UNITED STATES
OFFICE OF PERSONNEL MANAGEMENT

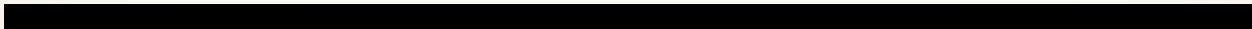## ADDENDUM

Strategic and Operational Plan

2007–2010

Table of Contents

Director's Message

I am pleased to present this Addendum to the U.S. Office of Personnel Management's Strategic and Operational Plan. The Addendum was developed to incorporate new goals associated with emerging issues and program enhancement.

The Strategic and Operational Plan introduced last year was markedly different from previous plans. It contained goals that were straightforward and transparent to the public, and tied to a specific completion date. When we announced the new plan, we did so knowing we would be held accountable for achieving these objectives. Working diligently, the OPM staff in fact did meet each of the 2006 goals.

This Addendum meets the same standard of clarity and responsibility. Incorporated in the 96 new goals are improvements to the Federal Employees Health Benefits Plan, implementation of the Retirement Systems Modernization Project, expansion of our efforts in Governmentwide recruitment, improvements to data security, and closer coordination with the Chief Human Capital Officers Council on cross-cutting human resource issues.

The reader should view the Addendum as a companion document to the Strategic and Operational Plan. There is no deviation from the stated mission, guiding principles or strategic objectives. Goals in the original plan for years subsequent to 2006 are still operative, now joined by the Addendum goals.

I invite you to visit the OPM website, www.opm.gov, where goals, dates set to accomplish each one, and completion dates can be tracked by clicking on the Operational Goals Status button.

As the President's primary advisor on human capital issues, we remain committed to our principles, committed to our goals and committed to accomplishing our mission – to ensure the Federal Government has an effective civilian workforce.

Linda Springer

Linda M. Springer
Director

advice

and

leadership

Mission Statement

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

We accomplish our mission by

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

Delivering human resources policies, products and services

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

Holding agencies accountable for their human capital practices

Guiding Principles

We are committed to

Promoting the ideals of public service

Championing the Federal workforce

Achieving excellence in what we do

Advocating for innovative human resources practices

Attracting and developing the best people for
Federal service

Preserving merit system principles

Encouraging professional development and
recognition opportunities

Spending taxpayer dollars wisely

Valuing our customers

Being accountable for our actions

exemplary
practices

Strategic Objectives

The Federal civilian workforce will

Be focused on achieving agency goals

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

Federal agencies will

Be employers of choice

Be recognized as leaders in having exemplary human resources practices

The Office of Personnel Management will

Be a model of performance for other Federal agencies

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

Have constructive and productive relationships with external stakeholders

ensuring

performance/

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

Operational Goals*

Implement Results-oriented performance culture strategy by October 1, 2007 *(A-7)*

Support agency requests to establish pay-for-performance demonstration projects throughout the strategic plan period *(A-8)*

Produce addendum to strategic plan by February 1, 2007 *(A-9)*

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

complete
successfully

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

Operational Goals

Implement healthcare information technology initiatives, including price and quality transparency, pursuant to E.O. 13410; include initiatives in FEHBP call letter by April 1, 2007 *(B-13)*

Develop legislation to offer Short-Term Disability Insurance to Federal employees; Proposal submitted to OMB by April 1, 2007 *(B-14)*

Issue 2007 FEHBP community rated reconciliation instructions by April 1, 2007; partner with OIG to address community rating recommendations and issue 2008 FEHBP community rate instructions by April 30, 2007 *(B-15)*

Work with CHCO Council to identify best practices and tools to measure the impact of training on Federal employees by July 1, 2007 *(B-16)*

Work with CHCO Council to develop marketing and implementation guidance for agencies to maximize return on distance learning investments by October 1, 2007 *(B-17)*

Produce Retirement Process educational Video for Executive Branch by April 1, 2007 *(B-18)*

