

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



**Fiscal Year 2009
Annual Performance Report**

United States
of America



UNITED STATES OFFICE
of PERSONNEL MANAGEMENT

ANNUAL PERFORMANCE REPORT
FISCAL YEAR 2009

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FY 2009 ANNUAL PERFORMANCE REPORT



Message from OPM's Performance Improvement Officer (PIO)

Introduction

I am pleased to submit the United States Office of Personnel Management (OPM) Fiscal Year (FY) 2009 Annual Performance Report (APR). OPM has chosen to produce the APR as an alternative to the consolidated Performance and Accountability Report pursuant to OMB Circular A-136. This FY 2009 APR is one in a series of reports used to convey our budget, performance, and financial information to our constituents.

New Strategic Plan

During spring 2009, OPM kicked-off its 2010–2015 strategic planning effort. A cross-agency team was established to identify the major issues facing OPM over the coming six year period and to develop goals and strategies to address those issues. To engage stakeholders in the development of the plan, we solicited feedback on the plan via the Internet and received over 230 comments. The new 2010–2015 OPM strategic plan was approved on January 15, 2010. Since our previous strategic plan was in effect during FY 2009, the results reported in this document will reflect our previous strategic management framework, mission, and objectives.

FY 2009 Results

OPM is reporting on 26 performance measures in this FY 2009 APR. OPM achieved 88 percent of its performance targets in FY 2009, an increase from the 70 percent¹ achieved in FY 2008. This demonstrates OPM is fulfilling its previous mission of “Ensuring the Federal Government has an effective civilian workforce.” Effective programs not only accomplish their performance goals, but strive to improve their efficiency by achieving or accomplishing more benefits with a limited amount of resources.

Looking Ahead—High Priority Performance Goals

As part of developing the FY 2011 budget and performance plan, OPM has identified a limited number of high priority performance goals that will be of particular importance over the next two years. These goals, which will be reviewed on a quarterly basis by OPM leadership, reflect the important policy initiatives of OPM Director Berry and the Administration. OPM's high priority performance goals are shown below:

- **Hiring Reform:** 80 percent of major Departments and agencies meet agreed upon targeted improvements to:
 - Improve hiring manager satisfaction with applicant quality,
 - Improve applicant satisfaction,
 - Reduce the time it takes to hire.

¹ Based on information collected after publication of OPM's FY 2008 APR, this has been revised from the 81 percent reported previously.

- Telework: Increase by 50 percent the number of eligible Federal employees who telework.
- Security Clearance Reform: Maintain or exceed OPM-related goals of the Intelligence Reform and Terrorism Prevention Act of 2004 and provide the OPM deliverables necessary to ensure that security clearance reforms are substantially operational across the Federal government by the end of CY 2010.
- Retirement Claims Processing: Reduce the number of retirement records OPM receives that are incomplete and require development to less than: 38 percent by the end of FY 2010, 35 percent by the end of FY 2011, and 30 percent by the end of FY 2012.

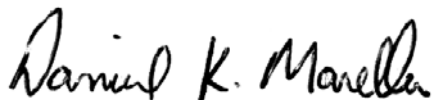
Completeness and Reliability of Performance Information

The performance information used by OPM in this APR for FY 2009 is complete and reliable, as defined by the Government Performance and Results Act (GPRA). If there are instances where full and complete data for a measure are not available, these instances are noted and final data will be updated in the following year's APR.

Conclusion

OPM employees have the talent and creativity to produce positive and tangible results for the American people. We will continue to implement initiatives throughout the organization to improve the performance of our programs and the accountability of our employees. Only by focusing on measured results can we further our ability to meet the unique human resource challenges of the Federal Government and ensure an effective civilian workforce.

Sincerely,



Daniel K. Marella
Performance Improvement Officer

February 1, 2010

Introduction

OPM is the central human resources agency for the Federal Government. OPM's mission is to ensure that the Federal Government has an effective civilian workforce. To carry out this mission, OPM provides human resource advice and leadership to Federal agencies, supports these with human resource policies, holds agencies accountable for their human capital practices, and upholds the merit system principles. In addition, OPM delivers human resource products and services to agencies on a reimbursable basis, including personnel investigations, leadership development and training, staffing and recruiting assistance, supporting organizational assessments, and training and management assistance. OPM also delivers services directly to Federal employees, those seeking Federal employment, and Federal retirees and their beneficiaries.

OPM operates from its headquarters in the Theodore Roosevelt Federal Office Building at 1900 E Street, NW, Washington, D.C., 20415. OPM delivers a variety of products and services with the help of approximately 5,000 employees in D.C., its field presence in 16 locations across the country, and operating centers in Pittsburgh and Boyers, Pennsylvania; Ft. Meade, Maryland; and Macon, Georgia. OPM's website is www.opm.gov.

About This Report

The FY 2009 APR provides an overview of OPM's program performance and results to help Congress, the President, and the public assess OPM's stewardship over the financial resources entrusted to us. Under separate cover, OPM will submit a Summary of Performance and Financial Information (SPFI), formally known as OPM's Citizens Report. The SPFI is designed to be an executive summary highlighting both financial and performance results. OPM believes this approach will improve reporting by making the information more meaningful and transparent to the public, and by providing a more succinct and understandable reporting of OPM's use of its resources. Both documents are available on the OPM website at <http://www.opm.gov/gpra/opmgpra/>.

The FY 2009 APR meets a variety of reporting requirements stemming from numerous laws focusing on improved accountability among Federal agencies and guidance described in OMB Circulars A-11 and A-136. This FY 2009 APR provides an accurate and thorough accounting of OPM's program performance accomplishments during FY 2009 in fulfilling its mission.

Suggestions for improving this document, as well as requests for hard copies can be sent to the following address:

Office of Personnel Management
Center for Budget and Performance, Room 5416
1900 E Street NW
Washington, D.C. 20415

OPM Director's Initiatives

During FY 2009, OPM launched four major initiatives: Hiring Reform, Reorienting the Federal Employees Health Benefits Program (FEHBP) management, Work/Life Balance and Veterans Engagement. These important policy initiatives reflect Director Berry's priorities to hire the best employees possible, focus on employee retention through training and work/life initiatives, provide employees the necessary tools to perform at the highest levels, and to honor employee service through well designed compensation and retirement benefits. Each initiative has been assigned a business process improvement team to develop a systematic approach to help agencies achieve more efficient and effective results.

Hiring Reform

In order for the Federal Government to compete with other employers to attract the best talent, efficient and effective processes must be in place to recruit, hire, and retain high-performing employees. This is especially true in a shrinking labor market and a tough economy, as candidates will be attracted to those organizations that can make fast decisions. OPM leads the Governmentwide staffing effort to ensure that Federal agencies acquire, assess, and retain employees with the specific experience and skills essential to achieving agency goals and missions. OPM helps Federal agencies compete successfully with other employers by using effective recruitment, assessment, hiring, and retention strategies. We develop and make use of available recruiting, assessment, hiring, and retention methods, tools, authorities, and flexibilities. There is broad agreement that the current competitive hiring process must be improved. Applicants regularly report confusion about differences between agencies' application processes, complex application requirements that are difficult to meet, and lack of communication from the agencies regarding the hiring process and the applicant's status. Human Resources (HR) professionals express frustration at a perceived lack of managerial commitment to participate fully in the key elements of hiring such as work force planning and delays in decision making that slow the process. Managers complain that HR policies and procedures are unclear, overly bureaucratic and non-responsive to their needs. These combined factors make it more difficult for the Federal Government to hire qualified employees in the competition for top talent.

One of the challenges facing Federal agencies is how to attract and recruit qualified individuals by meeting their expectations for user-friendly application procedures, clear communication about the hiring process and an engaging orientation experience.

In the next five years, the Federal Government will lose a significant portion of its valued workforce through attrition. The Government's ability to replace this loss of skills and experience with new talent will depend upon our capability to efficiently and effectively recruit, hire, and retain high performing employees.

During FY 2009, OPM made the following progress in implementing this initiative:

1. Fully implemented the 80-day hiring reform model for agencies to follow.
2. Developed new workforce planning models and training materials.
3. Key information technology infrastructure upgrades were made to the investigation program, which contributed to the further improvement in timeliness.
4. Streamlined USAJOBS to remove unnecessary agency graphics and the elimination of redundant information from Job Opportunity Announcements (JOA).

5. Developed a business requirements document for data systems to support workforce and human capital planning.
6. Helped agencies establish baselines against the hiring reform initiative measures for time-to-hire.

Reorienting FEHBP Management

Since 1959, the Federal Employees Health Benefits Program (FEHBP) has offered group health insurance to Federal employees. Federal retirees were added to the program in the 1960's. The FEHBP currently offers 232 health plan options which cover nearly 8 million Federal employees, annuitants, and their dependents.

On average, the Government contributes approximately 70 percent of the total premium cost of enrollments within the FEHBP. Federal agencies, as employers, pay their share of premiums out of the same resources appropriated or otherwise available for the payment of employee salaries. The government's share of premiums is approximately \$40 billion for both current employees and retirees.

While the FEHBP directly bears the cost of health services, it is currently difficult to analyze those costs and actively manage the FEHBP program to ensure the best value for both Federal employees and taxpayers. In the past, OPM has not routinely collected, or analyzed, program-wide claims data. The capacities to collect, manage, and analyze health services data on an ongoing basis will allow OPM to: 1) understand the drivers of cost increases for Federal employees; 2) determine the best approach to developing worksite wellness programs; and 3) model the potential effects of health system reform or environmental changes on Federal employees.

During FY 2009, OPM developed a plan to reorient the management of the FEHBP by capitalizing on the collection and analysis of program wide claims data. The planned implementation will include:

- Data collection and maintenance—establish regular data feeds from the ten largest FEHBP plans (and major Pharmacy Benefit Managers); develop/test front end edits to assure data integrity and consistency across plans; manage data flows; assure and maintain data quality and integrity; manage data storage and back-up.
- Analysis Support—design database and linking routines to link claims to demographics, provider files, and other OPM maintained data sets; create databases that analysts can use to run specific analyses.
- Data Warehouse—Development of a data warehouse application that will allow flexible queries of the data set—not only general demographic queries, but also risk-adjusted profiles, comparison of chronically ill patients, and other useful analytics.

Developing such a database and analytical capability will better position OPM to negotiate effectively with FEHBP carriers to keep Federal premium increases below industry-wide levels. This initiative will build OPM's knowledge base and expertise, strengthening its ability to strategically shape future benefits design, and better position OPM to negotiate with the carriers. Over time, this initiative will result in contained premium growth. The magnitude of the savings is not concrete at this time; however, just a 0.1 percent reduction in annual premium growth for three consecutive years yields savings of approximately \$1.25 billion to the Program over ten years, and more specifically, \$400 million in payments from the Government's general fund for annuitant premiums over the same period.

Work/Life Balance

OPM recognizes the importance of providing employees with a flexible, supportive work environment that enables them to be focused and productive at work. A flexible workplace helps employees meet their responsibilities on the job, at home, and in the community. These flexibilities not only help with employee morale but also help with recruitment and retention. As the nation's largest employer charged with safeguarding the health, security, and well being of all Americans, the Federal Government recognizes that strong work/life policies, programs and practices make good managerial sense.

Surveys have shown that flexible benefits and a healthy work/life balance across the Federal Government contribute to employee retention. The Federal Government offers a broad range of workplace flexibilities: alternative work schedules, telework, and various leave programs. These flexibilities give Federal employees more control over when and where they can accomplish their best work. Telework reduces time spent commuting to and from work. The Employee Assistance Program (EAP) helps employees identify and resolve personal and/or work-related issues that may affect their productivity. Health and wellness programs place emphasis on physical fitness, health education, intervention activities, and preventive health screenings.

OPM understands the importance of placing an emphasis on helping managers see the benefits of good work/life practices. OPM's Governmentwide work/life policy role is to: 1) partner with Federal agencies to help them develop and manage excellent work/life programs that meet the human capital needs of the Federal workforce; 2) provide the policies and guidance that form the foundation of these programs; 3) administer training for managers and help to make managers and employees aware of training opportunities on a variety of work/life programs; 4) offer opportunities to agencies for development, including networking meetings and web tools and information; and 5) comment on legislative proposals related to work/life.

An OPM process improvement team is developing ways to improve work/life balance in OPM and to assist employees in balancing their work with life responsibilities (*e.g.*, dependent care, work schedule flexibilities). An agency-wide survey was recently administered and the data will be used to improve current programs and shape future work/life initiatives which then may be offered Governmentwide.

OPM FY 2009 accomplishments related to this initiative include the following:

1. Formed an interagency advisory committee that is currently reviewing Federal agency telework policies.
2. Issued the 2009 report to Congress on the *Status of Telework in the Federal Government*.
3. Hosted work/life coordinator meetings with more than 200 participants.
4. Completed EAP Administrator training classes.
5. Developed a collection tool and conducted a Governmentwide inventory of health and wellness services and activities.

Veterans Engagement

The Federal Government has a long and outstanding mandate of hiring veterans consistent with Federal laws and continues to implement veterans' preference and special appointing authorities for veterans. OPM administers veterans' preference in accordance with existing laws and regulations.

Veterans hold a far higher percentage of jobs in the Federal Government than they do in the private sector² (veterans hold 25.5 percent of jobs within the Federal Executive Branch while veterans hold 8.3 percent of jobs within the private sector). Despite this achievement, more can be done to enhance the recruitment and promotion of employment opportunities for veterans within the Executive Branch, consistent with merit system principles and veterans' preferences as prescribed by law.

OPM has established a coordinated Governmentwide effort to increase the number of veterans employed by the Federal Government through enhanced recruitment and training. The veterans' employment process improvement team is charged with developing strategies to increase the number of veterans in domestic Executive Branch Federal agencies. In collaboration with the Departments of Defense, Labor, and Veterans Affairs, the team is leading the development of a Governmentwide Veterans Recruitment and Employment Strategic Plan. The strategic plan will guide veteran employment efforts over the next several years.

