United States Office of Personnel Management

ADDENDUM II

Strategic and Operational Plan

2008–2010

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Director's Message

I am pleased to present this new Addendum to the U.S. Office of Personnel Management's Strategic and Operational Plan. This Addendum, like its predecessor, has been developed to incorporate a series of new goals designed to address emerging issues and enhance our programs.

The Addendum is a foundational component of the performance management system introduced at OPM in 2006. Its operational goals are included in executive performance agreements with progress reviewed by me on a regular basis. The clarity and measurability of these objectives has enabled us to achieve nearly every one on time.

From the very beginning of this system, all of our goals including target and actual dates of completion have been made available for public viewing on the OPM website. The site has been expanded to include the new goals. I invite you to visit www.opm.gov, where you can see how we are doing by clicking on the Operational Goal Status button.

It is important for you to understand the impact of achieving these goals. To assist you, we have added a new feature in the 2008 Addendum – a listing of noteworthy outcomes we should expect to see when goals are met. This list is a sample of what OPM expects to deliver over the broad range of areas for which we are responsible.

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

Thanks for your interest in the work of OPM.

Linda M. Springer
Director

Expectations

When we achieve our FY 2008-2009 Operational Goals, we can expect

Benefits

Initial retirement benefits will be paid in full when first due.

Active employees will be able to model their retirement benefits.

Benefits officers and employees will be more knowledgeable about benefits options.

Federal employees will have a contemporary short-term disability product.

Security

Background investigations will be completed faster.

Agencies will improve their adjudication of security clearances.

Security clearances will transfer faster among agencies.

Recruitment and Retention

Agencies will hire new employees faster.

More veterans will find Federal employment.

Agencies will be better able to recruit and retain talent needed to offset the retirement wave.

Annuitants will be able to return to work and be fully compensated for their service.

Applications for Federal workforce positions will be processed faster.

Expectations

*When we achieve
our FY 2008-2009
Operational Goals,
we can expect*

General—External Agencies

The Federal Government will have a policy and approach for using a new employee identifier instead of Social Security Numbers.

Agencies will have updated guidelines for enforcing antidiscrimination and whistleblower laws.

Federal Executive Boards (FEBs) will be better prepared to deal with emergency situations.

Agencies will reduce redundant investments in HR information technology.

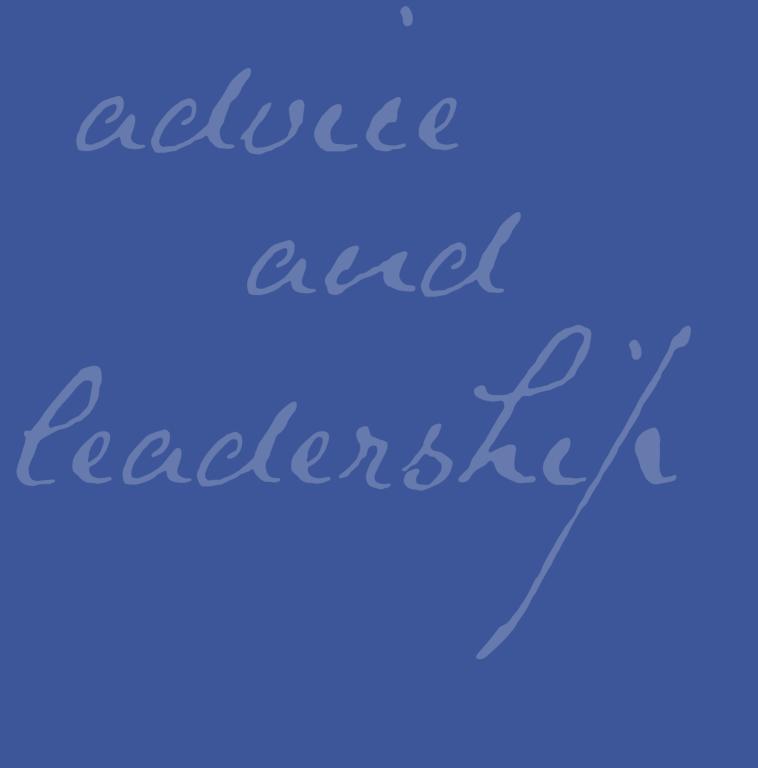Over half of Federal employees will have access to their HR records through electronic official personnel folders.

