

*a New Day for*



Federal Service



STRATEGIC PLAN 2010-2015

**UPDATED FOR 2012-2015**



## *from the* DIRECTOR

America faces many challenges today. We have overcome every challenge in our history because men and women of good will, keen minds and strong hearts have always stepped forward to aid their Nation through service, both in civilian Government and in our Armed Forces.

The Civil Service of today carries forward that proud American tradition. Whether it is defending our homeland, restoring confidence in our financial system and administering an historic economic recovery effort, ensuring adequate health care for our veterans and fellow citizens or searching for cures to the most vexing diseases—we are fortunate to have our best and our brightest to rely upon. Our people are our most important tool in facing any challenge, and we forget that at our peril. They are not merely a part of the equation, like capital or technology. They ARE the equation.

The Office of Personnel Management exists to serve those men and women and ensure they have what they need to succeed. I wake up every day ready to work my heart out for the men and women of our Civil Service, both active and retired. I pledge to defend the merit system with the same rigor as Theodore Roosevelt, who fought the prevailing approach of partisan patronage that was the rule of the day to allow the fragile new seedling of a merit-based system to take root. I ask you to join me. Just as Roosevelt established a firm foundation for the success of the Civil Service in the 19th



and 20th centuries, together we must today bring the same vigor to the task of readying the Federal Service for the challenges of the 21st Century.

We will expect the best from each and every worker and ensure fair and effective approaches to encouraging, evaluating, and rewarding superior performance and correcting shortfalls. In exchange, we need to provide competitive pay and benefits, healthy model workplace environments, and sensitivity to employees' responsibilities to family and loved ones. Finally, we need to honor those who have served their country well by ensuring their dignity during retirement.

I am convinced we can make bold changes. Achieving the strategic goals outlined in this plan may not be easy, but doing so is absolutely necessary to make the Federal government the model employer in the United States, and OPM its model agency. I ask you to join me in my commitment to excellence – we will be nothing less than the best – and we will meet President Obama's call to change history; and in doing so, make government service cool again.

A handwritten signature in blue ink that reads "John Berry".

John Berry  
DIRECTOR

## about this UPDATE

To be successful, strategic planning must be a continuous process that maintains close alignment with our evolving mission in support of the Federal government. We will continue to update our strategic plan periodically by looking at the changing issues that affect OPM and the entire Federal government, evaluating if we are still on target, and assessing if we are living our mission and values. This update is intended to meet the requirements of the GPRA Modernization Act of 2010. The update covers the years 2012 – 2015 and builds upon our original strategic plan: *a New Day for Federal Service, 2010 – 2015*.

### The major changes incorporated in this update include:

- Adding a fifth strategic goal to reflect OPM's new responsibilities associated with the Patient Protection and Affordable Care Act
- Realigning existing strategies to better reflect their current linkages to OPM strategic goals
- Adding six new strategies to better focus our efforts on achieving the strategic goals
- Deleting one strategy that is no longer a priority
- Including our new OPM Priority Goals for FY 2012 and FY 2013
- Adding and deleting progress indicators to reflect the changes in strategies being pursued

## WHAT WE DO

*OPM will help agencies hire the best, respect the workforce, expect the best, and honor service by:*

- Leading the way in making the Federal government the model employer and in doing so become the model agency
- Partnering with our stakeholders – Congress, unions and management groups, agencies, and the public – to develop and implement effective and relevant human resources solutions to build a high-performing workforce
- Advancing the President's goal of recruiting, hiring and retaining the most qualified candidates for Federal service
- Advising and assisting agencies on strategic human resources management
- Working with Congress and other stakeholders to develop effective compensation, work/life, and benefits packages
- Monitoring merit-based human resources practices to ensure all Federal employees operate in a fair and discrimination-free environment, promoting recruitment practices that help agencies draw from the rich diversity of the American workforce, recognizing multi-generational differences, and encouraging practices that provide a welcoming environment in the workplace
- Promoting effective and efficient human resources programs and practices across government through reform, innovation, and collaboration with stakeholders
- Ensuring executive branch agencies' accountability for compliance with the merit system principles, Federal laws, and regulations, including veterans' preference
- Ensuring the suitability, trustworthiness, and/or eligibility for a security clearance for Federal applicants, employees, appointees, active military personnel and contractor staff by conducting background investigations which are used as a basis for these determinations by Federal agencies
- Administering retirement, health benefits, long-term care and life insurance, dental and vision and flexible spending account programs for Federal employees, retirees, and their beneficiaries and maintaining the integrity of these programs
- Leading by example by becoming the change we want to see