OPM will strengthen requirements for Medicare COB including making carriers liable to return uncollected claims overpayments where carriers' failure to act timely caused the non-recovery; carrier letter issued and contract language prepared for inclusion for next contract cycle by May 1, 2007 *(B-19)*

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

Operational Goals

Make final 95% of disability retirement applications, on which the applicant's life expectancy is a year or less, within 10 days by March 2007 *(B-20)*

Build and test the Retirement Systems Modernization (RSM) program components in support of the February 2008 go-live objective

> Make data element dictionary available for Government Shared Service Centers by January 31, 2007 *(B-21)*
>
> Complete development of licensed technology – employee/client application by April 30, 2007 *(B-22)*
>
> Begin RSM training by May 30, 2007 *(B-23)*
>
> Develop licensed technology for GSA active employees by July 30, 2007 *(B-24)*
>
> Complete Active Employee Folder imaging in the Retirement Operations Center by September 30, 2007 *(B-25)*

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

Operational Goals

Mail 100% of FERCCA election packages to eligible annuitants and employees and close out cases for all annuitants and employees who are ineligible at this time by March 1, 2007; complete FERCCA project by September 1, 2007 *(B-26)*

Develop business case in CLCS for CDP/Succession planning by August 1, 2007 *(B-27)*

Track returned 1099s, and follow-up on those that are not subsequently requested by the beneficiary to determine appropriate further action by June 1, 2007 *(B-28)*

Implement plan to reduce FEHBP overpayments caused by carrier provider agreements which limit collection of refunds by September 1, 2007; plan will be agreed to by the Office of the Inspector General *(B-29)*

Issue guidance to assist FEHBP carriers in processing and paying OBRA90 health claims correctly by March 1, 2007 *(B-30)*

employers

of choice

*Federal agencies
will be employers
of choice*

Operational Goals

Produce and place six new recruitment advertisements by October 1, 2007 *(C-14)*

Identify and recommend new types of outlets for advertising by March 1, 2007; develop implementation plan for selected outlets by April 1, 2007 *(C-15)*

Meet with CHCO Council to obtain and assess ideas on improving hiring and prepare appropriate action items by April 1, 2007 *(C-16)*

Implement an applicant assessment decision tool/guide by October 1, 2007 *(C-17)*

Co-host with agency partner(s) a thought leader forum to address SES performance and executive development by October 1, 2007 *(C-18)*

Draft and develop support for legislation allowing retirees to continue receiving annuity payments while performing part time Federal service by March 1, 2007 *(C-19)*

Work with CHCO Council to set targets for closing competency gaps for acquisition workforce by October 1, 2007; close competency gaps in 15 CHCO agencies including OPM by October 1, 2008; and all CHCO agencies by October 1, 2009 *(C-20)*

Design and Implement 21st century hiring flexibility educational tools to assist hiring officials and HR professionals in all CHCO agencies by October 1, 2007 *(C-21)*

Expand job fair/career day program to include community colleges by June 1, 2007 *(C-22)*

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

Operational Goals

Maintain completed investigations in an imaged format, with agency option for full electronic receipt by October 1, 2007 *(D-11)*

Rollout results of the FHCS report by March 1, 2007 *(D-12)*

Issue updated guidance on use of Social Security Numbers on HR records by October 1, 2007 *(D-13)*

Obtain commitments from three additional agencies for migration to HRLOB Shared Service Centers by October 1, 2007 *(D-14)*

Increase to 600,000 the total number (cumulative) of converted hard copy official personnel folders governmentwide to electronic format by October 1, 2007 *(D-15)*

Develop a concept of operations for entry on duty system (EODS) by April 1, 2007 *(D-16)*

Develop migration guidance for agency selection HRLOB public/private sector centers by March 1, 2007 *(D-17)*

Complete private sector Shared Service Centers operational capabilities requirements by April 1, 2007 *(D-18)*

