will be used by Federal agencies to determine individuals' suitability for Federal, military or Federal contract employment, and to determine individuals' eligibility for access to classified national security information.			
Performance Indicators	FY 2003 Results	FY 2004 Results	FY 2005 Results	FY 2006 Target	FY 2006 Results
Percent of background investigations closed within contract delivery date	40	17	27	80	32
Percent of pending BI cases exceeding one year in process	No data	15	12	6	7.1
Percent applicant suitability determinations completed within contract timeframes	99	92	88	95	71
Percent of suitability determinations sustained when appealed to MSPB	>99	>99	100	>99	99.8
Percent of customers satisfied with investigations products and services	95	No survey	95	95	No survey
<p><b>OPM Actions:</b></p> <p>The Intelligence and Terrorism Prevention Act of 2004 Section 3001(g) mandates performance requirements relating to timeliness and quality of Federal personnel investigations. The investigations program is striving to meet these requirements by expanding its electronic initiatives and significantly increasing its capacity to conduct background investigations. Many of these mandates are not required until the end of the calendar year 2006 and when met, these requirements will ensure the program is meeting its purpose of providing high-quality and timely investigations to the Federal agency community.</p> <p>Case submissions during FY 2006 exceeded customers' workload projections and FISD continues to adjust resources to address the backlog of cases inherited due to the merger with the Defense Security Service. FISD continues to prioritize pending case processing to focus resources on initial clearance investigations while eliminating pending background investigations that are overdue. As OPM continues to close more of the oldest cases in our inventory, it will have a negative effect on the overall average case timeliness.</p> <p>An audit of all outstanding Applicant Suitability Determination cases was completed and an internal database was created to provide weekly management data for coordination with the Contract Management Branch. There will be continuous examination of the investigative and review process to improve suitability determination timeliness. FISD is committed to the constant monitoring and adjusting of resources to improve the quality and timeliness of background resources to meet this goal.</p> <p>FISD worked through its prime contractor during the latter part of fiscal year 2006 to provide 31 staff to assist the Federal Bureau of Investigation (FBI) in reducing its backlog of pending name searches. The goal is to eliminate the majority of this backlog to fewer than 10,000 pending searches by December 15, 2006. At the end of FY 2006, the backlog of name searches at the FBI had been reduced from 69,450 pending searches to 55,608 on hand. Both OPM and the FBI are dedicated to achieving the project goal of fewer than 10,000 pending searches by the December 15, 2006 deadline.</p>					
<p><b>Planned Improvements:</b></p> <p>FISD continues to target overage cases to close-out the total backlog inventory. Federal staff has been detailed to locations where overdue work exists and the agency has established a hiring goal of approximately 200 new agents by the end of the calendar year 2006. Workload managers have been assigned to monitor OPM's contractor staff to ensure cases are being closed in a timely manner.</p> <p>FISD continues to increase the number of field agents detailed overseas. In an effort to increase overseas field agent resources, a training program will be initiated in November 2006 as a result of a memorandum of understanding with the U.S. Department of State. The MOU will allow for the Department of State to assist FISD in overseas coverage once properly trained. FISD is also preparing to establish contracts with investigative companies to conduct overseas leads.</p>					
<p><b>Public Value:</b></p> <p>By meeting these mandates, FISD can provide timely and quality information to Federal agencies for proper case adjudications. Achieving this goal helps to ensure the integrity and suitability of the Federal Government workforce and the security of the information it possesses.</p>					

APPENDIX A—ADDITIONAL PERFORMANCE INFORMATION

OFFICE OF THE INSPECTOR GENERAL

Program: Office of the Inspector General/Audits		Program Outcome:			
Performance Indicators	FY 2003 Results	FY 2004 Results	FY 2005 Results	FY 2006 Target	FY 2006 Results
Return on investment (\$)	4	7	8	10	4.5
Carrier audit cycle (years)	4.0	2.9	3.0	3.0	4.0
FEHB audit recovery rate (%)	92	87	96	70-75	76
Positive financial impact	\$40M	\$95M	\$122M	\$130M	\$70M
Number of carriers not audited within five-year retention cycle	110	34	36	40	27
Average FEHB unaudited years	5.1	3.5	3.2	3.6	2.9

Program: Office of the Inspector General/Investigations		Program Outcome:			
Performance Indicators	FY 2003 Results	FY 2004 Results	FY 2005 Results	FY 2006 Target	FY 2006 Results
Arrests	10	7	38	40	53
Indictments	14	22	43	40	56
Convictions	13	25	20	25	43
Debarments and suspensions	3,405	3,797	2,279	1,300	1,113
Administrative sanction fact-finding hearings	n/a	n/a	n/a	n/a	n/a
Debarment inquiry responses	2,741	3,731	5,037	4,700	4,511