*our* VISION

The Federal Government will Become America's  
Model Employer for the 21st Century

*our* MISSION

Recruit, Retain and Honor a World-Class Workforce  
to Serve the American People

*our* VALUES

- Service** We pledge through our oath to encourage and support those who serve the wider public or community through their work as Federal employees.
- Respect** We extend consideration and appreciation to employees, customers and stakeholders fostering a fair, open and honest workplace environment. We listen to the ideas and opinions expressed by others. We treat others as we would wish to be treated.
- Integrity** We uphold a standard of transparency, accountability, and reliability. We conscientiously perform our operations to promote a Federal workforce that is worthy of the public trust.
- Diversity** We honor our employees and customers through inclusiveness and respect for the various perspectives and backgrounds that each brings to the workforce.
- Enthusiasm** We embrace our work and the challenges of the future with excitement, energy, and optimism. We are open to the myriad possibilities of change and eagerly unite in the spirit of "yes we can."
- Excellence** We fulfill our mission by providing relevant and timely products and superior customer service that reflects our commitment to collaboration and the highest standards of quality.
- Innovation** We constantly seek new ways to accomplish our work and to generate extraordinary results. We are dedicated to delivering creative and forward-looking solutions and advancing the modernization of human resources management.

## *our* COMMITMENT

OPM will design and implement Federal personnel management practices consistent with our merit system principles. These principles, summarized below, guide our efforts to treat all Federal job applicants equitably when making hiring decisions, retain employees based on their performance, support employees with effective education and training, and protect them from partisan influence.

### **Merit System Principles**

1. Recruitment should be from qualified individuals from appropriate sources
2. All employees and applicants for employment should receive fair and equitable treatment
3. Equal pay should be provided for work of equal value
4. All employees should maintain high standards of integrity, conduct, and concern for the public interest
5. The Federal workforce should be used efficiently and effectively
6. Employees should be retained on the basis of adequacy of their performance
7. Employees should be provided effective education and training
8. Employees should be:
  - a. protected against arbitrary action, personal favoritism, or coercion for partisan political purposes
  - b. prohibited from using their official authority or influence for the purpose of interfering with or affecting the result of an election or nomination for election, and
9. Employees should be protected against reprisal for the lawful disclosure of information

For a complete description of the merit system principles, please see <http://www.opm.gov/ovrsight/mspidx.asp>



## *our* FUTURE

This strategic plan introduces five broad strategic goals that define OPM's direction for the next six years. All OPM employees should have a direct line of sight between the work they do and one or more of the strategies that follow. Every employee plays a critical role in making this plan successful. OPM will lead the way in government-wide reform by being the role model for the behaviors and actions we expect of other agencies.

## STRATEGIC GOALS

We designed the goals and strategies contained within this plan to help other Federal agencies achieve their missions and produce superior results. The first four strategic goals are presented in an order that follows the lifecycle of a Federal employee. The "Hire the Best" strategic goal concentrates on improving the Federal hiring process. OPM's "Respect the Workforce" strategic goal focuses on employee retention through training and work-life initiatives. The "Expect the Best" strategic goal aims to provide the necessary tools and resources for employees to engage and perform at the highest levels while holding them accountable. Finally, the "Honor Service" strategic goal acknowledges the exemplary service of Federal employees through well-designed compensation and retirement benefits. Combined, the strategic goals facilitate engagement and satisfaction as the individual moves from applicant to Federal employee to retiree.