The Veterans Recruitment and Employment Strategic Plan will be updated every three years and address barriers to the employment of veterans in the Executive Branch. It will focus on: 1) identifying actions that agency leaders should take to improve employment opportunities for veterans; 2) developing skills of transitioning military service members and veterans; 3) marketing the Federal Government as an employer of choice to transitioning service members and veterans; 4) marketing the talent, experience, and dedication of transitioning service members and veterans to Federal agencies; and 5) disseminating Federal employment information to veterans and hiring officials. Additionally, OPM will aid Federal agencies in the development and implementation of counseling and training programs to align veterans' and transitioning service members' skills and career aspirations to Federal employment opportunities, targeting Federal occupations that are projected to have heavy recruitment needs.

During FY 2009, OPM officials attended 18 separate conferences or special events across the U.S. and affirmed the intent and increased emphasis of the Federal government to employ separating or retired military veterans as potential civil service employees. OPM personnel attended 30 Job Fairs, Career Fairs, and Congressional Career Fairs across the United States to recruit military veterans, disabled veterans, and severely wounded veterans for Federal employment. OPM informed veterans about Federal hiring authorities, veterans' preference and Federal employment application tips, schedule-A candidates, resume writing, and student employment benefits. In FY 2009, over 10,000 military members and their families received Federal employment information through one-on-one counseling, resume writing workshops, Transition Assistance Program briefings or other information sessions conducted at our Veteran Outreach offices located at Walter Reed Army Medical Center in Washington, DC; Brooke Army Medical Center in San Antonio, TX; and Fort Carson in Colorado Springs, CO.

² Employment of Veterans in the Federal Executive Branch Fiscal Year 2008, (November 2009), Office of Personnel Management. The report concentrates on Chief Financial Officer (CFO) Act agencies as they account for approximately 97.8% of all Federal employees and 99% of all veterans employed in the Federal Executive Branch. The source of Federal employment data used in this FY 2009 report is from OPM's Central Personnel Data File as of September 30, 2008.

OPM’s FY 2009 Mission and Strategic Objectives

OPM’s performance for FY 2009 had been guided by OPM’s 2006–2010 Strategic and Operational Plan (see Table 1 - OPM’s Mission and Strategic Objectives). OPM’s mission has been simple and direct: to ensure the Federal Government has an effective civilian workforce. OPM has focused effort on seven strategic objectives. Objectives A and B has focused on outcomes related, directly towards the Federal workforce; Objectives C and D has focused on what OPM needs to achieve through Federal agencies; and the last three objectives E, F, and G describe OPM’s efforts to improve internal and enterprise-wide enabling capabilities. OPM evaluated performance of the strategic objectives through specific performance measures and integrated performance with budget planning and execution.

TABLE 1—OPM MISSION AND STRATEGIC OBJECTIVES

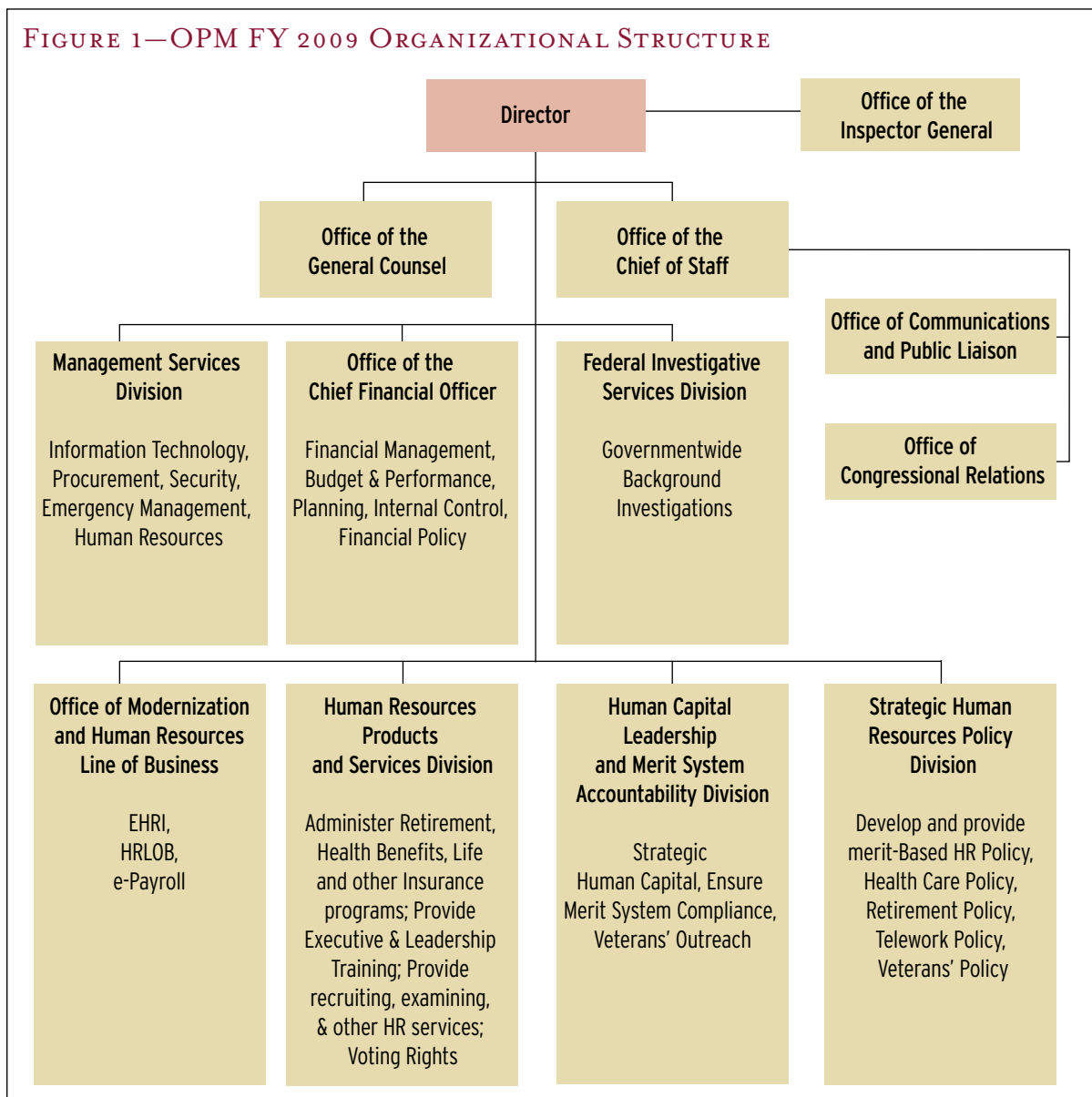
OPM’s FY 2009 Mission: <i>Ensure the Federal Government has an effective civilian workforce</i>	
Strategic Objective A	The Federal civilian workforce will be focused on achieving agency goals.
Strategic Objective B	The Federal civilian workforce will have career opportunities, benefits, and service delivery that compete successfully with other employers.
Strategic Objective C	Federal agencies will be employers of choice.
Strategic Objective D	Federal agencies will be recognized as leaders in having exemplary human resources practices.
Strategic Objective E	OPM will be a model of performance for other Federal agencies.
Strategic Objective F	OPM will be a leader in the human resources professional community and have positive name recognition outside the Federal Government.
Strategic Objective G	OPM will have constructive and productive relationships with external stakeholders.

The driving force of OPM’s Strategic and Operational Plan is the operational goals extending from the strategic objectives. Operational goals are performance drivers—the specific actions OPM will undertake and the deliverables it will produce to improve program performance, achieve program outcomes, and enable OPM to meet its strategic objectives and fulfill its mission. The operational goals are straightforward, readily identifiable, and action-oriented. Each operational goal has a date by which it must be accomplished and is assigned to an executive “owner” within OPM. Each owner’s operational goals are included in his or her Senior Executive Service (SES) performance agreement so that, under the SES performance-based pay system, executive compensation is directly linked to successful execution of the operational goals. If OPM successfully completes its operational goals, program performance will improve and the evidence of this improvement will be reflected in the measures used to assess and monitor program performance.

FY 2009 Organizational Structure

OPM's FY 2009 organizational structure reflected the primary business lines through which OPM carries out its programs and implements its strategic objectives: developing Federal human resources management policy; supporting agencies in the implementation of that policy through best practices in human capital management, while adhering to the merit system principles; and supporting these with human resources products and services.

Figure 1, below, depicts OPM's organizational components as of December 31, 2009. Effective January 2010, OPM implemented a reorganization to better align our resources to meet the current challenges facing the Federal workforce. OPM's new organizational structure can be found at http://www.opm.gov/about_OPM/reorg-2010/orgchart.pdf. Functional descriptions for our new organization can be accessed at http://www.opm.gov/about_OPM/reorg-2010/FunctionalDescriptions.pdf. This reorganization will be reflected in our FY 2010 OPM Annual Performance Report.



SPECIFIC OFFICIALS ON THE DIRECTOR'S CORE MANAGEMENT TEAM

- The *Office of the Chief of Staff* is responsible for advising the Director on issues affecting OPM and the Federal workforce, and for coordinating implementation of the Director's initiatives both within OPM and throughout the Executive Branch.

EXECUTIVE OFFICES

- The *Office of Communications and Public Liaison* (OCPL) is responsible for coordinating and communicating the official internal and external messages concerning the agency's mission and actions, as well as HR issues that impact the Federal workforce. The office networks with Federal employee groups and stakeholders to further the mission of the agency.
- The *Office of Congressional Relations* (OCR) oversees and coordinates all of OPM's Congressional relations; provides strategic advice and legislative analysis to OPM's Director and program offices; and responds to Congressional initiatives that affect Federal human resources management issues.
- The *Office of the General Counsel* (OGC) provides expert legal advice to the Director and senior OPM officials to ensure that policies, programs and procedures are consistent with applicable rules, regulations, and statutes affecting civil service personnel law and human resources management. OGC also provides expert legal representation to OPM managers and leaders in an attempt to mitigate the agency's risk of litigation and ensure that agency actions are in compliance with applicable statutes, rules, and regulations.

PROGRAM DIVISIONS

- The *Strategic Human Resources Policy Division* (SHRP) designs, develops, and leads the implementation of innovative, flexible, merit-based human resources policies and strategies enabling Federal agencies to meet their missions and achieve their goals. The majority of SHRP's activities support the Human Capital Program, but the division also provides policy leadership to the employee benefits programs (retirement, health benefits, life insurance, long term care, and other insurance programs).
- The *Human Capital Leadership and Merit System Accountability Division* (HCLMSA) supports the Human Capital Program by proactively engaging agencies in the implementation of the Human Capital Standards for Success and providing them with technical advice and assistance. HCLMSA also supports the Merit System Compliance Program by assessing and reporting agencies' adherence to the merit system principles, veterans' preference, and other Governmentwide standards.
- The *Office of Modernization and Human Resources Line of Business* (HR LOB) is promoting consolidation and integration of HR technology and services across Federal agencies by implementing a service delivery model that moves certain HR functions to shared service centers (SSCs) while preserving other HR functions at the agency level. The initiative is modernizing human resources business processes and has established providers who offer shared common solutions. These solutions will provide more efficient management of the automated information systems that support human resource activities thus allowing Federal agencies to transform their internal human resource focus from an emphasis on administrative processing to strategic planning support for agency leadership and improved customer service.

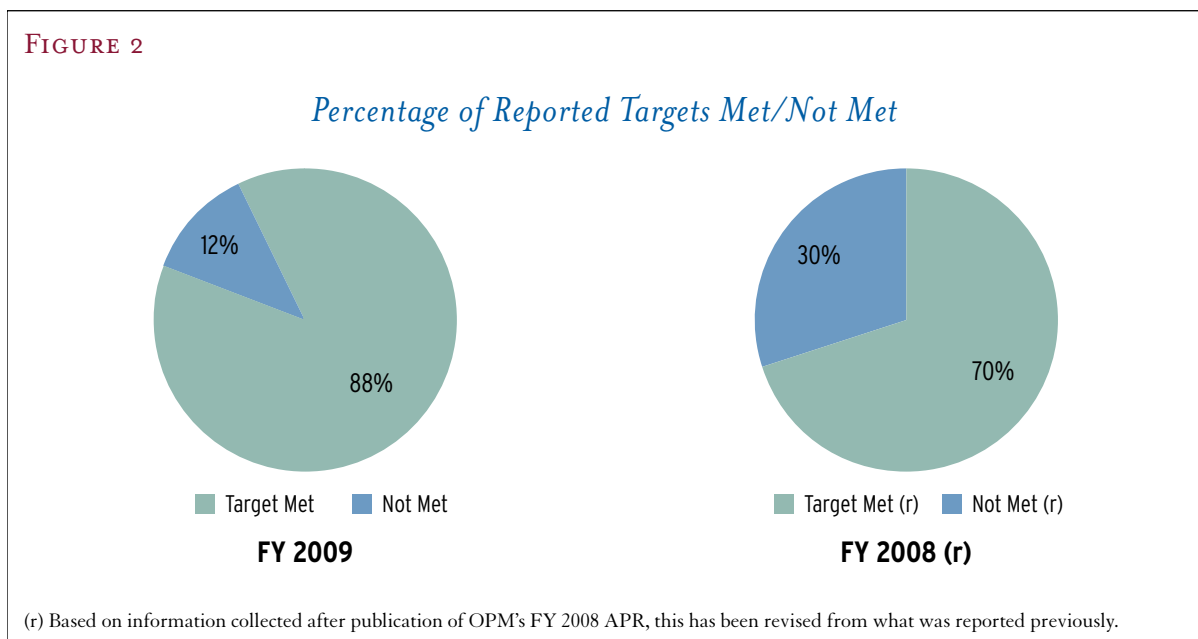
- The *Human Resources Products and Services Division* (HRPS) is OPM's integrated provider of human resources products and services. HRPS provides benefits (retirement and insurance), develops leaders, and creates workforce solutions in order to attract, retain, develop, and sustain the workforce needed to accomplish the public sector mission. HRPS' reimbursable products and services include executive and leadership development programs, core mission and customized training, learning management systems, recruitment and selection tools and strategies, testing services, individual and organizational competency assessment, workforce planning, succession planning, and selective Human Resource information technology tools. HRPS also provides Federal observers to assist the Department of Justice in ensuring that there are no voting rights irregularities in federal, state and local elections.
- The *Federal Investigative Services Division* (FISD) houses the Investigations Program through which it conducts personnel background investigative and employment suitability services on a reimbursable basis to ensure Federal employees meet critical personnel security standards for Federal agencies. FISD strives to provide these services within the timeframes mandated by the Intelligence Reform and Terrorism Prevention Act of 2004.
- The *Management Services Division* (MSD) provides OPM offices with the full range of administrative services, including human resources and equal employment opportunity management, contracting and administrative management, information technology, and security and emergency services. These services enable OPM to build mission capacity and maintain a high-quality and diverse workforce.
- The *Office of the Chief Financial Officer* (OCFO) is responsible for providing OPM offices with a full range of financial management services ranging from the preparation of the agency strategic plan, monitoring agency operating goals, preparation of the agency annual budget, tracking of all agency receipts and disbursements and issuance of the agency annual financial statements. OCFO also performs OPM's oversight of internal controls and risk assessments.
- The *Office of the Inspector General* (OIG) conducts comprehensive and independent audits, investigations, and evaluations relating to OPM programs and operations. It is responsible for administrative actions against health care providers that commit sanctionable offenses with respect to the FEHBP or other Federal programs. The OIG keeps the Director and Congress fully informed about problems and deficiencies in the administration of agency programs and operations, and the necessity for corrective action.