General—Internal OPM

More cost information will be available to OPM program managers.

More information about OPM policies and services will be easily available to external audiences.

OPM's Personally Identifiable Information (PII) will be better protected.

OPM will collect workforce information more timely and efficiently.

advice and leadership

Mission Statement

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

We accomplish our mission by

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

Delivering human resources policies, products and services

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

Holding agencies accountable for their human capital practices

achieving

excellence

Guiding Principles

We are committed to

Promoting the ideals of public service

Championing the Federal workforce

Achieving excellence in what we do

Advocating for innovative human resources practices

Attracting and developing the best people for Federal service

Preserving merit system principles

Encouraging professional development and recognition opportunities

Spending taxpayer dollars wisely

Valuing our customers

Being accountable for our actions

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*

Work with the CHCO Council to organize and host a CHCO Council Training Academy session on performance management issues by May 1, 2008. *(A-10)*

*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

Recalculate tax withholding to more accurately reflect tax tables and notify annuitants by February 1, 2008. *(B-31)*

Publish final regulations to authorize alternative provisions for processing retirement and health and life insurance applications, notices, elections, and records under OPM's Retirement Systems Modernization project by February 1, 2008. *(B-32)*

Begin Go-Live of RSM's Defined Benefits Technology Solution (DBTS) in February 2008 and complete rollout to Federal payroll service centers by the end of FY 2009.

> Begin Go-Live with DBTS for Wave 1, all employees in the GSA Shared Service Center. *(B-33)*

> Begin Go-Live with DBTS for Wave 2, all employees in the Postal Service Shared Service Center. *(B-34)*

> Begin Go-Live with DBTS for Wave 3, all employees in the NBC Shared Service Center and Annuitants not processed in DBTS. *(B-35)*

> Begin Go-Live with DBTS for Wave 4, all employees in the National Finance Center Shared Service Center. *(B-36)*

> Begin Go-Live with DBTS for Wave 5, all employees in the Defense Finance and Accounting Service Shared Service Center. *(B-37)*

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

Operational Goals

Develop and produce quarterly report on the number of clients OPM's outreach offices at Walter Reed Army Medical Center, Brooke Army Medical Center, and Fort Carson Army Medical Center hired in Federal jobs by April 1, 2008. *(B-38)*

Begin formal training and development for Federal Candidate Development Program by May 1, 2008. *(B-39)*

Enhance the Long Term Care website to securely make account information available to enrollees by June 1, 2008 and claims information available to enrollees by June 1, 2009. *(B-40)*

Develop a Short-Term Disability Insurance proposal for Federal employees and obtain Administration approval for legislation by June 1, 2008. *(B-41)*

Implement pilot(s) of SES selection study recommendations by June 1, 2008. *(B-42)*

Develop and implement a "proof of life" approach to eliminate erroneous retirement payments by July 1, 2008. *(B-43)*

Expand and enhance web-based information and tools to support employee and annuitant benefit decision-making:

> Develop proposal by July 1, 2008. *(B-44)*

> Implement web-based information and tools by December 1, 2008. *(B-45)*

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

Operational Goals

Establish a working group with OPM's Office of the Inspector General and develop steps to strengthen the controls and oversight of the Federal Employee Health Benefits Program pharmacy benefits by July 1, 2008. *(B-46)*

Work with Office of the Inspector General to clarify language in the next Federal Long Term Care Insurance Program contract regarding cash management and investment and reporting procedures by July 1, 2008. *(B-47)*

Prepare materials for use with potential retiring military for onboard ships, military installations, Transition Assistance Program headquarters by July 1, 2008. *(B-48)*

Develop and communicate clear documentation requirements for carrier compliance with health benefits related audit findings by August 1, 2008. *(B-49)*

Assess the value and delivery of GoLearn products and services by conducting a vendor satisfaction survey by September 1, 2008. *(B-50)*

Conduct annual training for agency benefits officers by September 1, 2008 and each year thereafter. *(B-51)*

Develop a web-based, interactive system to direct employees to information and training resources based on their individual responses on the retirement readiness profile by September 1, 2009. *(B-52)*