As part of this strategic plan update, OPM added a fifth strategic goal to reflect its new duties and responsibilities associated with the Patient Protection and Affordable Care Act (ACA). Under ACA, OPM is required to establish at least two multi-state plan options to be offered on each affordable insurance exchange beginning in 2014. In addition, OPM will enable tribes and tribal organizations to purchase insurance coverage for their employees through the Federal Employees Health Benefits Program and the Federal Employees Group Life Insurance Program.

OPM's unique government-wide scope positions us to make the Federal government America's model employer.

# HIRE *the* BEST

## STRATEGIC GOAL:

### **Help agencies recruit and hire the most talented and diverse Federal workforce possible to serve the American people**

OPM is spearheading a government-wide initiative to reform recruiting and hiring policies and procedures. The reform effort will encompass sweeping changes to streamline the hiring process. OPM will extend its reach to ensure agencies find and hire the best talent possible for the Federal government.

## STRATEGIES

### **1.01 Implement improvements to the Federal Hiring Process by:**

- Promoting innovative and coordinated approaches to recruiting and hiring students, mid-career professionals, and retirees to meet agency talent needs
- Creating a pathway for students to obtain employment in the Federal Government by streamlining the placement of current students and recent graduates in critical positions necessary to meet workforce needs
- Reinvigorating the Presidential Management Fellows Program so its Fellows are better equipped to meet future leadership challenges
- Streamlining the end-to-end hiring process to create a positive experience for applicants, managers, and HR specialists as well as to facilitate and promote collaboration, integration, and communication between and among all stakeholders
- Increasing manager engagement in the hiring process
- Improving USAJOBS and integrating other components of the on-line hiring system to create a world-class experience for job seekers and agency recruiters
- Providing targeted direction on Federal hiring to HR officials
- Promoting efficiency and effectiveness in hiring practices, processes, and procedures compliant with merit principles

### **1.02 Promote diversity and inclusion in the Federal workforce by:**

- Helping agencies create an environment that values workforce diversity and leverages diverse talent to achieve results
- Promoting policies and practices to ensure all segments of society, including people with disabilities, have an opportunity for employment and advancement
- Providing Federal employees and managers with educational and training opportunities aimed at creating and maintaining a culture where diversity is valued and promoted
- Pursuing recruitment and retention efforts focused on attracting diverse talent

### **1.03 Ensure agencies have timely and sufficient information to make decisions such as credentialing, suitability, and/or security clearance determinations by:**

- Achieving a quality standard in investigations that meets Federal investigative standards to ensure agency protection and satisfaction
- Supporting reciprocity of both background investigations and the adjudications that result from such investigations to the maximum extent that is possible and appropriate
- Safeguarding personal information to protect individuals' identities and preserve the public trust

### **1.04 Reduce skills gaps in targeted mission critical occupations and/or competency areas across government by:**

- Building sustainable institutional capacity government-wide to analyze and use accurate and timely data to identify future skill needs and design effective strategies to fill them
- Creating cross-agency collaboration and tools for implementing skills gap closure strategies
- Guiding agencies in improving effectiveness and efficiency of agency strategic human capital programs to close skill gaps
- Measuring the effects of key initiatives to address critical skills gaps

### **1.05 Encourage increased manager involvement in the Federal hiring process by:**

- Identifying and disseminating engagement tools to promote strategic conversation between hiring managers and other key hiring stakeholders to enhance workforce planning
- Marketing hiring manager satisfaction results to establish a value proposition and encourage/increase participation
- Continuing to promulgate best practices that address hiring manager accountability

### **1.06 Assist veterans to find a place in the Federal workplace by:**

- Assuring veterans' preference
- Helping veterans identify skills that match Federal opportunities
- Promoting a culture of respect for veterans' contributions in all agencies
- Facilitating the transition of veterans into the Federal civilian workforce