Complete the final statement of work for private sector Shared Service Centers by April 1, 2007 *(D-19)*

Complete evaluation and selection of private-sector Shared Service Centers by October 1, 2007 *(D-20)*

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

Operational Goals

Close competency gaps in HR specialist's occupations at 15 CHCO agencies by July 1, 2007 *(D-21)*

Expand accountability report requirements to include the application of the SES performance-based pay system by April 1, 2007; report on results by January 1, 2008 *(D-22)*

Work with CHCO Council to develop best practices regarding the administration of SES performance-based pay system by July 1, 2007 *(D-23)*

Work with CHCO council to host and lead a new forum, including private sector thought leaders, for exploring innovative human resources practices by October 1, 2007, and each year thereafter *(D-24)*

Complete the OCR records management project by May 1, 2007 *(D-25)*

Develop capacity to transmit completed investigations electronically to all clearance granting agencies by October 1, 2007 *(D-26)*

Operate eQIP with capacity to receive and process 100% of all national security investigation requests through FY 2007 *(D-27)*

Operate fingerprint transmission system with sufficient capacity to receive and process electronically generated fingerprints in lieu of hard cards (Up to 100% of transmissions) *(D-28)*

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

Operational Goals

Implement work instruction letter regarding legal representation by February 1, 2007 *(E-30)*

Educate OPM programs on new Federal civil procedure rules regarding e-discovery by February 1, 2007 *(E-31)*

Conduct informational General Counsel meetings with Associate Directors and Office Heads quarterly: January 1, 2007; April 1, 2007; July 1, 2007; and October 1, 2007 *(E-32)*

Develop standard operating procedures for the Office of General Counsel by August 1, 2007 *(E-33)*

Create a centralized Combined Federal Campaign (CFC) database for the verification process that all CFC participating charities appear on the IRS Master File as tax-exempt, 501(c)(3) charities by July 1, 2007 *(E-34)*

Redesign and implement THEO intranet website by June 1, 2007 *(E-35)*

Develop method for routing and responding to general inquiry calls by June 1, 2007 *(E-36)*

Implement release 2 of DMS by May 1, 2007 *(E-37)*

Develop OPM Pandemic Exercise After Action Report by December 15, 2007 *(E-38)*

Support agency's HSPD-12 hiring investigative requirement of 90% advance results within 10 days by October 1, 2007 *(E-39)*

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

Operational Goals

Achieve a total staffing level of 9,500 (federal employee and contractor combined) if workload projections are realized by October 1, 2007 *(E-40)*

Develop a plan to expand CTS Pilot Incentive program to include a quarterly individual/team sales recognition to incentivize business development in our reimbursable business by March 30, 2007; implement plan by July 1, 2007 *(E-41)*

Redesign and implement the budget formulation process for the FY 2009 budget cycle by June 1, 2007 *(E-42)*

Issue RFQ for new accounting system by August 1, 2007 *(E-43)*

Complete review of accounting system evaluation proposals by January 1, 2008 *(E-44)*

Award accounting system contract by March 1, 2008 *(E-45)*

Comply fully with A-123 and achieve unqualified assurance for agency control over financial reporting every year by October 1 for the period ending June 30 *(E-47)*

Initiate corrective actions for prompt pay process by March 1, 2007, and implement actions by July 1, 2007 *(E-48)*

Maintain prompt payment performance at 98% and improve non-FISD performance by 10% over 4th quarter FY 2006 results by October 1, 2007 and an additional 10% by October 1, 2008 *(E-49)*

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

Operational Goals

Convert current resource center to electronic web-based research capability by October 1, 2007 *(E-50)*

Develop and implement internal rotational/professional development program by October 1, 2007 *(E-51)*

Expand the performance management beta site by June 1, 2007 *(E-52)*

Implement supervisory training for managers by October 1, 2007 *(E-53)*

Begin to issue new HSPD-12 identification badges to current employees and contractors by October 1, 2007 *(E-54)*