FY 2009 Performance Results

OPM's FY 2009 performance results are presented in two sections. The first section presents an overall performance summary that shows an aggregate total of performance targets met along with summary performance measure tables grouped by strategic objective. The second section contains a detailed performance results analysis, recounting OPM's actions during FY 2009 to achieve specific performance targets.

OVERALL PERFORMANCE SUMMARY

OPM's overall performance results are shown below in Figure 2. Summary performance tables by strategic objective are presented thereafter.



Summary Performance Tables by Strategic Objective

STRATEGIC OBJECTIVE A: THE FEDERAL CIVILIAN WORKFORCE WILL BE FOCUSED ON ACHIEVING AGENCY GOALS.

Performance Measure	FY 2005 Results	FY 2006 Results	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2009 Target	Met/Not Met
Percentage of applicant agency SES systems whose SES performance plans are fully certified	4%	3%	33%	66%(r)	64%	35%	✓
Percentage of Chief Human Capital Officer (CHCO) agencies with a weighted average Performance Assessment Appraisal Tool (PAAT) scoring at 80 points out of 100.	n/a	8%	20%	33%	42.7%	25%	✓

✓ Met × Not Met

(r) Based on information collected after publication of OPM's FY 2008 APR, this has been revised from what was reported previously.

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STRATEGIC OBJECTIVE B: THE FEDERAL CIVILIAN WORKFORCE WILL HAVE CAREER OPPORTUNITIES, BENEFITS AND SERVICE DELIVERY THAT COMPETE SUCCESSFULLY WITH OTHER EMPLOYERS.

Performance Measure	FY 2005 Results	FY 2006 Results	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2009 Target	Met/Not Met
Retirement claims processing timeliness (days)	n/a	41	30	42	41	45	✓
Average unit cost for processing retirement claims	\$86.32	\$91.95	\$80.03	\$74.28	\$81.97	\$77.76	✗
Percentage of customers satisfied with overall retirement services	87%	83%	87%	83%	85%	88%	✗
Percentage of health benefits claims processed within 30 working days	98%	97%	97%	99%	98%	95%	✓
Percentage of FEHBP enrollees satisfied vs. health industry standard	FEHBP 73% Industry 64%	FEHBP 73% Industry 65%	FEHBP 79% Industry 63%	FEHBP 78% Industry 60%	FEHBP 77% Industry 62%	FEHBP > Industry	✓
Average number of days to pay Federal Employees Group Life Insurance (FEGLI) claims	6.5	6.9	6.6(r)	6.3	5.5	<10 days (industry standard)	✓
Percentage of Federal Long Term Care Insurance Program (FLTCIP) customers satisfied with overall customer service	98%	97%	97%	98%	99%	90%	✓
Number of GoLearn courses completed annually (all Learning Management Systems)	136,878	2,009,267	2,278,513	3,827,638	3,342,464	2,300,000	✓
Overall customer satisfaction with Center for Leadership Capacity delivered training	4.61	4.68	4.60	4.51	4.54	4.51	✓
Percentage increase in perceived learning of Center for Leadership Capacity trained students	40%	40%	52%	60%	58%	44%	✓
Number of 26 large agencies that meet their annual targets for closing leadership competency gaps	n/a	13	20	22	23	22	✓

✓ Met ✗ Not Met

(r) Based on information collected after publication of OPM's FY 2008 APR, this has been revised from what was reported previously.

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STRATEGIC OBJECTIVE C: FEDERAL AGENCIES WILL BE EMPLOYERS OF CHOICE.

Performance Measure	FY 2005 Results	FY 2006 Results	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2009 Target	Met/ Not Met
Number of 26 large agencies that meet their annual targets for closing mission-critical occupation (MCO)/ competency gaps	14	21	21	20	21	20	✓
Percentage of hires in each agency hired within the 80-day time frame, as described in OPM's hiring time frame model	n/a	n/a	n/a	n/a	50%	10%	✓
Overall customer satisfaction with Center for Talent Services' (CTS) products and services (ACSI Equivalent Index)	85	85	84	84	84	80	✓
Percentage of customers agreeing that CTS products and services contribute to Government effectiveness	98%	93%	94%	94%	99%	90%	✓
Percentage of Chief Human Capital Officer (CHCO) agencies using the USAJOBS® resume format and integrating online applications with their assessment systems	n/a	35%	78%	84%	36%	100%	✗
Percentage of Chief Human Capital Officer (CHCO) agencies using USAJOBS® position announcement template	n/a	86%	98%	100%	100%	100%	✓

✓ Met ✗ Not Met

STRATEGIC OBJECTIVE D: FEDERAL AGENCIES WILL BE RECOGNIZED AS LEADERS IN HAVING EXEMPLARY HUMAN RESOURCES PRACTICES.

Performance Measure	FY 2005 Results	FY 2006 Results	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2009 Target	Met/ Not Met
Percentage of agencies with violations of veterans' preference laws, rules, and regulations	18%	21%	25%	33%	18%	30%	✓
Number of 25 President's Management Council agencies that fully implemented a system of internal compliance with Merit system principles and laws, rules, and regulations, in accordance with OPM standards (basic system requirements) for agency accountability systems	2	20	25	25	25	25	✓
Percentage of CFO Act agencies that demonstrated their human capital management programs contributed to mission accomplishment	n/a	n/a	n/a	n/a	50%	15%	✓
Number of agencies migrated to Human Resource Lines of Business (HR LOB) Shared Service Centers (including the migration of additional human resources functions)	n/a	5	4	3	4	3	✓
Average number of days within which 80 percent of initial security clearance investigations are closed	213	116	76	53(r)	32	90	✓

✓ Met ✗ Not Met

(r) Based on information collected after publication of OPM's FY 2008 APR, this has been revised from what was reported previously.

STRATEGIC OBJECTIVE E: THE OFFICE OF PERSONNEL MANAGEMENT WILL BE A MODEL OF PERFORMANCE FOR OTHER FEDERAL AGENCIES.

Performance Measure	FY 2005 Results	FY 2006 Results	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2009 Target	Met/Not Met
Percentage of internal OPM hires within the 80-day hiring time frame	n/a	n/a	n/a	n/a	40%	10%	✓
Percentage of payments made within Prompt Pay Act guidelines	99.9%	99.9%	99.9%	99.9%	99.9%	98%	✓

✓ Met × Not Met

Detailed Performance Results

Strategic Objective A: The Federal civilian workforce will be focused on achieving agency goals.	FY 2009 Budgetary Resources : \$8.2 Million
	Full Time Equivalent Personnel: 66.8

The Federal Government can be fully effective only if employees at all levels, including agency senior executives, are focused on and accountable for achieving results.

HUMAN CAPITAL/PERFORMANCE CULTURE

FY 2009 Budgetary Resources: \$6.1 million

Program Description: In 2004, OPM implemented the SES pay for performance system. To have access to higher pay rates for SES members, agencies must first obtain OPM certification and OMB concurrence of their performance management systems. Certification criteria incorporate ten key aspects of successful performance management systems, which must be evident in the design, implementation, and results of the application of the system. Full certification covers two calendar years, while provisional certification covers one calendar year. Agencies must have a diverse, results-oriented, high-performing workforce and a performance management system that differentiates between high and low levels of performance and links individual/team/unit performance to organizational goals and desired results effectively.

Program: Human Capital	Program Activity: Performance Culture						
Outcome: A culture of performance and accountability exists in all Federal agencies.							
Performance Measure	FY 2005 Results	FY 2006 Results	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2009 Target	Met/Not Met
Percentage of applicant agency SES systems whose SES performance plans are fully certified.*	4%	3%	33%	66%(r)	64%	35%	✓

* This measure was re-worded from "Percent of applicant systems whose SES performance plans are fully certified."

(r) Based on information collected after publication of OPM's FY 2008 APR, this has been revised from what was reported previously.

✓ Met × Not Met

FY 2009 Results

During FY 2009, OPM certified 64 percent of SES performance plan systems, a slight decrease from the previous fiscal year. In 2009, OPM also experienced a significant increase in the number of agencies requesting certification of their SES performance plan systems. This was due mainly to two factors: one was an OPM policy change and the second was the Inspector General Reform Act of 2008. The new audit requirements changed the frequency of certification from a calendar year to a fiscal year. This change resulted in a re-calculation of the FY 2008 result; previously reported at 78 percent. The Inspector General Reform Act of 2008 requires inspector general offices to be treated as separate agencies for all issues dealing with the SES. This resulted in increased agency requests for certifications of the new OIG systems during FY 2009. Many systems received only provisional certification because the new OIG SES systems were evaluated separately from the parent agency. Further information can be found at: <http://www.opm.gov/ses/performance/certification.asp>.

Related Accomplishments

The SES performance-based pay system has changed the way SES members are appraised and rewarded. It focuses more on the achievement of organizational goals and accountability for results. In 2008, the Senior Professionals Act placed senior level and scientific and professional employees into a similar pay system with the same certification requirements. As a result of the Senior Professionals Act and the Inspector General Reform Act, OPM will be reviewing and certifying at least an additional 40 percent more systems in FY 2010 than FY 2009. Because agencies with these new systems will be requesting certification for the first time, it is unlikely they will meet full certification criteria the first year. During FY 2010, OPM expects the percentage of systems with full certification to drop from the FY 2009 level.

Program Description: All agencies must have OPM-approved employee performance management systems that provide for appraising employee performance annually and recognizing and rewarding good performance while addressing poor performance. Since 2006, OPM has overseen agencies' implementation of the PAAT, which is used by agencies and OPM to evaluate the effectiveness of the design, implementation, and results of agency performance management systems. The PAAT focuses on the ten key aspects of effective performance management: 1) alignment; 2) results; 3) balanced measures; 4) distinctions in performance; 5) consequences to performance; 6) employee involvement; 7) performance feedback; 8) training; 9) organizational assessment and communication; and 10) accountability. Agencies complete the PAAT, submit it to OPM, and OPM scores the PAAT on a 100-point scale, with 80 points or better set as the standard for effectiveness. OPM's long-range goal is to have all Federal agencies implement performance management systems that score at least 80 points on the PAAT.

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Program: Human Capital		Program Activity: Performance Culture					
Outcome: A culture of performance and accountability exists in all Federal agencies.							
Performance Measure	FY 2005 Results	FY 2006 Results	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2009 Target	Met/Not Met
Percentage of CHCO agencies with a weighted average PAAT scoring at least 80 points out of 100.*	n/a	8%	20%	33%	42.7%	25%	✓

* This performance measure was re-worded from "Percent of all non-SES performance appraisal systems scoring at least 80 points out of 100 on the PAAT"

✓ Met ✗ Not Met

FY 2009 Results

Agencies continue to use OPM's PAAT to evaluate and improve their performance management systems. In FY 2009, 42.7 percent of agencies achieved the standard, exceeding the 25 percent target. This number was higher than anticipated because more small agencies than expected achieved a passing score of at least 80. While changing organizational cultures to be more performance-oriented is a slow process, agencies are continuing to improve their systems to ensure employee performance aligns with organizational goals, focuses on results, and is used to make distinctions in levels of performance.

Related Accomplishments

The assessment process shows a slow but steady improvement in agency non-SES appraisal programs and represents the first time OPM has evaluated agency non-SES appraisal programs. The OPM regulatory system approval process looks at the design of appraisal systems and the score serves as an index representing how well an agency's performance management programs and processes meet the basic standard OPM established in the PAAT for the design, implementation, and results expected of programs.

Strategic Objective B: The Federal civilian workforce will have career opportunities, benefits and service delivery that compete successfully with other employers	FY 2009 Budgetary Resources: \$212 million
	Full Time Equivalent Personnel: 967.6

Employee benefits and services, which include retirement, health and other insurance programs, are important factors that employees consider when comparing Federal employment opportunities with those in other sectors. OPM meets these objectives through the efficient and effective administration of its employee benefit, and leadership development programs.

FEDERAL EMPLOYEES RETIREMENT/CLAIMS PROCESSING

FY 2009 Budgetary Resources: \$16 million

Program Description: The Federal employees’ retirement program offers retirement benefits and retirement planning services. The Federal civilian retirement program is designed to meet two purposes. The first is to serve as an important component of employee compensation, which supports Federal agencies’ recruitment and retention needs. The second is to provide Federal employees options and tools to secure the financial future of themselves and their families. The program provides annuities or cash payments for retirement, disability or death. The program is massive in scale and complexity, supporting over 2.5 million annuitants and managing the Federal retirement and disability trust fund, with over \$764 billion in assets. The retirement program disburses about \$68 billion per year in defined pension benefits to Federal retirees, and their survivors and families.

The Center for Retirement and Insurance Services administers two retirement programs, 1) the Civil Service Retirement System (CSRS), established in 1920; and 2) the Federal Employees Retirement System (FERS), established in 1986. CSRS is a defined benefit program that allows employees to qualify for a pension benefit based on several factors including salary and years of service. Employees contribute seven percent of their base salary to CSRS. The Federal Government contributes to the system through agency matching contributions and through appropriations made by Congress. In contrast, FERS uses Social Security as its base and provides a defined benefit that is substantially less than CSRS defined benefits. FERS adds a voluntary investment option, the Thrift Savings Plan (TSP), which is administered by the Federal Retirement Thrift Investment Board. TSP allows individuals to choose how to invest their money. FERS employees can contribute to the TSP and the agency matches a portion of the contribution. Under the CSRS system, employees can contribute to the TSP, but the agency does not match any contributions.