## INDICATORS OF OUR PROGRESS

- Federal agencies institute an effective hiring process as demonstrated by:
  - A decrease in the end-to-end hiring time for job applicants
  - An increase in applicant satisfaction with the hiring process as reported in surveys
  - An increase in manager satisfaction with applicant quality as reported in surveys
- Improved employment opportunities for veterans in the Federal government
- Diversity is valued and recognized in Federal agencies, as demonstrated by increased employee and manager satisfaction scores as reported in employee surveys
- Increased percentage of security and suitability investigations and adjudications that meet quality and timeliness standards
- Fewer instances of compromised personally identifiable information
- Increased percentage of background investigation requirements are met through government-wide reciprocity
- A decrease in critical skills gaps for mission critical occupations

# RESPECT *the* WORKFORCE

## STRATEGIC GOAL:

### **Provide the training, benefits, and work-life balance necessary for Federal employees to succeed, prosper, and advance in their careers**

To improve the results of Federal programs and services, the government must invest in its most valuable resource – its employees. Providing training throughout an employee’s career – from entry-level to executive – is critical to mission accomplishment and leadership succession planning. Having a suite of flexible benefits and promoting a healthy work-life balance across the Federal government also contributes to building an engaged workforce, employee well-being and retention. Programs and initiatives, such as alternative work schedules, telework, and employee assistance programs are designed to help employees identify and resolve personal and/or work-related issues that may affect their productivity. Investments in training, benefits, and work-life balance initiatives benefit current employees and help us continue to attract the best and brightest for Federal service.

## STRATEGIES

### **2.01 Improve training opportunities for Federal employees by:**

- Assisting agencies in designing and implementing process and procedures by which they can best identify skill gaps and training requirements for their workforce so the right kinds and amounts of training resources can be offered
- Promoting workforce training and development as a critical element of organizational performance
- Holding agencies accountable for providing training opportunities for their employees
- Identifying and encouraging training programs to help employees evolve with changes in agency mission, prepare them for promotion, and position them for successful careers
- Enabling cross-government career mobility and reducing duplication of training investments across government by supporting and enabling cross-agency cooperation in developing and delivering training and training education programs
- Designing and deploying leadership development programs
- Providing consultative services for leadership and training development programs

### **2.02 Ensure that available benefits align with best practices and employees’ needs by:**

- Evaluating benefit survey results of both public and private sector organizations
- Communicating benefit options to ensure potential candidates and current employees understand the flexibilities and benefits available

### **2.03 Improve Federal employee engagement and satisfaction with health, wellness, and work-life flexibilities by:**

- Giving agencies tools to promote health and wellness among employees
- Evaluating and revising agency telework and other work schedule policies, in conjunction with agency partners, to encourage increased use by agencies and managers
- Helping agencies to address employee satisfaction with work-life flexibilities and benefits
- Leading agencies in delivery of work-life programs

### **2.04 Improve Federal labor-management relations across the government by:**

- Meeting regularly with national and local leadership of organizations which represent employees and management
- Facilitating opportunities for labor and management to meet regularly across the government
- Helping agencies develop best practices, training, and metrics on labor-management relations and dispute resolution
- Promoting collaboration as a means of achieving organizational objectives


### **2.05 Promote the safety of the Federal workforce through emergency preparedness by:**

- Developing and implementing policies and procedures to help agencies prepare and respond to emergency situations
- Supporting the Federal Executive Boards’ role in collaborating to prepare their Federal communities for emergency events

## INDICATORS OF OUR PROGRESS

- Increased percentage of employees reporting satisfaction with access to training as measured by Employee Viewpoint Survey results
- Increased number of new and relevant leadership development programs and training opportunities available for Federal employees
- Increased percentage of employees satisfied with their benefits package
- Increased percentage of Federal employees who report satisfaction with work-life programs
- Increased percentage of eligible Federal employees who telework
- Increased retention rates for new Federal employees
- Increased number of agencies that meet regularly with union representatives
- Increased usage of alternative dispute resolution methods
- Improved labor-management relations as measured by benchmarks and surveys





## EXPECT *the* BEST

### STRATEGIC GOAL:

**Ensure the Federal workforce and its leaders are fully accountable, fairly appraised, and have the tools, systems, and resources to perform at the highest levels to achieve superior results**

OPM assures that agencies across the Federal government hold leaders accountable for results. For agencies to succeed and meet the challenges of the 21st century, OPM must transform the civil service system to be flexible, agile, and responsive enough to adapt to any circumstance. OPM provides human resources management solutions, establishes the standards for continuous improvement, and leads by example to achieve agency results.