*Federal agencies
will be employers
of choice*

Operational Goals

Publish final regulations to expand the use of retention incentives to manage facility closures and relocations by February 1, 2008. *(C-23)*

Report on number of agencies using Career Patterns (CP) each quarter with examples of pre- and post-CP job postings showing use of CP by April 1, 2008. *(C-24)*

Develop a plan to expand search engine capability for USAJOBS by April 1, 2008. *(C-25)*

Implement coaching for Task Order Competition presentations and coaching/conducting workshops for project management plans to the Center for Talent Services Contracting Mentoring Program by April 1, 2008. *(C-26)*

Pilot a new Governmentwide end-to-end hiring model by July 1, 2008. *(C-27)*

Administer a survey to all SES employees to determine the effectiveness of current SES policies and operations, and report on findings by June 1, 2008. *(C-28)*

Collaborate with one or more pilot agencies to design an end-to-end hiring model by April 1, 2008; implement and evaluate the model by July 1, 2008. *(C-29)*

*Federal agencies
will be employers
of choice*

Operational Goals

Implement three Standardized Announcement Templates by April 1, 2008. *(C-30)*

Issue, establish baseline, and report results on Governmentwide standard for an effective end-to-end hiring process:

> Issue Governmentwide standard by September 1, 2008. *(C-31)*

> Establish baseline in agencies by December 31, 2008. *(C-32)*

> Report results by December 31, 2009. *(C-33)*

Partner with the CHCO Council Subcommittee on Learning and Development to prioritize occupations to develop or update competency models by October 1, 2008. *(C-34)*

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

Operational Goals

Develop a simplified position designation process to standardize the investigation requirements by December 17, 2007. *(D-29)*

Issue interim investigation and adjudication requirements for Homeland Security Presidential Directive (HSPD) -12 investigations by December 17, 2007. *(D-30)*

Publish HR LOB Migration Planning Guidance by January 1, 2008. *(D-31)*

Develop a decision-making tool for position designation and investigation processes by January 15, 2008. *(D-32)*

Deliver final CHCO Act regulations for OMB review by February 1, 2008; publish final regulations by June 1, 2008. *(D-33)*

Transmit the Unique Employee Identifier concept of operations to the Identity Theft Task Force by March 1, 2008. *(D-34)*

Develop a tiered investigative efficiency model for suitability and security clearance investigations by March 17, 2008. *(D-35)*

Develop requirements for expansion of Clearance Verification System as a single search system to increase utility of the data system across Government by March 17, 2008. *(D-36)*

Explore alternatives for continuous monitoring of persons in positions of trust, assess potential regulation changes, and propose FAR language to GSA for continuous monitoring of contractors by March 17, 2008. *(D-37)*

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

Operational Goals

Assess and recommend Executive Order language to extend suitability to excepted service employees and contractors with staff-like duties by March 17, 2008. *(D-38)*

Develop policy for reciprocity of all suitability decisions at any level of investigations by March 17, 2008. *(D-39)*

Develop policy for reciprocity of all suitability investigations at any level of a tiered investigative model by March 17, 2008. *(D-40)*

Send report to Congress recommending changes to current regulatory criteria for defining Federal Wage System wage areas by May 1, 2008. *(D-41)*

Develop Final investigation and adjudication requirements for HSPD-12 investigations by June 16, 2008. *(D-42)*

Complete concept of operations document for the conversion to Virtual Pending Case files involving front end scanning of hardcopy investigative results receipts by July 1, 2008. *(D-43)*

Evaluate the Human Capital systems, standards and metrics to determine their effectiveness in measuring Governmentwide human capital achievements by July 1, 2008. *(D-44)*

Develop Federal Acquisition Regulations language in conjunction with DoD and GSA for contracts subject to HSPD-12 requirements by August 16, 2008. *(D-45)*

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

Operational Goals

Work with partners to create affordable telework training for managers by September 1, 2008. *(D-46)*

Begin scheduled implementation of scanning upon receipt of hardcopy investigative results by October 1, 2008. *(D-47)*

Issue advisory guidelines regarding best practices for enforcing the Notification and Federal Employee Anti-discrimination and Retaliation Act of 2002 (No FEAR) by October 1, 2008. *(D-48)*