An integral part of delivering retirement benefits is claims processing. Processing claims includes determining which individuals are entitled to payments from the retirement fund, the type of payments, and how much they should receive. Legal administrative specialists complete an intensive training program in order to ensure that each claim is accurately adjudicated under applicable laws.

Program: Federal Employees Retirement		Program Activity: Claims Processing					
Outcome: Benefits payments are timely, accurate, and delivered efficiently.							
Performance Measure	FY 2005 Results	FY 2006 Results	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2009 Target	Met/Not Met
Retirement claims processing timeliness (days)	n/a	41	30	42	41	45	✓

✓ Met × Not Met

FY 2009 Results

OPM’s average claim processing time was 41 days during FY 2009, exceeding the 45 day target by four days. OPM achieved the target by reallocating resources and staff to process claims. In addition, as a result of “Doc Harbor,” an image storage and retrieval system, OPM has greater access to electronic employee records, which helps reduce claims processing times.

OPM also continues to use Doc Harbor image storage and retrieval system to convert paper retirement records to electronic files. Previously, these files were available only on paper and were often located at other Federal agencies. Using Doc Harbor, OPM also has reduced the time and cost of adjudicating claims by

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eliminating the need to contact agency personnel, payroll offices, and customers to supply retirement-related information not included in the original claim.

Program: Federal Employees Retirement		Program Activity: Claims Processing						
Outcome: Benefits payments are timely, accurate, and delivered efficiently.								
Performance Measure	FY 2005 Results	FY 2006 Results	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2009 Target	Met/Not Met	
Average unit cost for processing retirement claims	\$86.32	\$91.95	\$80.03	\$74.28	\$81.97	\$77.76	×	

✔ Met × Not Met

FY 2009 Results

Although OPM did not meet its goal of processing retirement claims at a unit cost of \$77.76, the agency was able to increase the number of claims processed. In FY 2009, OPM processed approximately 170,000 retirement and survivor claims, as compared to 162,000 claims in the previous year. Even with the increased number of claims received during FY 2009, OPM was still able to reduce the average claims processing time from 42 days to 41 days.

Due to increased overtime in an effort to provide more expedient service to customers, labor costs were greater than expected. With the implementation of more innovative and creative electronic claims processing methods and procedures, claims processing cost are expected to decrease in the upcoming years.

FEDERAL EMPLOYEES RETIREMENT/ANSWERING INQUIRIES

FY 2009 Budgetary Resources: \$4 million

Program Description: OPM answers more than two million customer service inquiries and change requests every year. These change requests include important customer service transactions such as Federal or State tax withholding changes, health benefit enrollment changes, and post-retirement adjustments to gross annuity payments because of notable life events like marriage or divorce.

Program: Federal Employees Retirement		Program Activity: Answering Inquiries & Maintaining Annuity Payment Accounts						
Outcome: Services are delivered efficiently; annuitant rolls are accurate and current; annuitants are satisfied with overall program services.								
Performance Measure	FY 2005 Results	FY 2006 Results	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2009 Target	Met/Not Met	
Percentage of customers satisfied with overall retirement services	87%	83%	87%	83%	85%	88%	×	

✔ Met × Not Met

FY 2009 Results

Although OPM did not meet its goal of 88 percent, the agency increased its customer satisfaction results by two percent over FY 2008. OPM continues to strive to offer the best customer service possible. Unfortunately, achieving effective resource allocation, which provides lower hold times increase when resources are allocated to answering written correspondence and vice-versa. Customer satisfaction is based on a statistically valid and reliable survey with a margin of error of +/-5 percent.

Each year a greater portion of the Center's services are processed online by customers through secure self-service choices, which allow for 24 hours-a-day, seven-days-a-week access. Online services are available for customers to make automated changes to their annuity accounts.

Related Accomplishments

OPM is committed to increasing its online service capabilities, and thus increasing efficiency while still ensuring that customer security and privacy is maintained. Freeing customer service representatives of many routine tasks helps enable OPM to provide better customer service to those persons who need assistance with more complicated transactions. Currently, 93 percent (target 90 percent) of all customer change requests are processed within 10 days. OPM has hired new customer service employees to increase call handling rates and reduce hold times, which are essential components of increased satisfaction. Currently, 94 percent (target 90 percent) of all customer inquiries are answered within 72 hours.

OPM is embracing new technologies and utilizing social networking sites to leverage all available methods to provide first class service and plans to assist customers to find answers and stay informed about the retirement program and related events.

FEDERAL EMPLOYEES HEALTH BENEFITS PROGRAM/CONTRACT ADMINISTRATION

FY 2009 Budgetary Resources: \$7.7 million

Program Description: The FEHBP is a comprehensive health insurance program that provides health insurance benefits to about eight million Federal enrollees and their dependents. The program provides hospitalization and major medical protection to Federal employees, retirees, former employees, family members, and former spouses.

In FY 2009, there were 269 plan choices (232 plan choices in FY 2010) including Fee-for-Service, Health Maintenance Organizations, Point of Service plans, Consumer Driven plans, and High Deductible Health plans. Competitive health insurance options are an important component of the Federal Government's compensation package, thus affecting recruitment and retention.

Each year OPM conducts an open season to allow qualified individuals to select a health plan or make changes to their current enrollment. OPM also offers the optional Federal Employees Dental and Vision Insurance Program, which currently includes seven dental programs as well as three vision programs. There are approximately 2.1 million individuals covered by the dental plan, vision plan, or both. Eligible employees are able to purchase medical, dental and vision benefits on a pre-tax basis.

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Program: Federal Employees Health Benefits Program		Program Activity: Contract Administration					
Outcome: Provide Federal employees, retirees, and their families with health benefits coverage meeting their individual health insurance needs.							
Performance Measure	FY 2005 Results	FY 2006 Results	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2009 Target	Met/Not Met
Percentage of health benefits claims processed within 30 working days	98%	97%	97%	99%	98%	95%	✓

✓ Met × Not Met

FY 2009 Results

The FEHBP exceeded its target by three percent, processing 98 percent of its claims within 30 days. This was made possible by key investments in information technology so that all information is available to pay a claim in a timely manner. This technology allows participants to quickly determine the dollar amount of insurance benefits coverage and the portion he or she will be responsible for contributing.

OPM is committed to expanding the use of Health Information Technology (HIT). Ongoing initiatives include promoting electronic health records, such as personal health records, e-Prescriptions, and disease management programs. These HIT initiatives improve the quality of healthcare and help contain the costs of insurance by reducing manual claims processing, improving coordination of high-quality healthcare, and preventing costly medical errors.

Program: Federal Employees Health Benefits Program		Program Activity: Contract Administration					
Outcome: Provide Federal employees, retirees, and their families with health benefits coverage meeting their individual health insurance needs.							
Performance Measure	FY 2005 Results	FY 2006 Results	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2009 Target	Met/Not Met
Percentage of FEHBP enrollees satisfied vs. health industry standard	FEHBP 73% Industry 64%	FEHBP 73% Industry 65%	FEHBP 79% Industry 63%	FEHBP 78% Industry 60%	FEHBP 77% Industry 62%	FEHBP > Industry	✓

✓ Met × Not Met

FY 2009 Results

For FY 2009, OPM achieved a 77 percent satisfaction rate, exceeding the industry standard of 62 percent by 15 percent. The industry standard result is extracted from the Quality Compass, which is released by the National Committee for Quality Assurance (NCQA). The Quality Compass is the nation's leading database of comparable information on clinical performance and patient experience for greater than 400 commercial health plan products serving more than 90 million enrollees. The Quality Compass contains information drawn from audited data reported to NCQA through its Healthcare Effectiveness Data and Information Set (HEDIS) as well as the Consumer Assessment of Healthcare Providers and Systems (CAHPS). OPM consistently exceeds the industry standard and continues to strive to increase customer satisfaction by offering a variety of health plans with varying services as well as better value.

The FEHB Program continues to utilize industry best practices to ensure quality healthcare for enrollees while containing costs. OPM will continue to explore creative ways to control costs and utilization of benefits such as increased use of wellness initiatives and global purchasing of pharmacy benefits.

Related Accomplishments

OPM launched a new website that uses state of the art technology and provides a more intuitive design and program structure. This website will help customers locate answers to benefit questions and stay informed on health benefit matters.

Social networking is growing in popularity on the Web. During FY 2009, OPM began communicating with customers through online social networking sites such as Twitter, YouTube, and Facebook. OPM utilizes a video library to help customers locate answers to benefit questions as well as stay informed on health benefit matters. The video library can be found at: http://www.opm.gov/video_library/directory/index.asp. Instant updates and messages through these popular sites keep our customers informed and educated on important retirement and insurance matters.

FEDERAL EMPLOYEES GROUP LIFE INSURANCE AND OTHER INSURANCE/CONTRACT ADMINISTRATION

FY 2009 Budgetary Resources: \$5.8 million

Program Description: The Federal Employees Group Life Insurance (FEGLI) program provides Federal employees, retirees, and their families with access to life insurance benefits, which help meet their individual insurance needs. In addition, the FEGLI program helps the Federal Government meet its recruitment and retention goals. Approximately four million Federal employees and retirees are covered under the FEGLI Program. The majority of Federal employees are automatically covered by basic life insurance. In addition to this basic life insurance package, employees can elect from the following three options: Option A provides \$10,000 additional coverage, Option B provides up to five times an employee's salary or Option C provides insurance for a spouse (up to \$25,000) and for each eligible dependent child (up to \$12,500 each).

OPM also administers the Federal Long Term Care Insurance Program (FLTCIP), a voluntary enrollee-pay-all insurance program, which is open to Federal and U.S. Postal Service employees, annuitants, active and retired members of the uniformed services, and their qualified relatives. The Federal program is designed to help protect enrollees against the high costs of long-term care. This program includes personal access to care coordinators and flexible home care provisions. The FLTCIP is the largest group long-term care insurance program in the country, with about 225,000 enrollees as of September 30, 2009.

In addition to FEGLI and FLTCIP, OPM administers the Federal Flexible Spending Account Program (FSAFEDS), which allows employees to contribute up to \$5,000 pre-tax dollars from their salaries, which can be used to reimburse eligible out-of-pocket health care expenses as well as up to \$5,000 using pre-tax dollars from their salary for out-of-pocket dependent care expenses. Several health, dental and vision insurance plans participate in the FSAFEDS paperless reimbursement program. This allows enrollees to be reimbursed for eligible health care expenses electronically.

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Program: Federal Employees' Group Life Insurance and Other Insurance		Program Activity: Contract Administration					
Outcome: Federal employees have the opportunity to purchase group term life insurance and other insurance that provides financial protection to their beneficiaries.							
Performance Measure	FY 2005 Results	FY 2006 Results	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2009 Target	Met/Not Met
Average number of days to pay FEGLI claims	6.5	6.9	6.6(r)	6.3	5.5	<10 days (industry standard)	✓

(r) Based on information collected after publication of OPM's FY 2008 APR, this has been revised from what was reported previously.

✓ Met × Not Met

FY 2009 Results

OPM exceeded the ten day industry standard by reducing the average number of days to pay a FEGLI claim to 5.5 days. Completed claims for life insurance beneficiaries remains substantially below the industry average. OPM continues its contract with MetLife to pay claims using data from the FEGLI Automated Certification of Life Insurance function, which enables OPM to certify life insurance coverage for deceased annuitants electronically. Automating the process has improved life insurance claim processing times as well as eliminated errors common to manual certifications. The FEGLI paid claims accuracy rate is 99.9 percent.

Program: Federal Employees' Group Life Insurance and Other Insurance		Program Activity: Contract Administration					
Outcome: Federal employees have the opportunity to purchase group term life insurance and other insurance that provides financial protection to their beneficiaries.							
Performance Measure	FY 2005 Results	FY 2006 Results	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2009 Target	Met/Not Met
Percentage of Federal Long-term Care Insurance Program customers overall satisfied with customer service	98%	97%	97%	98%	99%	90%	✓

✓ Met × Not Met

FY 2009 Results

During FY 2009, OPM exceeded its target by nine percent for overall customer service satisfaction. The rating is characterized by timely and efficient customer service to enrollees. Claims are processed quickly and payments are sent, received and processed in a timely manner.

Related Accomplishments

OPM provides 24 hours-a-day, seven-days-a-week access to enrollees through its websites. Additionally, non-enrollees who express interest in the Federal Long Term Care Insurance Program (FLTCIP) are able to quickly access information and rate quotes for the FLTCIP options which interest them.

In 2009, OPM held a competitive procurement process and awarded a new seven year contract to the John Hancock Life and Health Insurance Company to provide coverage under the FLTCIP. The new contract with John Hancock includes new benefit options with increased home health care reimbursement; a new benefit period; higher daily benefit amounts; and increased payment limits on informal care provided by family members. Premium rates for current enrollees with the Automatic Compound Inflation Option

(ACIO) who purchased coverage under age 70 and choose to keep their benefits will increase between five and 25 percent, effective March 1, 2010. With ACIO, benefits increase five percent compounded each year. The premium increase does not affect enrollees with the Future Purchase Option (FPO) or enrollees with ACIO who purchased coverage at age 70 or older. FPO increases enrollees' benefits every two years with a corresponding increase in premiums.

GOLEARN

FY 2009 Budgetary Resources: \$35 million

Program Description: GoLearn is a catalyst for transforming the way Federal Government manages human resources by effectively and efficiently implementing solutions that help agencies align their workforce with their organizational goals, resulting in improved mission attainment. GoLearn deploys training content and administration infrastructure across the Federal Government providing an agency easy access to over 50 vendors and provides a wide range of services in seven specialized technical areas. The core systems deployed by GoLearn are learning management systems (LMS) and learning content management systems. These systems provide agencies with technology to manage and deliver their content and to manage, track, deliver and report training events. The performance measurement of training courses completed represents GoLearn's penetration of installed LMS's and the utilization of those systems within the respective client agencies.