### STRATEGIES

#### 3.01 Help agencies become high-performing organizations with the use of HR tools by:

- Designing performance management systems that are integrated with agency program planning and clearly show employees how their actions drive agency results
- Creating fair and credible standards for individual performance appraisal and accountability
- Evaluating agency performance management systems using OPM's Performance Appraisal Assessment Tool
- Strengthening partnerships with public and private organizations allowing for knowledge transfer and the sharing of promising practices

#### 3.02 Recognize, select, and sustain individuals who provide strong leadership and direction for agencies by:

- Driving agencies to close leadership competency gaps through succession management and developmental opportunities
- Evaluating the agency's effectiveness in holding leaders accountable for agency performance
- Ensuring agencies make meaningful distinctions in evaluating and recognizing different levels of management performance

#### 3.03 Provide leadership and direction to government-wide HR programs by:

- Using timely and accurate data and analysis that accurately forecasts trends and needs in Federal human resources, and designing innovative strategies that will enable Federal agencies to shape the workforce they need
- Partnering with agencies on strategic and operational issues
- Evaluating HR programs' ability to drive agency results
- Promoting OPM products and services
- Improving the interoperability of government-wide HR systems and providing oversight and assessment of HR service delivery at shared service centers
- Collaborating with agencies and multi-agency field locations through the Chief Human Capital Officers Council, the Federal Executive Boards, and interagency employee and labor relations groups

- Providing agencies with tools, resources, guidance, education, and evaluation to improve human resources operations

#### 3.04 Hold agencies to account for improvements in strategic human resources management by:

- Providing agencies with designated human capital officers for ongoing direction and consultative support
- Monitoring compliance with civil service laws and regulations and appropriate use of flexibilities/authorities
- Encouraging agencies to see human resource offices as strategic business partners with top agency leadership

#### 3.05 OPM will lead by example to implement human resources reforms and reinvigorate our approach to individual and organizational performance management by:

- Building leadership and staff capacity to further develop OPM as a high-performing organization that uses innovation to drive results
- Working with the National Council on Federal Labor-Management Relations to design and implement a performance management system that would align employee performance with agency performance
- Improving business operations and providing exemplary internal customer service
- Making better use of financial resources to meet program needs
- Using performance results to inform management decisions
- Improving collaboration and partnership within OPM

#### 3.06 Implement certain provisions of the Telework Enhancement Act of 2010 by:

- Providing policy guidance to agencies covering broad issues and agency specific program goals
- Overseeing major revisions to [www.telework.gov](http://www.telework.gov) to include the establishment of a web page dedicated to information on the Act
- Supporting agency efforts to train both managers and employees by providing free web-based telework training
- Encouraging agencies use of telework to improve continuity of operations, reduce management costs, and increase employee satisfaction

### INDICATORS OF OUR PROGRESS

- Federal agency HR systems and practices improve, as demonstrated by performance metrics reported in agencies' annual human capital reporting
- Federal agencies meet certification requirements for their leadership performance management systems
- Federal agencies manage employee performance fairly and effectively, as demonstrated by increased employee and manager satisfaction as reported in annual surveys
- Increased percentage of Federal employees who value and trust their leadership, as demonstrated in employee survey results
- Increased cost savings/avoidance from human resource solution activities
- Continued stewardship over OPM's financial resources by maintaining the agency's clean audit opinion
- OPM increases its investment in training for its employees
- OPM's rank among Federal agencies improves as reported by survey results
- Increased percentage of Federal employees having the opportunity to telework as measured by Employee Viewpoint Survey results

# HONOR SERVICE

## STRATEGIC GOAL:

### **Ensure recognition and reward for exemplary performance of current employees and honor the careers of Federal retirees**

Many of the employees working for the Federal government share a philosophy to give something to the wider public or community through their work. This work often requires high levels of training and education, and employees are often prepared to work harder for less pay. Therefore, it is incumbent on the Federal government to establish a performance system that will treat employees fairly, be easy for managers to use, reward those with exemplary service, and be understandable to the public.