Validate and approve two shared service centers for a single feed to Enterprise Human Resources Integration by October 1, 2008. *(D-49)*

Begin monthly performance oversight of Agencies' Clearance Verification System record submissions and usage by October 1, 2008. *(D-50)*

Support implementation of the National Security Professional Development initiative by October 1, 2008. *(D-51)*

Develop a competency model for human resources Leaders and Practitioners transitioning to a HR LOB shared service provider by October 1, 2008. *(D-52)*

Develop a compliance database with access to Enterprise Human Resources Integration, to capture essential data for audits, produce audit reports, and develop associated tools by October 1, 2008. *(D-53)*

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

Operational Goals

Develop system level requirements for certification of human resources management systems at HR LOB Shared Service Centers by October 1, 2008. *(D-54)*

Develop Separation Management Concept of Operations document (detailed requirements, human resources management process architecture, recommended acquisition strategies, etc.) by December 31, 2008. *(D-55)*

Complete best practices report for human resources management functions to be retained at agencies by December 31, 2008. *(D-56)*

Issue Separation Management Market Survey Report as part of the HR Business Process Modernization and Standardization Program by January 31, 2009. *(D-57)*

Publish the framework for HR LOB certification of shared service center delivery by June 30, 2009. *(D-58)*

Complete Benchmarking Study for HR LOB Shared Service Centers by October 1, 2009. *(D-59)*

Migration of three or more agencies to selected HR LOB Shared Service Center by September 30, 2009. *(D-60)*

lead by

example

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

Operational Goals

Develop standard contract clauses for handing Personally Identifiable Information (PII) by February 1, 2008. *(E-68)*

Develop an OPM by division/office secure e-mail system for PII:

> Begin implementing by division/office a secure e-mail system by March 1, 2008. *(E-69)*

> Complete all OPM implementation by June 1, 2008. *(E-70)*

Complete a review of OPM protection of PII, develop an action plan, and initiate improvement actions not later than March 1, 2008. *(E-71)*

Produce 2008 Addendum to Strategic Plan by March 1, 2008. *(E-72)*

Complete the requirements for the Statistical Data Mart as part of the Central Personnel Data File modernization by April 1, 2008. *(E-73)*

Establish a monthly report on actual versus planned new business for Talent Services product lines by April 1, 2008. *(E-74)*

Conduct supervisor meetings/training to confirm handling of PII by June 1, 2008. *(E-75)*

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

Operational Goals

Complete the business plan model for revolving fund programs:

> Complete the business plan model for HRPS by June 30, 2008. *(E-76)*

> Complete the business plan model for FISD by July 31, 2008. *(E-77)*

Build an online media library of all available media produced at OPM by August 1, 2008. *(E-78)*

Establish and refresh a directory of all OPM websites, including ownership and significant information by September 1, 2008. *(E-79)*

Implement Phase I of Investigative Services Management Dashboard, including basic on-line management reports for senior staff, by May 1, 2008. Implement Phase II with core reports for field managers and first line supervisors in production by September 1, 2008. *(E-80)*

Expand Clearance Verification System as a consolidated data base for suitability and security clearance determinations by September 15, 2008. *(E-81)*

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

Operational Goals

Lead in the Federal Government in completing background investigations for OPM employees by obtaining a 97% compliance with investigative Form OFI-79A requirements (Report of Agency Adjudicative Action on OPM Personnel Investigations) by October 1st of each year. *(E-82)*

Lead in the Federal Government in completing background investigations for OPM employees by completing adjudication of 82% of closed National Security investigations within 30 days of receipt in FY 2008 and 86% of closed National Security investigations within 30 days of receipt in FY 2009. *(E-83)*

Reduce by 5% OPM costs of compliance with A-123/Appendix A without negatively impacting the attestation of compliance by October 1, 2008. *(E-84)*

Maintain 98% prompt pay for all OPM offices and divisions and reduce to an average of 30 days the time invoices remain in the payment queue without a receiving report by October 1, 2008. *(E-85)*

Conduct a financial fraud awareness briefing for financial managers and employees, and provide the briefing materials to Federal CFO offices by October 1, 2008. *(E-86)*