Finalize comprehensive space management plan for TRB and implement for selected organizations by October 1, 2007 *(E-55)*

Develop information technology roadmap and funding requirements to address future needs by June 1, 2007 *(E-56)*

Complete progress reviews for OPM employees by May 1, 2007 and every year thereafter except for new staff that have not been under standards the requisite period of time *(E-57)*

Implement new general inquiry call system by October 1, 2007 *(E-58)*

Develop and implement a new employee orientation program by July 1, 2007 *(E-59)*

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

Operational Goals

Meet OMB data encryption requirements for protecting sensitive agency information

> Develop an OPM privacy training plan by October 1, 2007 (E-46)

> Encrypt all OPM Blackberry devices by April 1, 2007 *(E-60)*

> Encrypt all OPM server backup tapes that leave OPM facilities by July 1, 2007 *(E-61)*

> Establish the policy, procedure, and infrastructure to encrypt data on OPM laptop computers by August 1, 2007 *(E-62)*

> Successfully complete field testing of laptop data encryption by October 1, 2007 *(E-63)*

> Develop and publish a privacy policy by October 1, 2007 *(E-64)*

Develop acquisition strategy to procure software, integration, and application hosting services for new accounting system by April 1, 2007 *(E-66)*

Publish pre-solicitation notice on FedBizOpps.gov of OPM's intent to conduct a public/private competition to procure software, integration, and application hosting services for new accounting system by May 1, 2007 *(E-67)*

innovative
practices

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

Operational Goals

Redesign Labor Agreement Information Retrieval System (LAIRS) so users can search it using key words and terms, and create their own reports by October 1, 2007 *(F-6)*

Add to LAIRS database OPM's publication, Negotiability Determinations by the FLRA, including decisions through FY 2006 by October 1, 2007 *(F-7)*

Conduct employee Information Road Shows regarding possible pandemic influenza with HSC, HHS, CHCOs and FEBs by October 1, 2007 *(F-8)*

Conduct six educational programs for personnel security specialists on security and suitability topics by October 1, 2007 *(F-9)*

productive relationships

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

Operational Goals

Communicate the CHCO Council's mission and successes with stakeholders, including Congress, the media, and employee advocacy groups and stakeholders quarterly; January 1, 2007, April 1, 2007, July 1, 2007, and October 1, 2007 *(G-9)*

Work with CHCO Council to develop Federal employee guest lecturer program with post high school institutes of higher learning by May 1, 2007 *(G-10)*

Develop a plan by February 1, 2007 to encourage OPM employees to serve others as outlined in President Bush's Executive Order on Volunteerism, and implement throughout the year *(G-11)*

Hold initial meetings with relevant members of Congress and/or staff by March 1, 2007 *(G-12)*

Update and inform relevant Congressional members and staff regarding RSM during FY 2007 *(G-13)*

Hold meetings to educate relevant Congressional members and/or staff regarding OPM's legislative agenda during FY 2007 *(G-14)*

Educate interested parties – in and out of government – about high priority legislative initiatives during FY 2007 *(G-15)*

achieving

goals

Program Evaluation and Implementation

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

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

Internal Evaluations In-Progress or Planned

Description of Evaluation	Purpose	Schedule	Goals
Evaluation of the Employee Benefit Programs	Determine if the employee benefit programs are meeting their intended purposes: 1) support Federal agency efforts to recruit and retain the workforce they need to meet their missions, and 2) meet the retirement and insurance needs of Federal employees.	Independent program evaluation will begin during FY 2006 and continue into FY 2007	B-3 – 11, F-2 – 3
Independent Evaluation of Compliance Program	Determine if the merit system compliance program meets the statutory intent, desired outcomes, and expectations of program participants, legislators, and program officials.	Independent program evaluation will begin during FY 2006 and continue into FY 2007	D-6