## DROPPED PERFORMANCE INDICATORS

The FY 2006 Congressional Budget Justification (CBJ) was prepared in 2004. Since then the agency's executive leadership has substantially changed, a new Strategic and Operational Plan has been created, and the PART process has been applied to all major agency programs. As a result, many of the old performance measures that appeared in the CBJ have been replaced or modified, as noted in the Performance Section of this document. The measures that have been dropped as no longer relevant to the current strategic and operational goals are as follows:

Performance Measure	Reason for Drop
Response timeliness (for labor and employee relations issues)	Overtaken by measures developed during PART review of human capital program, replaced by agency-wide measure for response timeliness
Stakeholders view responses positively	Overtaken by measures developed during PART review of human capital program
Meet project milestones	Overtaken by measures developed during PART review of human capital program
Legislation enacted	Overtaken by measures developed during PART review of human capital program, action is beyond OPM's control
Stakeholder approval of dental/vision health benefits options	Overtaken by measures developed during PART review of human capital program, implementation of program has been delayed
Enrollment statistics for dental/vision health benefit options	Overtaken by measures developed during PART review of human capital program, implementation of program has been delayed
Agency satisfaction with results of new law enforcement officers pay system	Overtaken by measures developed during PART review of human capital program
Agency feedback on the usefulness of OPM information and assistance promoting Work/Life programs	Overtaken by measures developed during PART review of human capital program
Use/success of student loan repayments and 3Rs authorities	Overtaken by measures developed during PART review of human capital program, methodology for tracking use of student loan repayments substantially changed
Results of evaluations of new pay authorities and flexibilities	Overtaken by measures developed during PART review of human capital program
Percentage of employees at appropriate stage of retirement planning according to the Retirement Readiness Index	Overtaken by measures developed during PART review of human capital program, implementation of program has been delayed
Percentage of PMC agencies under audit	Overtaken by measures developed during PART review of human capital program
Number of SF-86 forms submitted through e-QIP and received by PIPS	Overtaken by measures developed during PART review of investigative services program
Percentage of Federal agencies that have deployed e-QIP	Overtaken by measures developed during PART review of investigative services program
Percentage of files submitted through e-QIP that were rejected	Overtaken by measures developed during PART review of investigative services program
Percentage of Federal job applicants applying on-line using USAJOBS	Superseded by operational goals
Percent availability of applicant status tracking data	Superseded by operational goals
Average number of visitors to USAJOBS web site daily	Superseded by operational goals
Number of applications/resumes on file annually	Superseded by operational goals
Number of calls (dealing with retirement) handled	Superseded by operational goals
Priority correspondence unit cost	Absorbed into overall retirement customer service unit cost

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Performance Measure	Reason for Drop
Cholesterol management after acute cardiovascular events	Superseded by operational goals
Number of legacy and duplicative systems retired (after implementation of Shared Service Centers)	Overtaken by measures developed during PART review of human capital program
Percent of Federal employees covered by Shared Service Centers	Overtaken by measures developed during PART review of human capital program
Percentage of annual performance goals met	Superseded by structure of new strategic and operational plan
Implement a COTS-based audit follow-up tracking system that reports status of corrective actions for pending audits and reviews	Action completed
Number of reviews of OPM business operations and work processes	Superseded by operational goals
Number of instances of internal control and risk management orientation and training	Superseded by operational goals
Percentage of EEO and diversity reports completed and delivered on time	Superseded by operational goals
Number of days to complete (EEO) investigations	Superseded by operational goals
Number of days to complete final agency decisions (on EEO cases)	Superseded by operational goals
Number of days to complete final agency orders (on EEO cases)	Superseded by operational goals
Dollar savings on telecommunications	Superseded by operational goals
Cumulative FTE performing commercial activities competed	Superseded by operational goals
Percentage of contract actions competed	Superseded by operational goals
Percentage of contracts that are performance-based	Superseded by operational goals
Rating on Competitive Sourcing in the Executive Scorecard	Superseded by operational goals

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Program: Human Capital/SHRP		Program Outcome: Promote an efficient and effective, merit based Federal civil service				
Performance Indicators	FY 2003 Results	FY 2004 Results	FY 2005 Results	FY 2006 Target	FY 2006 Results	
PMA agencies with certified or provisionally certified SES pay-for-performance systems in place (%)	No data	No data	70	80	80	
PMA agencies whose executive resources points of contact are trained and informed on SES pay-for-performance systems (%)	No data	No data	No data	90	100	
DHS implementation	No data	No data	Final regulations published	Coordinate implementing issuances within 30 days of formal request	No requested issuances received	
NSPS implementation	No data	No data	Proposed regulations published	Publish joint final OPM/DoD regulations; coordinate implementing issuances	Coordinated implementing issuances on conversions to NSPS, classification, compensation, and other issues	
Revised pay-banding criteria for IRS	No data	No data	No data	Publish proposed regulations on revised IRS pay-banding criteria	Proposed changes in pay banding criteria under review by IRS	