Program: GoLearn		Program Activity: GoLearn					
Outcome: The Federal workforce has increased opportunities for career development by utilizing high return on training investments.							
Performance Measure	FY 2005 Results	FY 2006 Results	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2009 Target	Met/Not Met
Number of GoLearn courses completed annually (all Learning Management Systems)	136,878	2,009,267	2,278,513	3,827,638	3,342,464	2,300,000	✓

✓ Met × Not Met

FY 2009 Results

The FY 2009 target of 2.3 million was exceeded with Federal employees completing more than 3.3 million training courses. Although the actual completed courses exceeded the target by 45 percent, the number of courses completed in FY 2009 declined compared to those in FY 2008. This decline is a result of the leveling off of the number of users. All Federal executive agencies have successfully installed necessary software and system enhancements completed during FY 2009. However, OPM continues to work with small agencies to implement GoLearn tools.

Related Accomplishments

During FY 2008 and early in FY 2009, GoLearn management undertook a major restructuring of the organization, operations, financial management, and fee structure. The program reduced overhead costs by transferring procurement and financial management functions to Federal staff, and streamlined those functions to provide better customer service. In FY 2009, the program initiated its new GoLearn Portal. The portal provides opportunities for smaller agencies to purchase a set of services that will better enable them to deliver, track, and manage their on-line learning. As a result, the GoLearn program's revenues exceeded its expenditures for FY 2009 by \$1.4 million, or 3.5 percent.

**CENTER FOR LEADERSHIP CAPACITY
SERVICES/LEADERSHIP CAPACITY**

FY 2009 Budgetary Resources: \$51 million

Program Description: The Center for Leadership Capacity Services offers leadership education programs for Federal employees from entry level team leaders to Senior Executives, as well as succession planning and custom leadership development programs for agencies. These programs ensure that the Federal workforce has the opportunity for training to meet the leadership, management development, and succession planning needs of their organizations. OPM measures the customer satisfaction and learning impact it has on individuals and organizations to ensure effective learning experiences to meet the government’s training needs.

Program: Center for Leadership Capacity Services		Program Activity: Leadership Culture					
Outcome: Federal executives, managers, and supervisors have the opportunity to receive high-quality training to meet the leadership, management development, and succession planning needs of their organizations and develop or renew their commitment to public service.							
Performance Measure	FY 2005 Results	FY 2006 Results	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2009 Target	Met/Not Met
Overall customer satisfaction with Center for Leadership Capacity delivered training	4.61	4.68	4.60	4.51*	4.54	4.51	✓

* CLCS converted from a seven-point paper survey process to a five-point scale automated survey system during FY 2007 and, as a result, the overall customer satisfaction averages resulted in lower averages. A new baseline or target of 4.50, which is the Knowledge Advisors® industry standard benchmark, was established to more accurately reflect this new system of obtaining evaluations.

✓ Met × Not Met

FY 2009 Results

Customers rated their satisfaction OPM’s programs 4.54 on a five-point scale. OPM exceeded its target of 4.51 by improving the quality and delivery of executive leadership and management development training as measured by student evaluations. OPM’s satisfaction scores exceed the industry standard benchmark and the program target of 4.51.

Related Accomplishments

OPM contributed to improved effectiveness in Federal agencies by increasing the number of participants in leadership development programs. OPM worked with Federal agencies and gained a greater understanding of clients’ succession planning needs and this knowledge helped OPM develop more relevant courses to address skill gaps.

OPM’s Leadership Education and Development (LEAD) certificate program provided employees and their supervisors as well as training officers with critical training in four levels of leadership: Project/Team Lead, Supervisor, Manager and Executive (SES level). The LEAD certificate program helps agencies with succession management and provides a guide for budgeting valuable training dollars across fiscal years. It provides a roadmap for individual leadership development in the Federal Government.

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Program: Center for Leadership Capacity Services		Program Activity: Leadership Culture					
Outcome: Federal executives, managers, and supervisors have opportunity to receive high-quality training to meet the leadership, management development, and succession planning needs of their organizations and develop or renew their commitment to public service.							
Performance Measure	FY 2005 Results	FY 2006 Results	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2009 Target	Met/Not Met
Percentage increase in perceived learning of Center for Leadership Capacity trained students	40%	40%	52%	60%	58%	44%	✔

✔ Met ✘ Not Met

FY 2009 Results

Executive leadership development and management training is measured by participants' self-assessment on the extent to which each perceives an improvement in his or her skills, knowledge, and behavior. This performance measure captures and quantifies the participant's percentage change in learning. Participants were expected to gain a targeted measure of a 44 percent increase in perceived learning. However, effectiveness in the design and delivery of the program and services reflected a 58 percent increase for this measure.

Related Accomplishments

OPM continues to demonstrate public value to citizens in building great leaders for great government. OPM is fully operational with three Lines of Business—Executive, Leadership and Management, and Succession Planning and Custom Solutions Lines of Business. These business lines are the foundation upon which new solutions are built to improve effectiveness and efficiency in business processes and the delivery of OPM programs and services. All three business lines deliver products and services that are based on the five OPM Executive Core Qualifications needed to build a customer-focused and results-oriented Federal workforce culture.

The OPM Curriculum Development Team continues to monitor and evaluate open enrollment programs (available to all agencies versus specific to one agency) against a standard leadership development framework. Repeat business customers (by organization) increased from 15 percent to 56 percent, which is indicative of high levels of training satisfaction, long-term customer loyalty, and exceptional value. These accomplishments position OPM as the premier provider of open enrollment, interagency and customized agency-specific training programs and organizational interventions. OPM achieved full cost recovery for FY 2009 and eliminated training programs that were not financially viable.

HUMAN CAPITAL/LEADERSHIP CAPACITY

FY 2009 Budgetary Resources: \$1.7 million

Program Description: OPM’s mission is to help agencies close gaps in those competencies which are necessary to effectively perform leadership activities. Competency gaps are defined as the difference between skills currently available within the workforce and the skills required to complete those activities in the future.

Closure of leadership competency gaps is the primary indicator as to whether talent systems (processes, procedures and practices to plan for, recruit, hire, train, award, and retain the workforce)—indicate employees perceive their agencies as high-performing workplaces where their skills have been used effectively to provide the human resources necessary to achieve an agency’s mission.

Program: Human Capital		Program Activity: Talent					
Outcome: Agencies successfully compete with other employers to recruit, hire and retain top talent.							
Performance Measure	FY 2005 Results	FY 2006 Results	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2009 Target	Met/ Not Met
Number of 26 large agencies that meet their annual targets for closing leadership competency gaps*	n/a	13	20	22	23	22	✓

*This performance measure was reworded from “Number of the 26 PMA agencies that meet their annual targets for closing leadership competency gaps.”

✓ Met × Not Met

FY 2009 Results

The FY 2009 results show that agencies continue to make progress in implementing recruiting, retention, and development strategies that close or reduce important leadership competency gaps. In FY 2009, OPM continued to provide technical assistance through Human Capital Officers (HCOs) who work with agencies to develop, implement, and evaluate effective strategies for competency gap closure in mission critical occupations (MCOs). HCOs assist agencies on a day-to-day basis to address all MCOs including leadership, and to evaluate their performance in filling competency gaps. OPM further supported agencies’ leadership competency gap closure efforts by issuing an updated Strategic Leadership Succession Management Guide. Agencies use the guide to assure a steady pipeline of talent is preparing to take up leadership roles in the event of an individual leader’s departure from the organization. OPM conducted interagency training on the guide, and has made it available for all agencies to download.

Strategic Objective C: Federal agencies will be employers of choice

FY 2009 Budgetary Resources: \$404.4 million

Full Time Equivalent Personnel: 655.3

OPM assists Federal agencies to successfully compete with other major employers for top talent, and helps them design and implement effective recruitment and retention strategies. Federal agencies must make use of every available recruiting, hiring and retention methods, tools, authorities and flexibilities in order to acquire and retain a 21st century workforce with the specific skills, knowledge, and abilities essential to achieving agency goals and missions. This includes using technology to simplify job seekers’ experience when applying for Federal employment, and streamlining the hiring processes to quickly hire valuable talent. OPM has made progress helping Federal agencies become “employers of choice” through a variety of initiatives in the areas listed above.

HUMAN CAPITAL/TALENT

FY 2009 Budgetary Resources: \$12.2 million

Program Description: OPM helps agencies close gaps in those competencies that are necessary to effectively perform mission-critical activities. Competency gaps are defined as the difference between skills currently available within the current workforce and the skills required to complete those activities in the future. Closure of mission-critical competency gaps is the primary indicator as to whether talent systems—indicate employees perceive their agencies as high-performing workplaces where their skills and abilities are used well—have been used effectively to provide the human capital necessary to achieve an agency’s mission.

Program: Human Capital	Program Activity: Talent						
Outcome: Agencies successfully compete with other employers to recruit, hire and retain top talent.							
Performance Measure	FY 2005 Results	FY 2006 Results	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2009 Target	Met/Not Met
Number of 26 large agencies that meet their annual targets for closing mission-critical occupation/competency gaps*	14	21	21	20	21	20	✓

*Prior to September 2008 this performance measure was tracked as the "Number of the 26 PMA agencies that meet their annual targets for closing leadership competency gaps."

✓ Met × Not Met

FY 2009 Results

OPM met the target and the FY 2009 results indicate that agencies continue to make progress in implementing recruiting and retention strategies that close or reduce important competency gaps in mission critical occupations (MCOs). In FY 2009, OPM continued to provide technical assistance through Human Capital Officers (HCOs) who work with agencies to develop, implement and evaluate effective strategies for competency gap closure in mission critical occupations (MCOs). HCOs assist agencies on a day-to-day basis to address all MCOs, both Governmentwide and agency-specific, and helps agencies evaluate their performance in filling competency gaps. Addressing competency gaps is a dynamic process and OPM uses agencies’ annual Human Capital Management Reports, due in December following the close of the fiscal year, to assess agency performance against Governmentwide metrics including competency gap, resource gap, and in FY 2009, the American Recovery and Reinvestment Act resource gap closure. HCOs use these reports to identify areas for improvement in agencies’ HR management. In the area of MCO competency gap closure, agencies made significant progress designing and implementing effective recruitment and development strategies to close competency gaps in mission critical occupations.

Related Accomplishments

In response to the American Recovery and Reinvestment Act, OPM led the designation of Federal jobs required for Recovery Act implementation as a mission critical operation. OPM provided interagency training and web-based collaboration mechanisms to support agencies’ efforts to identify needed talent for Recovery Act implementation and to use available flexibilities and authorities to recruit qualified employees quickly.

Program Description: OPM measures the percentage of hires in each agency hired within the 80-day timeframe, as described in OPM’s hiring reform initiative. Excessive hiring time can impede top talent from joining the Federal workforce. In order to reduce hiring timeframes, OPM’s HCOs provide ongoing technical assistance and consulting services to help agencies reengineer their hiring processes. OPM also conducts interagency training and best practice forums in an effort to support agency efforts in this area. The hiring reform initiative integrates five key components of the hiring process: workforce planning, recruitment, hiring, security and suitability, and orientation. When fully implemented, the entire hiring process from the date a hiring manager signs a request to fill a position to the date the employee reports for duty is 80 calendar (55 businesses) days.

Program: Human Capital		Program Activity: Talent					
Outcome: Agencies successfully compete with other employers to recruit, hire and retain top talent.							
Performance Measure	FY 2005 Results	FY 2006 Results	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2009 Target	Met/ Not Met
Percentage of hires in each agency hired within the 80-day time frame, as described in OPM’s hiring time frame model*	n/a	n/a	n/a	n/a	50%	10%	✓

* Prior to September 2008, OPM previously tracked a similarly worded metric that had a 45 calendar day target. However, this previous metric focused only on a small portion of the overall hiring process. When OPM initiated its new hiring reform initiative, a more aggressive standard was implemented which covers the entire Federal hiring process - starting from the date a hiring manager communicates to Human Resources that he/she has a budgeted position to fill, through the date the employee enters duty.

✓ Met × Not Met

FY 2009 Results

Based on agency reports of hiring timeline data, OPM has determined that 50 percent of hires within designated agency subcomponents or occupations met or exceeded the 80-day timeline, substantially exceeding the 10 percent target. In FY 2009, agencies established baselines within specific agency components or occupations against the hiring reform initiative measures for time-to-hire. In the FY 2008 Human Capital Management Reports, agencies set targets for improving on these baselines and worked throughout the year to implement improvement plans to reach their hiring timeline goals for those subcomponents or occupations. HCOs provided ongoing technical assistance to agencies, helping them analyze their hiring process and institute improvements to streamline the time it takes to hire qualified employees. OPM also provided interagency training on the hiring process delineated in the Hiring Roadmap, and made training materials and tools available to agencies via training sessions and a web-based resources center.

Related Accomplishments

OPM launched Hiring Reform '09, an effort to significantly speed agency implementation of the hiring roadmap standard. OPM required agencies to establish improvement teams, led by a senior agency program leader, to map their current hiring process, analyze gaps between their as-is process and the standard embodied in the hiring roadmap, and create a reengineering plan to meet the 80-day hiring timeframe. OPM Human Capital Officers participated in their agencies’ improvement teams, providing technical assistance. In addition, OPM created a Governmentwide collaboration space on the OMB MAX website, enabling agencies to communicate directly with each other on an ongoing basis regarding their best practices and lessons learned throughout the reform process. OPM used MAX to provide tools and templates, and also organized a series of interagency forums and webcasts on the reform initiative’s requirements and agency best practices.

TALENT SERVICES

FY 2009 Budgetary Resources: \$379 million

Program Description: The Center for Talent Services (CTS) program provides Federal agencies with relevant, cost-effective reimbursable human capital products and services, based upon merit system principles, needed to build a high-quality workforce and high-performance organizations. The satisfaction of OPM’s customers can be attributed to the alignment of service offerings with those of the Human Resources Line of Business Reference Model. The model provides a Governmentwide approach for modern, cost-effective, standardized, and interoperable HR solutions to support the strategic management of human resources. OPM uses the equivalent of the ACSI Equivalent Index to indicate whether we are meeting customer expectations and providing good value in its human resources products and services. OPM evaluates on an on-going basis the quality and relevancy of its individual products and services to better provide human resources solutions to Federal agencies.