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

Operational Goals

Catalogue and certify content of all pages of OPM.GOV website by October 1, 2008. *(E-87)*

Convert Office of Congressional Relations records to electronic format on a monthly basis ensuring no backlog; provide access to electronic files for appropriate OPM staff by October 1, 2008. *(E-88)*

Complete 85% of initial clearance investigations for:

> Top Secret level in an average of 90 days or less by October 1, 2008. *(E-89)*

> Secret/confidential level in an average of 70 days or less by October 1, 2008. *(E-90)*

Provide all agencies the option of receiving completed investigations via imaged format versus hardcopy format, with participating agencies enabled for electronic transmission within 60 days of executing the required security Memorandum of Understanding by October 1, 2008. *(E-91)*

OPM Data Warehouse will maintain FY 2007 performance and data quality levels throughout FY 2008. *(E-92)*

Operational Goals

Promulgate and issue regulations to control subpoena process for OPM employees. Such regulations are referred to as "Touhy" regulations, which were upheld by the United States Supreme Court in United States ex rel. Touhy v. Ragen, 340 U.S. 462 (1951) by October 1, 2008. *(E-93)*

Complete the migration to electronic Official Personnel Folder so all employees and managers have access to appropriate data by January 1, 2009. *(E-94)*

Build and test the new accounting system program components in support of the go-live objective by September 1, 2009. *(E-95)*

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

Implement on-line charity registry update capacity for local campaign administrators by May 1, 2009. *(F-10)*

Work with the CHCO Council to organize and host a CHCO Council Training Academy session to showcase agencies and/or organizations outside the Federal Government utilizing innovative training methods by September 1, 2008. *(F-11)*

Complete modernization of 1417 Annual Data Collection Analytical Reports by December 1, 2008. *(F-12)*

productive relationships

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

Operational Goals

Develop exercise requirement for Federal Executive Board (FEB) tabletop exercise on emergency preparedness by April 1, 2008; work with each FEB to conduct a tabletop exercise by October 1, 2008. *(G-16)*

Lay groundwork for congressional consideration of OPM legislative agenda, with emphasis on tools that address the pending retirement wave by April 1, 2008. *(G-17)*

Develop a Strategic and Operational Plan, with common performance standards, for the Federal Executive Board (FEB) Program by April 1, 2008; and build FEB staff capacity to implement the Plan and meet performance goals by October 1, 2008. *(G-18)*

Prepare public service materials on Retirement Readiness to be utilized with media targeted to Federal employees by May 1, 2008. *(G-19)*

Develop a funding model to provide a more stable permanent funding mechanism for Federal Executive Board operations nationwide by July 1, 2008. *(G-20)*

Have three on-the-record/off-record Media Roundtables featuring Director Springer and panels of experts on selected issues by October 1, 2008. *(G-21)*

Produce an assessment and identify any gaps in the emergency preparedness competency of each Federal Executive Board (FEB) staff by December 1, 2008. *(G-22)*

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 Completed

Description of Evaluation	Purpose	Schedule	Goals
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 completed in FY 2008	D-6, D-53
The Federal Human Capital Survey	The Federal Human Capital Survey measures Federal employees' perceptions about how effectively agencies manage their workforce; and whether conditions that sustain commitment are present.	Conducted Federal Human Capital Survey in 2006 and reported results in 2007	C-1 – 13, D-1 – 2

Internal Evaluations In-Progress or Planned

Description of Evaluation	Purpose	Schedule	Goals
Independent Evaluation for Leadership Capacity Program	Design a rigorous independent evaluation program of OPM's Leadership Capacity program to comply with the requirements of question 2.6 of the PART.	Independent program evaluation will begin during FY 2009 and continue into FY 2010	C-12 – 13, D-1 – 4, E-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 2008 and continue into FY 2009	E-23 – 26
Evaluation of the Employee Benefits Programs	Determine if the employee benefits 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, B-31 B-40 – 41, B-51 – 52 F-2 – 3
Independent Evaluation of Human Capital Program *(includes SHRP, Human Capital Leadership and HR LOB)*	Design a rigorous independent evaluation program of OPM's Human Capital Performance program in accordance with the requirements of OMB's PART.	Independent evaluation began during FY 2006 and completed in FY 2008	C-1 – 13, D-1 – 2
Pay for Performance Demonstration Projects	Develop OPM standards for the evaluation of alternative pay systems; starting with DOD/NSPS and DHS MAXHR to determine proper scope, sets quality criteria, maintains independence, and looks at the programs over time.	Independent program evaluation conducted during FY 2006 and completed FY 2007	A-3 – 4
Evaluation of Personnel Demonstration Projects in Federal Government	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.	Evaluation completed in FY 2006	A-6