The Federal government's commitment to its employees does not end when someone retires from service. OPM administers retirement and insurance benefits for over 2 million retirees. We must ensure quality delivery of those benefits and respond to retirees questions and concerns in a caring and timely manner.

## STRATEGIES

### **4.01 Develop a 21st century customer focused retirement processing system that adjudicates claims in a timely and accurate manner by:**

- Investing in information technology tools and solutions to facilitate benefits payments
- Using performance measures to ensure quality customer service
- Strengthening quality assurance processes, policies, and procedures
- Delivering optimal customer service experiences by improving processes

### **4.02 Improve OPM service to Federal agency benefit officers by:**

- Developing an agency benefit officers service delivery model emphasizing shared responsibility for benefits/retirement among employees, OPM and agencies
- Defining standards for agency benefit officers, measuring their results, and recognizing them for exceptional customer service

## INDICATORS OF OUR PROGRESS

- Federal agencies manage employee performance fairly and effectively, as demonstrated by increased employee and manager satisfaction, as reported in annual surveys
- Increased percentage of Federal employees who are satisfied with their agency's recognition and reward systems, as demonstrated in employee survey results
- Increased number of agencies that attain full certification for their SES pay and performance system
- Increased efficiencies of retirement processing
- Increased percentage of recent Federal employees who report higher customer satisfaction scores associated with pre-retirement counseling provided by their agency human resources benefits office, as demonstrated in retiree survey results
- Federal agency benefit officers report increased customer satisfaction scores associated with OPM services, as reported in annual surveys

# IMPROVE ACCESS to HEALTH INSURANCE



## STRATEGIC GOAL:

**Develop and administer programs that provide high quality and affordable health insurance to uninsured Americans who are seeking health insurance through Affordable Care Act exchanges, uninsured Americans with pre-existing medical conditions who cannot otherwise purchase coverage, and employees of tribes or tribal organizations**

The Patient Protection and Affordable Care Act (ACA) requires OPM to accomplish two important tasks within the goal of bringing competition into the insurance market and improving access to health care for all Americans. The first is the implementation and oversight of at least two multi-state health plan options to be offered on each affordable insurance exchange beginning in 2014. Multi-state plans will be one of several health insurance options that small employers and uninsured individuals will be able to choose from, and will ensure that exchanges fulfill their mission of providing a vibrant health care marketplace. In addition, the ACA includes a provision for OPM to enable tribes and tribal organizations to purchase insurance coverage through the Federal Employee Health Benefits Program and the Federal Employee Group Life Insurance Program for their employees.

On behalf of the Department of Health and Human Services' Center for Medicare and Medicaid Services (CMS), OPM administers the Federally-run Pre-Existing Condition Insurance Plan (PCIP) program in States that do not establish PCIP programs themselves.

## STRATEGIES

### 5.01 Contract with multi-state health plans to be offered on affordable insurance exchanges by:

- Reviewing regulations and guidance issued by the Departments of Health and Human Services (HHS), Treasury, and Labor related to affordable insurance exchanges, qualified health plans, reserve and reinsurance requirements, eligibility, enrollment, and premium and cost sharing subsidies to determine the impact on the policies OPM will need to follow in offering multi-state plans
- Developing regulations, policies and guidance for the multi-state plan program
- Entering into contracts with at least two issuers to offer multi-state plans on affordable insurance exchanges
- Providing appropriate oversight of the multi-state plan compliance with State laws as part of the contract management process

### 5.02 Offer Federal Employee Health Benefits (FEHB) to employees of eligible Tribes and tribal organizations by:

- Establishing an OPM policy and technical team to implement a program allowing tribes and tribal organizations to purchase FEHB program coverage for their employees
- Conducting consultations and outreach to tribal leaders, members, and organizations to obtain input on program implementation
- Implementing an enrollment capability for tribes to purchase health insurance
- Establishing the capability to monitor quality access and cost of healthcare for tribal employees through the healthcare data warehouse
- Analyzing the Tribal employee experience along with Federal employees health care cost, access, and quality