Program: Talent Services		Program Activity: Talent Services					
Outcome: Federal agencies have effective and efficient staffing, training, assessment, and other human resources services available that contribute to their becoming successful, high-performance organizations.							
Performance Measure	FY 2005 Results	FY 2006 Results	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2009 Target	Met/Not Met
Overall customer satisfaction with Center for Talent Services' products and services (ACSI Equivalent Index)	85	85	84	84	84	80	✓

✓ Met × Not Met

FY 2009 Results

In 2009, OPM signed over 4,500 agreements with various Federal agencies for reimbursable human resources services. OPM’s major customers in 2009 included the Departments of Defense, Homeland Security, Treasury, Interior, and Veterans Affairs. OPM’s products and services were also largely used by OPM. Building on last years business activity, the Training and HR Strategy consulting services offerings continue to be in high demand by agency customers. OPM regularly solicits feedback from its customers. This year OPM exceeded its overall customer satisfaction ACSI Equivalent Index target with a rating of 84. OPM’s ACSI Equivalent Index score is consistently higher than the combined public and private sector industry standard of 76.

Related Accomplishments

In FY 2009, OPM invested in over 20 research and development projects. OPM reinvests in its products and services through research and development projects to ensure that OPM can continue to provide high quality and value in service offerings to Federal agencies. Significant progress was made in enhancing online vacancy announcement assessments, upgrading testing locations with computers and other testing equipment, and enhancing its automated staffing tool to meet the new Office of Management and Budget (OMB) requirements for the hiring reform initiative. OPM also moved its customer satisfaction survey to an online platform to increase the ease of use for customer agencies.

FY 2009 ANNUAL PERFORMANCE REPORT

Program: Talent Services		Program Activity: Talent Services					
Outcome: Federal agencies have effective and efficient staffing, training, assessment, and other human resources services available that contribute to their becoming successful, high-performance organizations.							
Performance Measure	FY 2005 Results	FY 2006 Results	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2009 Target	Met/Not Met
Percentage of customers agreeing that CTS products and services contribute to Government effectiveness	98%	93%	94%	94%	99%	90%	✓

✓ Met × Not Met

FY 2009 Results

In FY 2009, over 99 percent of OPM customers responding to customer satisfaction surveys agreed that CTS products and services contributed to improving the agency’s organizational effectiveness. Since OPM began measuring effectiveness, it has consistently met or exceeded its target, within the survey’s margin of error (typically a +/- 5 percent confidence range for the actual result). OPM’s products and services that contribute to improved organizational effectiveness include, but are not limited to, automated staffing solutions; individual and organizational assessment; recruitment, selection, and retention strategies; workforce and succession planning services; classification services; performance management services; development, implementation, support, integration, and hosting of complex human resources information technology systems; and pre-qualified commercial vendors providing custom training, learning, and knowledge management solutions and human capital solutions. With these products and services, OPM is able to help agencies build a high-quality workforce and high-performance organizations.

Related Accomplishments

OPM successfully met its customer objective by partnering with other Federal agencies, which led to expanded contracts and additional delivery of products and services in almost all of OPM’s service offering areas. OPM’s customer objective requires partnering with customer agencies to provide customer-focused optimal solutions to improve agencies’ organizational effectiveness. From FY 2008 to FY 2009, OPM experienced a 60 percent increase in revenue growth. During FY 2009, 99 percent of customers agreed they would use OPM products and services again.

USAJOBS®

FY 2009 Budgetary Resources: \$9.6 million

Program Description: USAJOBS® is the Federal Government’s official system and program for Federal jobs and employment information. The USAJOBS® system delivers the service by which Federal agencies meet their legal obligation to provide public notice of Federal employment opportunities to the American public. The technology and program operations offer Federal agencies and job seekers an enhanced platform to support online recruitment and job applications. The continued success of the program is linked directly to the USAJOBS® automated application and its ability to successfully manage the integration of other agency systems with USAJOBS®.

FY 2009 ANNUAL PERFORMANCE REPORT

Program: USAJOBS®		Program Activity: USAJOBS®						
Outcome: Federal agencies recruit effectively and efficiently for high-quality applicants to become employers of choice.								
Performance Measure	FY 2005 Results	FY 2006 Results	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2009 Target	Met/Not Met	
Percentage of Chief Human Capital Officer (CHCO) agencies using the USAJOBS® resume format and integrating online applications with their assessment systems	n/a	35%	78%	84%		36%	100%	×

✓ Met × Not Met

FY 2009 Results

Prior to FY 2009, agencies were given credit for meeting this performance measure solely by demonstrating the agency system’s capability to use the OPM online resume builder. OMB Memorandum 09-20 identified new requirements for system integration by requiring agencies that post positions on USAJOBS® to provide job applicants a status of their application at four points of the hiring process: 1) confirmation of application receipt by the hiring agency; 2) application status after the initial assessment; 3) whether or not the application has been referred to the selecting official for further consideration; and 4) whether or not the applicant was selected. This new requirement “raised the bar” for meeting this metric and explains why the FY 2009 results declined so dramatically as compared to FY 2008. Under the new, stricter definition of compliance, there are currently eight fully integrated CHCO agencies. In order to increase the number of compliant agencies, OPM is building new functionality into USAJOBS to support the new OMB requirements. The planned release for this new functionality is in FY 2010.

Program: USAJOBS®		Program Activity: USAJOBS®						
Outcome: Federal agencies recruit effectively and efficiently for high-quality applicants to become employers of choice.								
Performance Measure	FY 2005 Results	FY 2006 Results	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2009 Target	Met/Not Met	
Percentage of CHCO agencies using USAJOBS position announcement template	n/a	86%	98%	100%		100%	100%	✓

✓ Met × Not Met

FY 2009 Results

This target was met. All agencies posting positions to USAJOBS® must use the prescribed position announcement template. Otherwise, they are not permitted to post position announcements to USAJOBS®. Since agencies posting to USAJOBS® can only do so using the required template, this is no longer a useful indicator of performance and will be replaced with a new performance measure.

Related Accomplishments

During FY 2009, enhancements to USAJOBS® included streamlining the JOAs to remove unnecessary agency graphics and the elimination of redundant information to reduce the length of announcements to five pages or less by December 15, 2009.

Strategic Objective D: Federal agencies will be recognized as leaders in having exemplary human resources practices

FY 2009 Budgetary Resources: \$1,009.8 million

Full Time Equivalent Personnel: 2,565.0

OPM supports exemplary human resource practices within Federal agencies. Chief among these are OPM's efforts to promote strategic management of human resources, i.e., the alignment of human Federal agencies human resources plans with the nine merit system principals.

MERIT SYSTEM COMPLIANCE/COMPLIANCE

FY 2009 Budgetary Resources: \$14.5 million

Program Description: The purpose of the merit system oversight and compliance program is to ensure that Federal agencies carry out effective human resources programs that meet merit system principles and other civil service laws and regulations. An oversight and compliance program of this kind has existed in one form or another since the creation of the American civil service system and it remains a core part of OPM's current statutory mission. Under the current program, OPM holds agencies accountable for compliance with civil service laws, rules, and regulations, *and* high-quality overall human resources management. OPM carries out its oversight and compliance program in three ways: 1) conducting on-site Human Capital Management Evaluations of Federal agencies; 2) overseeing the effectiveness of agencies that have been granted delegation authority to examine applicants for positions in the competitive civil service; and 3) assisting large agencies establish their own internal human capital accountability systems.

Program: Merit System Compliance		Program Activity: Compliance					
Outcome: Federal agencies' human resources programs are efficient, effective, and compliant with merit systems principles							
Performance Measure	FY 2005 Results	FY 2006 Results	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2009 Target	Met/Not Met
Percentage of agencies with violations of veterans preference laws, rules and regulations	18%	21%	25%	33%	18%	30%	✓

✓ Met × Not Met

FY 2009 Results

During FY 2009, the percentage of agencies assessed by OPM and found to have systemic violations of veterans' preference laws, rules, and regulations dropped from 33 percent in FY 2008, to 18 percent in FY 2009. OPM carries out its statutory oversight responsibility by conducting audits of agency personnel operations. OPM helps agencies determine if they are properly adjudicating veterans' preference, that those eligible for veterans' preference receive the consideration to which they are entitled, and that no improper appointments occur. OPM maintains its oversight and compliance programs through agency Human Capital Management Evaluations (HCME) and Delegated Examining Unit evaluations. Where agency performance does not meet established criteria, OPM and the agency identify potential areas for improvement and develop specific recommendations. The evaluation team meets often with agencies about their specific programs and provides in-depth feedback on the areas for improvement.

Related Accomplishments

During FY 2009, OPM developed a Delegated Examining Unit Index which contains a veterans' preference indicator that will replace the current measure. OPM will replace this single performance metric with a broader index that will better measure an agency's overall legal and regulatory compliance with civil service requirements.

Program Description: The merit system compliance program is designed to ensure, through rigorous oversight, that Federal agencies operate effective human capital and accountability programs. Agencies must comply with laws, regulations, and merit system principles. OPM conducts audits of agencies' human capital management operations and delegated examining programs, identifies problems, and recommends corrective actions. OPM also works with agencies to strengthen their human capital accountability systems. Through robust internal accountability systems, agencies are able to assess how well their human capital programs and operations contribute to organizational performance and mission accomplishment.

Program: Merit System Compliance		Program Activity: Compliance					
Outcome: Federal agencies' human resources programs are efficient, effective, and compliant with merit systems principles							
Performance Measure	FY 2005 Results	FY 2006 Results	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2009 Target	Met/Not Met
Number of agencies that fully implement a system of internal compliance with merit system principles and laws, rules and regulations in accordance with OPM standards (basic system requirements) for agency accountability systems*	2	20	25	25	25	25	✓

* Prior to FY 2009 OPM tracked this measure as "Number of agencies that fully implement a system of internal compliance with merit system principles and laws, rules and regulations in accordance with OPM standards."

✓ Met × Not Met

FY 2009 Results

At the end of FY 2009, all 25 of the President's Management Council agencies had fully implemented internal systems to assess their compliance with merit system principles and related personnel laws and regulations. OPM's goal was to have all 25 agencies by FY 2010. OPM achieved the goal in FY 2007, well-ahead of schedule. Since this goal has been fully achieved, OPM will no longer report on this measure in future APRs.

Related Accomplishments

Since FY 2008, OPM has used a compliance database to capture essential data from oversight evaluations. This database has enabled OPM to conduct Governmentwide trend analysis. Analyses of Governmentwide trends places OPM in a position to better determine root causes of systemic problems and create solutions, which will have a positive impact on agencies across Government.

HUMAN CAPITAL/STRATEGIC ALIGNMENT

FY 2009 Budgetary Resources: \$2.8 million

Program Description: Strategic alignment of human resources with agency mission is the foundation requirement for accomplishing the goal of an effective Federal workforce. OPM helps agencies by assisting agency leaders to properly align their human resource requirements. This is accomplished, in part, by conducting training and forums on workforce planning. In addition, OPM human capital officers provide technical assistance and training to agencies in preparing their human capital management plans. Individual Agency plans serve as the “roadmap” for human resource programs for a three to five year period.

Program: Human Capital		Program Activity: Strategic Alignment					
Outcome: Federal agencies' human capital systems are aligned with their Strategic Plans							
Performance Measure	FY 2005 Results	FY 2006 Results	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2009 Target	Met/Not Met
Percentage of CFO Act agencies that demonstrate their human capital management programs contribute to mission accomplishment*	n/a	n/a	n/a	n/a	50%	15%	✓

* Prior to FY 2009 OPM tracked this measure as “Percent of agencies that meet all 4 requirements of an effective strategic alignment system.”

✓ Met × Not Met

FY 2009 Results

During FY 2009, OPM continued to work with agencies to strengthen their capacity to strategically align talent to mission outcomes. OPM integrated workforce planning as a key component in the Hiring Roadmap, and delivered interagency training on the workforce planning standards and process. In addition, OPM developed a business analytics document to support agencies’ use of data to identify barriers to their ability to assure they recruit and retain the right talent at the right time to achieve their goals. Based on OPM’s new tools and training, agencies have made significant improvement in their strategic alignment systems, as evidenced in ongoing evaluation of their strategic workforce plans, metrics, and performance.

Related Accomplishments

In FY 2009, OPM partnered with OMB to launch the “Multi-Sector Workforce Management Framework”—a major initiative of the new Administration to address long-standing over-reliance on contractors to perform the Government’s work. As part of this effort, agencies were required to identify and initiate a pilot multi-sector workforce planning process in order to determine whether to recruit, develop, or contract for talent needed to meet project mission requirements. OPM supported this initiative by providing input to the OMB memorandum establishing the requirement; leading an interagency workgroup responsible for identifying agency support needs; and delivering interagency training and technical assistance through forums, webcasts, and web-based collaboration mechanisms.

Program Description: The Human Resources Line of Business (HR LOB) is consolidating HR technology and services across Federal agencies by implementing a service delivery model that moves some HR functions to Shared Service Centers (SSC), but retain some HR functions at the agency level—when it makes sense to do so. This service delivery model frees up agency HR resources to provide valuable strategic and consultative

support to agency missions. The HR LOB initiative generates benefits through HR IT consolidation, standardization, and modernization.

Program: Human Capital		Program Activity: Strategic Alignment					
Outcome: Federal agencies' human capital systems are aligned with their Strategic Plans							
Performance Measure	FY 2005 Results	FY 2006 Results	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2009 Target	Met/Not Met
Number of agencies migrated to HR LOB SSC (including the migration of additional human resources functions)	n/a	5	4	3	4	3	✓

✓ Met × Not Met

FY 2009 Results

During FY 2009, the three remaining parts of the Department of Veterans Affairs completed migration of their payroll processing to the Department of Defense Finance and Accounting Service. This migration marked the successful completion of the e-Payroll initiative which consolidated 22 payroll offices into four payroll providers who now service 80 percent of total Federal civilian payroll. The success of the e-Payroll initiative demonstrates how the Federal government was able to transform the way it conducts business, increasing transparency and using tax dollars more effectively. In addition, the Government Accountability Office migrated its HR processing to the Department of the Treasury's HR Connect.