Program: Human Capital Talent Pay Administration		Program Outcome: Promote an efficient and effective, merit based Federal civil service				
Performance Indicators	FY 2003 Results	FY 2004 Results	FY 2005 Results	FY 2006 Target	FY 2006 Results	
Timeliness of statutory pay system pay tables issuance.	Within 24 hours of EO being signed	Within 24 hours of EO being signed	Within 24 hours of EO being signed	Within 24 hours of EO being signed	EO signed 12/22/05; pay tables posted same day	
Pay Agent's report to the President on locality pay	Report issued	Report issued	Report issued	Issue report	Report issued	
Development of proposed pay adjustment percentage for President's budget	Proposed adjustment figure developed	Proposed adjustment figure developed	Proposed adjustment figure developed	Develop proposed adjustment figure	Proposed adjustment figure developed 10/04/05	
Appropriate regulations regarding Federal Wage System issues	Regulations issued	Regulations issued	Regulations issued	Issue regulations	Regulations issued	
Appropriate regulations regarding pay, leave, or performance management systems	Regulations issued	Regulations issued	Regulations issued	Issue regulations	Regulations issued	

Program: Human Capital Talent		Program Outcome: Promote an efficient and effective, merit based Federal civil service				
Performance Indicators	FY 2003 Results	FY 2004 Results	FY 2005 Results	FY 2006 Target	FY 2006 Results	
Publish appropriate classification and qualification standards.	No data	No data	No data	5	8	

APPENDIX A—ADDITIONAL PERFORMANCE INFORMATION

Program: Human Capital Performance Culture		Program Outcome: Promote an efficient and effective, merit based Federal civil service.				
Performance Indicators	FY 2003 Results	FY 2004 Results	FY 2005 Results	FY 2006 Target	FY 2006 Results	
Number of the 26 PMA agencies that have a performance appraisal system that meets OPM standards.	No Data	No Data	No Data	23	25	

Program: Human Capital Talent Pay		Program Outcome: Promote an efficient and effective, merit based Federal civil service.				
Performance Indicators	FY 2003 Results	FY 2004 Results	FY 2005 Results	FY 2006 Target	FY 2006 Results	
Timeliness of releasing new payroll data standards.	n/a	n/a	n/a	Complete within 210 days	None needed	
Timeliness of releasing new systems standards.	n/a	n/a	n/a	9 new systems requirements	None needed	

Program: Internal Management		Program Outcome:				
Performance Indicators	FY 2003 Results	FY 2004 Results	FY 2005 Results	FY 2006 Target	FY 2006 Results	
Cost savings that result from competitions (\$m)	2.1	2.1	0.5	3.5	3.5	
Percent of hires within the 45-day model	No data	60	60	61	76	
Percent of OPM's COOP team members trained to respond to emergencies	No data	No data	No data	60	100	

Program: Human Capital Talent Workforce Information		Program Outcome: Promote an efficient and effective, merit based Federal civil service.				
Performance Indicators	FY 2003 Results	FY 2004 Results	FY 2005 Results	FY 2006 Target	FY 2006 Results	
Percent of customers satisfied with workforce information products and services.	No data	No data	80	83	95	
Percent of Federal employees who telecommute.	5.3	5.9	7.7	7.7	Survey is underway	
Conduct Federal Human Capital Survey	n/a	Survey conducted	Results published	Conduct survey	Survey being conducted	

Program: Internal Management		Program Outcome:				
Performance Indicators	FY 2003 Results	FY 2004 Results	FY 2005 Results	FY 2006 Target	FY 2006 Results	
Number of reportable violations of the Anti Deficiency Act	0	0	0	0	0	
Percent of time computer network available during agreed upon service hours	No data	99	99	99	99	



APPENDIX A—ADDITIONAL PERFORMANCE INFORMATION

Program: Human Capital Performance Culture Employee and Labor Relations		Program Outcome: Promote an efficient and effective, merit based Federal civil service.			
Performance Indicators	FY 2003 Results	FY 2004 Results	FY 2005 Results	FY 2006 Target	FY 2006 Results
Number of Unfair Labor Practices against OPM filed by unions granted Governmentwide consultation rights upheld by FLRA for failure to complete Governmentwide consultation.	No data	0	0	0	0
Accuracy of information coded into LAIRS	No data	Information accurately coded and entered	Information accurately coded and entered	Information accurately coded and entered	Information accurately coded and entered—98%
Review of third-party decisions to allow for intervention as necessary (average calendar days)	No data	No data	14	14	14