Internal Evaluations In-Progress or Planned

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

External Evaluations

Description of Evaluation	Purpose	Schedule	Goals
GAO Review of Long Term Care Insurance *–Long Term Care Insurance: Federal Program Has a Unique Profit Structure and Faced a Significant Marketing Challenge*	Review of the Federal Long Term Care Insurance Program profit structure and marketing efforts versus those of other private sector plans, and updated analysis of the program's claims experience.	Final report December 29, 2006	B-10, G-9
GAO Review of Information Technology Exchange Program *–Information Technology: Status and Challenges of Employee Exchange Program*	Review of the status of the program and challenges facing agencies.	Final report December 15, 2006	G-9
GAO Review of OPM Security Clearance Process *–DOD Personnel Clearances: Additional OMB Actions Are Needed to Improve the Security Clearance Process*	Review of the clearance process for industry personnel. This report addresses the timeliness of the process and completeness of documentation used to determine the eligibility of industry personnel for top secret clearances.	Final report September 28, 2006	D-26, E-24 – 25 E-26, E-39, G-9
GAO Review of OPM's Role in SES Performance Management *–Human Capital: Aligning Senior Executives' Performance with Organizational Results Is an Important Step Toward Governmentwide Transformation,*	Review of the performance management system's regulatory structure, OPM's certification process and agencies' views of it, and OPM's role in monitoring the system, and the number of agencies that have been certified to date.	Final report September 26, 2006	A-2, A-6 – 7, A-8, C-18, D-2, D-22 –23, G-9
GAO Review of Impact of Guardianships to Federal Agency Programs *–Guardianships: Little Progress in Ensuring Protection for Incapacitated Elderly People*	Review of state courts' guardian responsibilities, exemplary guardianship programs, and how state courts and Federal agencies work together to protect incapacitated elderly people.	Final report September 7, 2006	B-6, B-10, B-25, E-8, G-9

External Evaluations Continued

Description of Evaluation	Purpose	Schedule	Goals
GAO Review of Agency Hispanic Representation in the Federal Workforce *–The Federal Workforce: Additional Insights Could Enhance Agency Efforts Related to Hispanic Representation*	Review of factors affecting Hispanic representation in the Federal workforce, examines oversight roles of EEOC and OPM, and illustrations of selected Federal agencies' efforts with respect to Hispanic representation.	Final report August 17, 2006	C-2, C-4, C-22, G-9
GAO Review of Agency Enterprise Architecture *–Enterprise Architecture: Leadership Remains Key to Establishing and Leveraging Architectures for Organizational Transformation*	Review of the status of major Federal department and agency enterprise architecture efforts.	Final report August 14, 2006	E-56, E-60, G-9
GAO Review of CFC and Selected Charities' Tax Problems *–Tax Debt: Some Combined Federal Campaign Charities Owe Payroll and Other Federal Taxes*	Review of the charities listed in the 2005 CFC with unpaid payroll and other taxes; abuse of the Federal tax system; and OPM's screening of charities for Federal tax problems before allowing them to be listed with CFC.	Final report July 28, 2006	G-9
GAO Review of OPM's Role in Federal Human Capital Management *–Office of Personnel Management: OPM Is Taking Steps to Strengthen Its Internal Capacity for Leading Human Capital Reform*	Review of management challenges that could affect OPM's ability to lead Governmentwide human capital reform efforts.	Final report June 27, 2006	E-4, F-4 – 5, G-9
GAO Review of the Roles of EEOC and OPM *–Equal Employment Opportunity: Improved Coordination Needed between EEOC and OPM in Leading Federal Workplace EEO*	Review of: Federal agency EEO and human capital managers' views of the EEO framework requirements; usefulness of guidance and feedback from EEOC and OPM; and the extent EEOC and OPM coordinate in developing policy, providing guidance, and exercising oversight.	Final report June 16, 2006	D-6, F-5, G-9