Related Accomplishments

The HR LOB continued to make significant progress in achieving its goals during FY 2009 by completing the following activities:

- *HR and Payroll Benchmarking*—OPM performed the first-ever HR Benchmarking study of SSC and agencies, providing a snapshot of current HR operational performance and set a baseline of performance in 2009 against which to compare future progress. OPM updated the Payroll Benchmarking study, which continues to demonstrate the success of the four Federal e-Payroll providers when compared to industry benchmarks.
- *Provider Assessment*—OPM completed the design and development of an assessment process to appraise HR LOB SSC and payroll providers on their ability to deliver services to their customers, emphasizing compliance, transparency, and modernization. The assessments are designed to deliver benefits to both providers and their customer agencies.
- *Cost Benefit Analysis*—In addition to the above, OPM also updated the HR LOB Cost Benefit Analysis (CBA) and established a new baseline for measuring cost savings and cost avoidance associated with the initiative. The CBA calculates the cost savings and avoidance that will be realized across the government as a result of the HR LOB initiative and agency migration of core HR IT and payroll services to an HR LOB SSC or payroll provider. By the end of FY 2015, the HR LOB is projected to generate over \$1.3 billion in total cost savings and avoidance for the Government. After FY 2015, the HR LOB is expected to generate over \$200 million in cost savings annually.

- *HR Systems Integration*—OPM completed version 1.0 of the Integration Support Project (ISP) which provided a first-ever end-to-end integrated view of Governmentwide HR systems at OPM. Building on version 1.0 of the ISP, the HR LOB also launched an effort to address multiple feeds and redundant data, and enhance the user experience of OPM Governmentwide systems. In addition, the HR LOB established an E-Authentication workgroup to develop a standardized approach for implementing e-Authentication across agencies and Governmentwide systems.
- *HR Enterprise Architecture*—OPM mapped HR LOB target requirements to the Service Component Model in order to provide customers and providers a common understanding of HR services that can serve as a basis for negotiating service-delivery expectations.

FEDERAL INVESTIGATIVE SERVICES/ BACKGROUND INVESTIGATIONS

FY 2009 Budgetary Resources: \$945 million

Program Description: The Federal Investigative Services Division (FISD) conducts background investigations for Federal civilian, military, and contract employees. The primary mission of OPM’s investigation program is to conduct high-quality, timely background investigations that can be utilized by Federal agencies to determine an individual’s suitability for Federal employment or eligibility for access to classified national security information. FISD is also charged with the responsibility of developing and implementing Governmentwide policies and procedures to ensure the effective, efficient, and timely completion of investigations for adjudication by other Federal agencies.

Program: Federal Investigative Services		Program Activity: Background Investigations					
Outcome: Federal agencies receive high-quality, timely background investigation services to determine individuals’ suitability for Federal civilian, military or Federal contract employment, and determine eligibility for access to classified national security information							
Performance Measure	FY 2005 Results	FY 2006 Results	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2009 Target	Met/ Not Met
Average number of days within which 80 percent of initial clearance investigations are closed	213	116	76(r)	53(r)	32	90	✓

(r) Based on information collected after publication of OPM’s FY 2008 APR, this has been revised from what was reported previously.

✓ Met ✗ Not Met

FY 2009 Results

At the end of FY 2009, OPM completed 80 percent of initial clearance investigations in an average of 32 days, exceeding the target of completing 80 percent in an average of 90 days. Completing 80 percent of initial clearance investigations in an average of 90 days is a key element in the Intelligence Reform and Terrorism Prevention Act of 2004, which mandated that OPM would reduce the average time it takes to conduct initial clearance investigations.

The data trend shows that OPM has continued to improve timeliness for initial clearance investigations. OPM has defined the requirements for a major planning effort to upgrade FISD’s core IT system infrastructure in preparation for other mandated improvements in timeliness starting in FY 2010.

Related Accomplishments

OPM continues to perform approximately 90 percent of all Federal background investigations and completed over 2 million investigations in FY 2009, with over 650,000 investigations conducted to support initial security clearance determinations. There is no backlog in OPM’s investigation program and FISC continues to maintain the lowest inventory of pending cases since February 2005 when OPM assumed responsibility for the Department of Defense’s case backlog.

While OPM has been aggressive in its efforts to meet the timeliness goals set forth by the Intelligence Reform and Terrorism Prevention Act, OPM remains equally dedicated to providing quality products to its customer agencies. In FY 2010, OPM will implement a Quality Hotline to allow agency adjudicators to discuss their questions or concerns with experienced case analysts within FISC. OPM will use the information collected through the feedback to identify training opportunities for investigative and adjudicative staff.

Strategic Objective E: OPM will be a model of performance for other Federal agencies	FY 2009 Budgetary Resources: \$116.5 Million
	Full Time Equivalent Personnel: 496.8

OPM recognizes that in order to successfully fulfill its mission and role as leader of Federal human policy and practices, it must lead by example. OPM’s Management Services Division, Office of the Chief Financial Officer (OCFO), and Executive Offices provide critical managerial and administrative control of OPM’s internal operations to enable the programs to perform efficiently.

INTERNAL MANAGEMENT

FY 2009 Budgetary Resources: \$112 million

Program Description: The Center for Human Capital Management Services (CHCMS) provides leadership in managing the delivery of human resource services to internal OPM customers by providing advice and assistance to OPM managers and employees on the full range of human resource programs. In support of the Director’s initiative to streamline the overall hiring process, CHCMS implemented the 80-day hiring reform initiative and established a system to track OPM’s overall success in meeting this initiative. This new hiring model tracks each step of the hiring process and is coordinated with a “recruitment contract” between CHCMS and the hiring manager. OPM developed a recruitment contract between hiring managers and the HR Office in order to document the hiring process timelines and to ensure management’s involvement in the process. The contract outlines the 80-day hiring timeline for the selecting official and tracks projected and actual timelines for each recruitment action.

Program: Internal Management		Program Activity: Management Services					
Outcome: OPM's management services provide a model of performance for Federal agencies.							
Performance Measure	FY 2005 Results	FY 2006 Results	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2009 Target	Met/Not Met
Percentage of internal OPM hires hired within the 80-day timeframe, as described in OPM's hiring time-frame model*	n/a	n/a	n/a	n/a	40%	10%	✓

* Prior to September 2008, OPM previously tracked a similarly worded metric that had a 45 calendar day target. However, this previous metric focused only on a small portion of the overall hiring process. When OPM initiated its new hiring reform initiative, a more aggressive standard was implemented which covers the entire Federal hiring process—starting from the date a hiring manager communicates to Human Resources that he/she has a budgeted position to fill, through the date the employee enters duty.

✓ Met × Not Met

FY 2009 Results

For all OPM recruitment actions completed by the end of FY 2009, 40 percent were completed within the 80 days, significantly exceeding the 10 percent target. The change from the 45-day hiring model to the new 80-day standard created a significantly tougher standard for key components of the timeline—specifically a 50 percent reduction in work time allotted to posting Job Opportunity Announcements (JOAs) and a 40 percent reduction in work time allotted to issuing certificates. A certificate is a list of applicants who have been deemed qualified for a position through the assessment process. From this list, a hiring manager (or selecting official) may select individuals to interview and hire.

This tougher standard notwithstanding, OPM, on average, posted JOAs within eight days after receipt of request (the standard is 10 days), and issued certificates within 13 days (the standard is 15 days).

In addition, OPM successfully managed a significant workload increase without a corresponding increase in personnel or resources. OPM experienced a 38 percent increase in the hiring workload, posting 627 JOAs in FY 2009, as compared to only 456 in FY 2008. There was a 66 percent increase in the number of job applications received for OPM jobs, with 36,495 total applications in FY 2009 compared to 22,000 in FY 2008.

Related Accomplishments

During FY 2009, OPM established itself as a leader in the hiring reform initiative by developing and launching a streamlined, plain language, three-page job opportunity announcement for five occupations in July 2009, and expanded that to all occupations in August 2009. This significantly exceeded the Governmentwide requirement of five-page job opportunity announcements for only five occupations by the end of FY 2009.

Program Description: The Prompt Payment Act (Public Law 100-496), as amended, requires Federal agencies to pay vendors transacting business with them in a timely manner. An agency's performance under the Act for any given period is measured by the percentage of payments paid with the specified timeframes (typically 30 days) out of all payments, subject to the Act's provisions.

FY 2009 ANNUAL PERFORMANCE REPORT

Program: Internal Management		Program Activity: Financial Services					
Outcome: OPM's financial services and management provide a model of performance for Federal agencies.							
Performance Measure	FY 2005 Results	FY 2006 Results	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2009 Target	Met/Not Met
Percentage of payments within Prompt Pay Act guidelines	99.9%	99.9%	99.9%	99.9%	99.9%	98%	✓

✓ Met × Not Met

FY 2009 Results

OPM exceeded the FY 2009 performance target by nearly two percent. A payment is in compliance with the Prompt Pay Act if it is paid within the period of time specified in the contract issued by the agency and accepted by the seller. If no other period is specified, this period defaults to 30 calendar days after the later of: 1) the date of receipt of a valid invoice, or 2) the date of acceptance. Based on requests from Federal agencies, OPM processes several hundred thousand transactions per month for a variety of personnel background investigations that require payments to contractors. The use of automated data feeds aides us in our ability to not only meet, but exceed this measure. The automated system reduces the time it would take to make similar payments using a manual process.

Strategic Objective F: OPM will be a leader in the human resources professional community and have positive name recognition outside the Federal Government.	FY 2009 Budgetary Resources: \$6.0 million
	Full Time Equivalent Personnel: 34.5

OPM recognizes the benefits of leveraging partnerships and maintaining a leadership role in the human resources community. Human resource professionals both inside and outside the Federal Government look to OPM for leadership and guidance as the central human resources policy agent for the Federal Government. Human resources professional organizations provide OPM an opportunity to share best practices and innovative approaches to meeting 21st century human resource challenges affecting not only the Federal, but the entire workforce.

Strategic Objective G: OPM will have constructive and productive relationships with external stakeholders	FY 2009 Budgetary Resources: \$2.9 million
	Full Time Equivalent Personnel: 22.8

OPM's programs designed to fulfill its mission of ensuring that the Federal Government has an effective civilian workforce involve high-profile issues impacting stakeholders. These include the Congress, veterans, Federal employee unions, and employee advocacy groups. OPM works closely with stakeholders to develop, implement, and maintain effective communication regarding its programs and policies.

Program Evaluations Completed During FY 2009

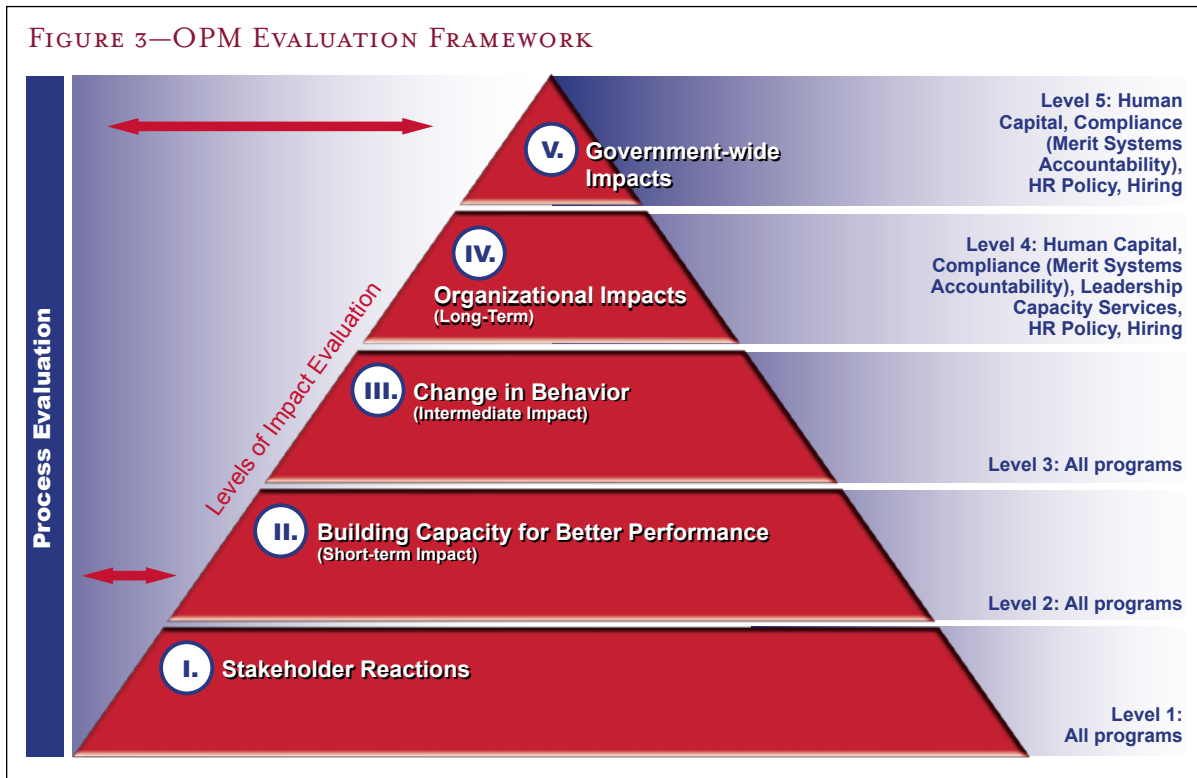
Over the past decade, OPM has used a variety of tools from a variety of sources to assess its programs. Since 2002, OPM has worked to assess its programs through a series of targeted questions with requirements for specific evidentiary documentation to assess each program's purpose, link to the strategic plan, management decision-making, and 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 and independent program evaluation methodology and approach.

Current Independent Evaluations

During FY 2009, OPM completed a study to design a rigorous and independent program evaluation methodology and approach consistent with OMB requirements. The study results led OPM to develop the five-level evaluation framework shown in Figure 3. Implementing a systemic program evaluation strategy will help determine whether OPM programs contribute specific benefits that directly translate to the desired program impact. Additionally, as part of the recent program evaluation methodology review, the Office of Chief Financial Officer involved senior leadership in determining key research questions and potential evaluation methodologies for OPM programs. Our systemic approach to results-oriented evaluation includes several foundational components:

- Understanding of the program and its context,
- Early and continuing involvement of stakeholders,
- Logical links between program activities and expected outcomes,
- Consistency of program implementation (or careful consideration of implementation variations),
- Creation of specific, measurable research questions, and
- Careful balancing and prioritization of research questions and budgetary constraints.