### 5.03 Manage a contract with a health insurer to provide health insurance coverage to people with pre-existing medical conditions by:

- Establishing an OPM policy and technical team to manage a program allowing people with pre-existing conditions to obtain health insurance
- Assisting HHS in establishing a PCIP contract with a health insurer
- Conducting an open season for PCIP enrollees to choose among the Plan options
- Providing actuarial, demographic, economic, and statistical analyses to HHS
- Preparing for the conclusion of the PCIP program in 2014 when affordable insurance exchanges become operational

## INDICATORS OF OUR PROGRESS

- Two or more health insurance options are available to small employers and uninsured Americans seeking coverage on affordable insurance exchanges
- Increased number of Americans, including employees of eligible tribes and tribal organizations, have access to affordable, quality health insurance
- Increased number of Americans with pre-existing medical conditions have an opportunity to obtain health insurance coverage where no option existed before

## OPM PRIORITY GOALS

The following Priority Goals are measurable commitments to deliver specific results for the American people. These goals are relevant to the public, aligned to OPM's key mission areas, and will produce significant results. The priority goals will be tracked quarterly and achievement of these goals is anticipated to occur at the conclusion of FY 2013.

### **Ensure high quality Federal employees.**

By September 30, 2013, increase Federal manager satisfaction with applicant quality (as an indicator of hiring quality) from 7.7 to 8.3 on a scale of 1 to 10, while continually improving timeliness, applicant satisfaction, and other hiring process efficiency and quality measures.

### **Increase health insurance choices for Americans.**

By October 1, 2013 expand competition within health insurance markets by ensuring participation of at least 2 multi-state health plans in State Affordable Insurance Exchanges.

### **Reduce Federal retirement processing time.**

By July 31, 2013, Retirement Services will have eliminated its case backlog so that 90 percent of all claims will be adjudicated within 60 days.

### **Maintain speed of national security background investigations.**

Through September 30, 2013, maintain a 40 day or less average completion time for the fastest 90 percent of initial national security investigations.

### **Improve performance culture in the five GEAR\* pilot agencies to inform the development of government-wide policies.**

By September 30, 2013, employee responses to the annual Employee Viewpoint Survey in each of 5 agencies participating in a performance culture pilot project will increase by 5 percent or greater on the results-oriented culture index and the conditions for employee engagement index, using 2011 survey results as the baseline.

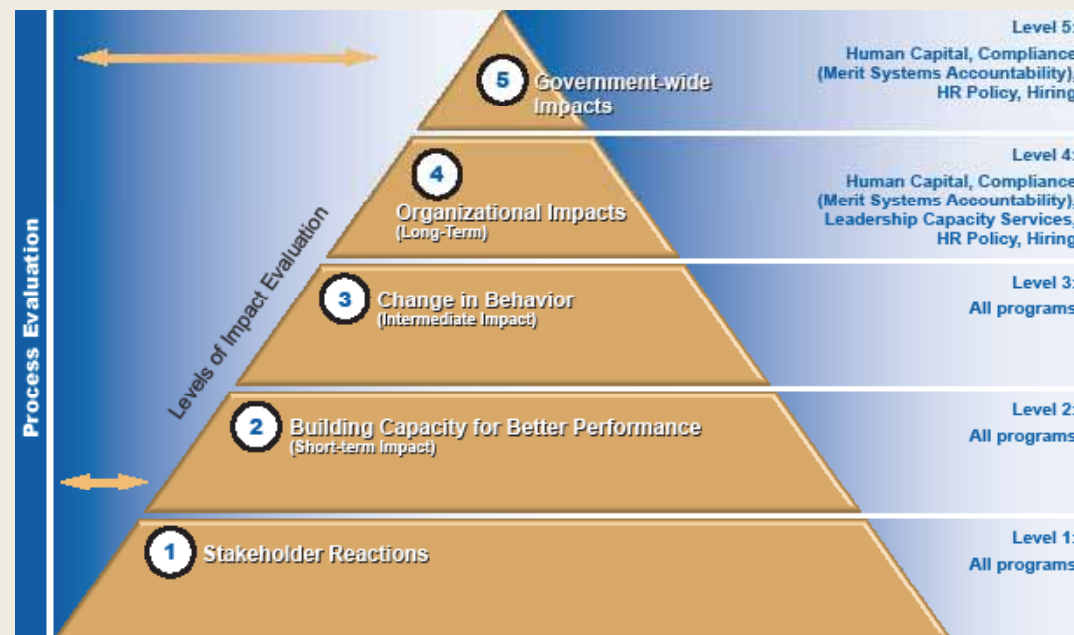
Per the GPRA Modernization Act, 31 U.S.C., P.L. 111-352 requirement to address Federal Goals in the agency Strategic Plan and Annual Performance Plan, please refer to [Performance.gov](http://Performance.gov) for information on Federal Priority Goals and the agency's contributions to those goals, where applicable.