External Evaluations *Continued*

Description of Evaluation	Purpose	Schedule	Goals
GAO Review of DOD's Personnel Security Program *–DOD Personnel Clearances: Questions and Answers for the Record Following the Second in a Series of Hearings on Fixing the Security Clearance Process*	Review of the timeliness and completeness of DOD's personnel security clearance program and OPM's processes used to determine whether industry personnel are eligible to hold a top secret clearance.	Final report June 14, 2006	D-26, E-24 – 25, E-26, E-39, G-9
GAO Review of CFC and Selected Charities' Tax Problems *–Tax Debt: Some Combined Federal Campaign Charities Owe Payroll and Other Federal Taxes*	Review of tax-exempt status entities to determine whether charitable organizations participating in the CFC were remitting their payroll and other taxes to the IRS as required by law.	Final report May 25, 2006	E-34, G-9
GAO Review of DOD's Personnel Security Program *–DOD Personnel Clearances: Funding Challenges and Other Impediments Slow Clearances for Industry Personnel*	Review of key points in the billing dispute between DOD and OPM and some of the major impediments affecting clearances for industry personnel.	Final report May 17, 2006	D-26, E-24 – 25, E-26, E-39, G-9
GAO Review of DOD's Personnel Security Program *–DOD Personnel Clearances: New Concerns Slow Processing of Clearances for Industry Personnel*	Review of preliminary observations of the timeliness and completeness of clearances, upcoming expiration of an executive order that has resulted in high level commitment to improving the Governmentwide clearance process, and factors underlying DOD's decision to stop accepting clearance requests for industry personnel.	Final report May 17, 2006	D-26, E-24 – 25, E-26, E-39, G-9

External Evaluations *Continued*

Description of Evaluation	Purpose	Schedule	Goals
GAO Review of Agency Participation in Employee Career Conversions *–Personnel Practices: Conversions of Employees from Noncareer to Career Positions May 2001 - April 2005*	Review of conversions of individuals from noncareer to career positions, and whether appropriate authorities were used and proper procedures were followed in making these conversions at the GS-12 level and above.	Final report May 1, 2006	C-2 – 3, C-9, D-2, D-6, G-9
GAO Review of Agency Use of Employee Buyouts and Early Outs *–Human Capital: Agencies Are Using Buyouts and Early Outs with Increasing Frequency to Help Reshape Their Workforces*	Review of agencies' authority to offer buyouts and early outs and how often agencies used them, OPM's role in facilitating the use of these tools, agencies practices associated with effective use of the tools, and challenges agencies identified, if any, to continued effective use.	Final report March 31, 2006	B-12, C-3, C-9, G-9
GAO Review of Long Term Care Insurance *–Long-Term Care Insurance: Federal Program Compared Favorably with Other Products, and Analysis of Claims Trend Could Inform Future Decisions*	Review of the Federal Long Term Care Insurance Program, which began in 2002, compared with individual and group products generally available in the private market.	Final report March 31, 2006	B-10, G-9
GAO Review of DOD's Personnel Security Program *–Questions for the Record Related to DOD's Personnel Security Clearance Program and the Government Plan for Improving the Clearance Process*	Review of DOD's Personnel Security Clearance Program. Response to three questions for the record that Senator Daniel K. Akaka posed.	Final report January 17, 2006	D-26, E-24 – 25, E-26, E-39, G-9

External Evaluations *Continued*

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

Program Evaluation and Implementation

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

Program Strategies

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

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

Evaluate survey data to maintain competitive benefits portfolio for Federal employees

Improve succession planning at agencies

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

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

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

Program Evaluation and Implementation

Operational Strategies

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

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

Maintain full cost recovery in all OPM revolving fund programs

Implement and maintain a vibrant internal control and risk management function

r America

United States
Office of Personnel Management

1900 E Street, NW
Washington, DC 20415
202-606-1000

www.opm.gov