External Evaluations

Description of Evaluation	Purpose	Schedule	Goals
GAO Review of Retirement Systems Modernization *–Improvements Needed to Ensure Successful Retirement Systems Modernization*	Determine whether OPM is effectively managing the RSM project to ensure system components perform as intended and evaluate risks, cost, and progress of the project.	Final Report January 2008	B-33 - 37
GAO Review of Telework *–Human Capital: Greater Focus on Results in Telework Programs Needed*	Review of agencies telework programs. The report recommended ways to promote more consistent telework definitions and measures.	Final Report June 12, 2007	D-46
GAO Review of Federal Employee Health Benefits *–Federal Employees Health Benefits Program: Premiums Continue to Rise, but Rate of Growth Has Recently Slowed*	Review of the FEHBP premium growth. GAO compared premium data for the California Public Employees' Retirement System (CalPERS) and surveys of other public and private employers.	Final Report May 18, 2007	B-29 – 30, E-20
GAO Review of Federal Executive Board Role in Emergency Operations *–The Federal Workforce: Additional Steps Needed to Take Advantage of Federal Executive Boards' Ability to Contribute to Emergency Operations*	Review of the boards' emergency preparedness roles and responsibilities and their potential role in preparing for and responding to pandemic influenza. GAO reviewed 14 of the 28 FEBs because they coordinate the greatest number of Federal employees or had recent emergency management. The report recommended the Director of OPM discuss with FEMA and other stakeholders the feasibility of integrating FEBs in national emergency plans.	Final Report May 4, 2007	E-13, G-16, G-22
GAO Review of DOD Personnel Clearances *–DOD Personnel Clearances: Delays and Inadequate Documentation Found for Industry Personnel*	Review of OPM security clearance program. The report analyzed timeliness and quality of a sample 2,259 cases. The report identified issues with the statistics, including limited information on reinvestigations for clearance updating and failure to measure the total time it took to complete the various phases of the clearance process.	Final Report May 17, 2007	D-36, E-89 – 90,

External Evaluations Continued

Description of Evaluation	Purpose	Schedule	Goals
GAO Review of Dependent Care Needs *–An Assessment of Dependent Care Needs of Federal Workers Using the Office of Personnel Management's Survey*	Review of Federal workers' need for dependent care and the extent employees were using or could use Federal programs and benefits designed to meet these needs.	Final Report March 30, 2007	B-46 – 47, B-52
GAO Review of Human Capital *–Federal Workforce Challenges in the 21st Century*	Review of Federal strategic human capital management. The report focused on strategic human capital management challenges that many Federal agencies continue to face.	Final Report March 6, 2007	B-42, C-28 – 33, D-44,
GAO Review of OPM Capacity to Lead Human Capital Reforms *–Office of Personnel Management: Key Lessons Learned to Date for Strengthening Capacity to Lead and Implement Human Capital Reforms*	Review of OPM's capacity to lead human capital reforms. The report addressed management challenges that could affect OPM's ability to lead Governmentwide human capital reforms and identified lessons learned that can inform future reforms.	Final Report January 19, 2007	D-44
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 private sector plans, and updated analysis of the program's claims experience.	Final report December 29, 2006	B-10, B-47
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

External Evaluations Continued

Description of Evaluation	Purpose	Schedule	Goals
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,
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,
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,
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,

External Evaluations *Continued*

Description of Evaluation	Purpose	Schedule	Goals
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,
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 Federal employees have the opportunity to telework.	Final report July 8, 2004	C-1 – 3, C-36
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, C-24 – 25 C-29 – 33
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

Appendix | Program Evaluation and Implementation

Operational Strategies

Improve internal financial management by modernizing OPM's financial management operations

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

Working Fo

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