\*Goals-Engagement-Accountability-Results (GEAR) is intended to be a new way to manage employee performance. The five pilot agencies are OPM, the Coast Guard, and the Energy, Veterans Affairs and Housing and Urban Development departments.

# PROGRAM IMPROVEMENT

Over the past decade OPM has used a variety of tools from different sources to assess and improve its programs. Since 2002, OPM has worked to assess its programs through a series of targeted questions with requirements for specific evidentiary documentation to assess each program’s purpose, link to the strategic plan, inform management decision-making, and improve performance results. Over the last several years, OPM has also sponsored its own formative evaluations, literature reviews, and management effectiveness evaluations. In addition, OPM management has welcomed audits and evaluations conducted by the Office of Inspector General, the Government Accountability Office, and independent contractors and used these findings to improve program performance.

OPM continues to make progress in developing an independent research and evaluation capability to assess and evaluate agency programs and initiatives. Building on previous independent assessment efforts, OPM initiated a study to design a rigorous, independent program evaluation methodology and approach consistent with OMB requirements. The study results led OPM to develop the five-level evaluation framework shown below:



Modified from Kirkpatrick, D. L. (1994). Evaluating training programs. San Francisco, CA: Berrett-Koehler.

## OPM EVALUATION FRAMEWORK

Applying the framework, OPM has developed an evaluation strategy and schedule that would encompass all nine OPM programs previously assessed in addition to evaluating the effectiveness of three additional key program activities: hiring, telework, and the Leadership Education and Development (LEAD) certificate program. Implementing a systemic program evaluation strategy will help determine whether OPM programs contribute specific benefits and directly translate to desired program impact. A comprehensive independent program evaluation approach should permit development of decision making analytics to evaluate whether program alternative investments contribute toward the desired benefits.

As required by the Government Performance and Results Act (GPRA) of 1993, the following table presents OPM’s projected list of program evaluations. The schedule for these program evaluations will be determined once funding is identified and received.

OPM Program	Impact Evaluation Level
Leadership Capacity Services	Level 4
Compliance (Merit Systems Accountability)	Level 5
Federal Civilian Retirement	Level 3
Federal Employee Health Benefits	Level 3
Federal Employee Group Life Insurance	Level 3
Human Capital	Level 5
Federal Investigative Services	Level 3
Talent Services	Level 3
HR Policy	Level 5
<b>Other Key Issues</b>	
• Hiring	Level 5
• Telework	Level 3
• LEAD Certificate Program	Level 3

## PROGRAM PERFORMANCE REVIEWS

As part of fulfilling its responsibilities under the GPRA Modernization Act of 2010, OPM is committed to conducting a program performance review process, which we have named OPM Performance Point. The goal of OPM Performance Point, which was initiated in October, 2011, is to conduct inclusive, evidence-based reviews to identify issues and potential solutions that will improve program performance. Performance reviews are undertaken in all program areas and occur on a rotating basis every 6 - 7 weeks. The reviews are conducted with participation from the OPM senior management team, including the Director and all Associate Directors. Action items resulting from the reviews are recorded and tracked.



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