For each level, examples are provided in italics:

- **Stakeholder Reactions:** *Employees' satisfaction with program, applicants' satisfaction with hiring process,*
- **Building Capacity for Better Performance (Short-term Impact):** *Increase in knowledge/attitude, change in agency practice,*
- **Change in Behavior (Intermediate Impact):** *Decrease in turnover, better individual performance, improved hiring outcomes,*
- **Organizational Results (Long-Term):** *Agency cost savings, better service to citizens, and*
- **Governmentwide Results: (Intended and Unintended):** *Impact on other programs and the Government as a whole.*

Levels 1, 2, and 3 of the OPM evaluation framework are appropriate for most programs (depending on the specific evaluation questions). Level 4 or 5 evaluations involve longer-term outcomes and are appropriate for programs that are expected to result in changes for the organization as a whole, and accordingly are not shown for programs that are more process-oriented. Level 5 evaluations are reserved for those programs that must be implemented throughout the Government. As part of the planning for an evaluation, one of the key considerations is which “level” of evaluation is most appropriate. Evaluating results of a program can take the form of a simple satisfaction survey at the end of a training class; or can be a highly complex, multi-year experiment. The key to an effective, results-oriented evaluation is to choose the level that is most appropriate for program evaluation goals.

PLANNED INDEPENDENT EVALUATIONS

Applying the evaluation 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. Further, OPM is coordinating the possibility of incorporating Federal employee workforce wellness into the study schedule. Implementing a systemic program evaluation strategy will help determine whether OPM programs contribute specific benefits that directly translate to the desired program results. A comprehensive independent program evaluation approach should permit development of decision making analytics to evaluate whether program alternative investments contribute toward the desired benefits. The following table presents the projected schedule for OPM’s program evaluations.

OPM Program*	Impact Evaluation Level	FY 2006 Results
Leadership Capacity Services	Level 4	2010
Compliance (Merit Systems Accountability)	Level 5	2011
Federal Civilian Retirement	Level 3	2012
Federal Employee Health Benefits	Level 3	2012
Federal Employee Group Life Insurance	Level 3	2012
Human Capital	Level 5	2013
Federal Investigative Services	Level 3	2013
Talent Services	Level 3	2014
HR Policy	Level 5	2014
<i>Other Key Issues</i>		
• Hiring	Level 5	2011
• Telework	Level 3	2011
• LEAD Certificate Program	Level 3	2012

* This updated evaluation schedule supersedes previous schedules. In 2008, OPM had initially planned to conduct program evaluations for the Leadership Capacity Program and the Investigative Services Program, both beginning in FY 2009. Because of managerial priorities and the desire to place all program evaluations under a comprehensive, independent evaluation framework, OPM re-evaluated the study schedule and modified the evaluation schedule based upon current OPM and OMB priorities. The above evaluation schedule assumes receipt of adequate funding. Any future funding constraints may require adjustment of the above schedule.

OPM will obtain and use information from the evaluations to answer key questions about the program. Broadly, the different kinds of research and evaluation studies can be thought of as offering a “suite” of complementary approaches. The results-focused evaluation or impact evaluations will ask questions about how the program achieves results and how it can be made more effective. The framework will test one approach against another to determine which approach is more effective.

The Completeness and Reliability of Performance Data

The performance information used by OPM in this APR for FY 2009 is reasonably complete and reliable, as defined by the GPRA. OPM has chosen an approach to data collection and analysis that provides sufficient accuracy and timeliness to be useful to program managers and policy makers within reasonable cost constraints.

Completeness of Data

Most data in this report are produced in an annual cycle tied to the fiscal year, often with quarterly updates, which makes it easier to track progress during the year. All performance data are representative of the entire fiscal year for which it is reported. If there are instances where full and complete data for a measure is not available until after OPM publishes its APR, these instances are noted and final data will be updated in the following year's APR.

Reliability of Data

OPM performance data are generally reliable and are used regularly by OPM program managers to make both strategic and operational decisions. However, in any given year, some of these data elements are influenced by multiple factors over which OPM has little control. For example, the findings of merit systems evaluations of agency human capital practices may vary substantially from one year to the next, depending on which agencies are targeted for evaluation in each cycle. A single year's results accurately report what was uncovered in that year, but multi-year trends may be more reflective of the mix of agency practice examined each year than of overall changes in practices across the Federal Government.

Assessing and eliminating sources of errors in data collection systems continues to be an important task for program managers. As a part of this ongoing task, program managers use quality control techniques to identify where errors can be introduced into the collection system. They use automated edit checks to minimize data entry errors and follow-up with reasonableness checks before the data are entered in the APR. These include verification of data collection techniques and coding, response and non-response rates, and computation of margins of error. OPM has established a three-tiered approach to ensure the completeness and reliability of performance information. Data quality standards are established by the agency's OCFO; data sources, collection and reporting procedures are documented by program managers, reviewed by the OCFO, and is available for testing. Collectively, these tools verify that the data presented in this document are complete and reliable, and accurately reflects actual performance during FY 2009.

Data Sources of OPM Performance Measures

Program	Performance Measures	Definition	Data Source
Human Capital–Performance Leadership and Merit System Accountability Division	Percentage of applicant agency SES systems whose SES performance plans are fully certified	This metric represents the percentage of applicant agency SES appraisal systems with full certification; full certification covers two years. OPM certifies agency systems as being in compliance with executive pay standards as dictated by OPM. If agencies comply, then they get grace in setting their Executive pay levels; else they must get approval for SES pay levels from OPM. System certification allows agencies to pay SES members above Executive III pay levels, up to Executive level II.	OPM's SES appraisal system certification team within HCLMSA
Human Capital–Performance Leadership and Merit System Accountability Division	Percentage of Chief Human Capital Officer (CHCO) agencies with a weighted average Performance Assessment Appraisal Tool (PAAT) scoring at least 80 points out of 100.	This metric represents the number of evaluated appraisal systems that meet OPM's criteria established in the PAAT needed for an effective appraisal system. OPM uses the 100-point PAAT scale to assess how well a performance appraisal system performs in 10 areas. As the initiative owner for the Strategic Management of Human Capital, the Office of Personnel Management (OPM) is committed to providing products and technical assistance to help agencies design and operate appraisal programs that support results focused high-performance cultures. This tool can help agencies assess their appraisal programs' status. By completing the tool, agencies will be able to identify the strengths and weaknesses of their programs and provide the information they need to develop plans and strategies for making any improvements necessary.	OPM's maintains internal database containing PAAT information for all agency appraisal programs Governmentwide that have conducted a PAAT
Human Resources Products and Services Division	Retirement claims processing timeliness (days)	The number of calendar days between dates a CSRS retirement application is received at OPM and the date the full annuity payment is authorized is tracked. The measure is calculated by taking the total number made final in 30 days or less divided by the total number made final for the period.	ARPS & DCCS data

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Frequency	Data Verification	Measure Validation
Data is collected as certification decisions are made.	OPM audits, with OMB review and concurrence, agency systems and determines whether the system meets full certification criteria; OPM maintains internal ad hoc desktop software data repository and analysis systems.	OPM collaborates with agency representatives during system reviews; OPM coordinates with agencies to develop consensus with developing recommended improvement areas; and OPM disseminates best practices among system certification team and across agencies. OPM audits agency systems and determines if the system meets full certification criteria.
OPM maintains the data throughout the year as agencies update performance information and as PAATs are scored by OPM. OPM consolidates data and calculates the performance measure.	OPM consultants collaborate with agency representatives during agency interactions; and Panelists from HCLMSA and SHRP assign the PAAT scores.	HCLMSA holds a Performance Management Forum every other month, to develop consensus, develop recommended improvement areas, and to disseminate best performance management practices among agencies
Weekly	Data collection and reporting procedures are verified, and data is tested to assess its accuracy. These tests include comparing data for a given fiscal year to similar data collected for previous years and researching any anomalies that are observed, and comparing data with similar information collected from other sources. Quality and management-control devices are built into these data collection mechanisms to ensure accuracy and reliability	The Federal civilian retirement program is designed to meet two purposes. The first is to provide Federal employees options and tools for their retirement planning to secure their families' financial future. The second is to serve as an important component of employee compensation and therefore support Federal agencies' recruitment and retention needs. Quickly finalizing retirement payments helps families financially and aids in recruitment and retention.

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Program	Performance Measures	Definition	Data Source
Human Resources Products and Services Division	Average unit cost for processing retirement claims	The average direct cost per claim for all retirement and survivor annuity claims processed.	Derived from Employee Time and Attendance Management System.
Human Resources Products and Services Division	Percentage of customers satisfied with overall retirement services	The number of annuitants (retirees and survivor annuitants) generally or very satisfied with retirement program services divided by the total number of respondents that had a retirement related transaction during the most recent fiscal year executed and completed. Customers can rate their satisfaction experience as: Satisfied/Very Satisfied; Neither Satisfied/Dissatisfied; or Dissatisfied/Very Dissatisfied.	CRIS Customer Satisfaction Survey
Human Resources Products and Services Division	Percentage of health benefits (HB) claims processed within 30 working days	Number of claims adjudicated (denied, paid or request for additional information) within 30 working days divided by total number of claims for the period.	Quality assurance reviews and Reports filed by the HB Carriers
Human Resources Products and Services Division	Percentage of FEHBP overall enrollees satisfied vs. health industry standard	The number of FEHB customers generally or very satisfied with FEHB program services divided by the total number of respondents, compared to same data reported for the larger health care industry. The industry standard is the Quality Compass released by the National Committee for Quality Assurance (NCQA). The Quality Compass is the nation's leading database of comparable information on clinical performance and patient experience for 415 commercial health plan products serving 94 million enrollees. The Quality compass contains information drawn from audited data reported to NCQA through its Healthcare Effectiveness Data and Information Set (HEDIS(R)) as well as the Consumer Assessment of Healthcare Providers and Systems (CAHPS(R)).	Consumers Assessment of HealthCare Providers and Systems (CAHPS)

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Frequency	Data Verification	Measure Validation
Bi-weekly	Data collection and reporting procedures are verified, and data is tested to assess its accuracy. These tests include comparing data for a given fiscal year to similar data collected for previous years and researching any anomalies that are observed, and comparing data with similar information collected from other sources. Quality and management-control devices are built into these data collection mechanisms to ensure accuracy and reliability.	Processing claims at a lower unit cost provides a better value to the American taxpayer.
Annually	Raosoft Survey tabulation and analysis and data tracking system	System validation
Annually	Reviews/Audits	The purpose of the FEHB Program is to provide Federal employees, retirees and their families with health benefits coverage meeting their individual health needs as well as the Federal Government's recruitment and retention needs. Quickly processing claims helps families financially and aids in recruitment and retention.
Annually	Independent HB Certifying Agency (NCQA)	High customer satisfaction with the government's health benefits programs aids in recruitment and retention, and is an indication of how well the program is functioning.

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Program	Performance Measures	Definition	Data Source
Human Resources Products and Services Division	Average number of days to pay FEGLI claims	Measures the average number of days from receipt of claim until payment is made for all claims paid during the period, providing the program management with the data to refine and expedite processing time for Federal Employee Group Life Insurance (FEGLI) claims, which is then utilized for the OFEGLI Average Claim Processing Report to determine how long it takes to process FEGLI claims by MetLife. The average number of days from receipt of claim until payment is made for all claims paid during the period. Life insurance claims are submitted to MetLife Insurance Company for payment by beneficiaries. MetLife receives the submitted claim and remits payment to beneficiaries.	OFEGLI Average Claim Processing Report
Human Resources Products and Services Division	Percentage of FLTCIP customers overall satisfied with overall customer service	The percentage of FLTCIP customers generally or very satisfied with FEGLI program services.	Long Term Care Partners Report
Human Resources Products and Services Division	Number of GoLearn courses completed annually (all Learning Management Systems)	The number of completed GoLearn courses on all LMS's.	GoLearn Learning Management System sites maintain data records of all course completions. This data is extracted and maintained in an Access database, where the indicator can be derived.
Human Resources Products and Services Division	Overall customer satisfaction with Center for Leadership Capacity delivered training	Students complete course evaluations at the end of training to rate their overall learning experience. This metric is the overall score for the evaluation based on a 5-point scale. It includes food and lodging, customer service, logistics, course content, instructor, before and after knowledge, etc.	Combination of paper and online evaluation tools. During FY 2007, CLCS piloted and implemented a new online evaluation tool (Metrics that Matter) developed by Knowledge Advisors.
Human Resources Products and Services Division	Percentage increase in perceived learning of Center for Leadership Capacity trained students	The number of leadership development program graduates who have attained positions of higher responsibility divided by the total number of graduates.	The source for this data is a set of reports that agencies provide to OPM. This data is maintained in OPM's ESCS database.

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Frequency	Data Verification	Measure Validation
Quarterly	Independent Audits of Long Term Care Partners	FGLI
Monthly	Independent Audits of Long Term Care Partners	Validated through audits
Monthly	Queries are run on the data extract files that validate the number of distinct users and the courses they have taken against the number of records submitted. This validates that there are no duplications for the agencies.	The number of courses taken by registered users indicates the extent of use of eTraining. An increase in the number of courses taken by registered users indicates an increased return on an agencies investment in a Learning Management System, and wider acceptance among workers of this form of training.
Monthly	Data resides with and is verified by Knowledge Advisors.	While there is no strong correlation satisfied course participants increase their competencies, there is empirical evidence showing that dissatisfied participants do not learn as much. Higher customer satisfaction will also drive increased repeat customers.
Annually	The information is verified during Quarterly Internal Scoring Reviews, as part of OPM's verification that agencies are meeting milestones in their Strategic Leadership Succession Management Plans.	This measure assesses the outcome of the leadership development programs. OPM's definition of "leadership talent pool" is the pipeline of potential leaders who are being developed to take leadership positions as they become vacant. The marks an evolution from assuring that agencies put leadership development programs in place (previous measure) to tracking these programs' effectiveness in creating leaders capable of taking on positions of higher responsibility.

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Program	Performance Measures	Definition	Data Source
Human Capital-Performance Leadership and Merit System Accountability Division	Number of 26 large agencies that meet their annual targets for closing leadership competency gaps	The measure represents a comparison of targets for closing leadership competency gaps and evidence that these gaps have been completely closed at the end of the year. Each agency sets targets competency gap targets based on their strategic needs; targets will differ by agency and over time. OPM in partnership with agency representatives assess and evaluate whether target has been met assign ratings as "yes" or "no."	OPM conducts the Annual Human Capital Management Report. The annual report serves as a basis for development of this specific metric relating to closing leadership competency gaps and outlines specific results relating to leadership gap closure. Annually, OPM provides information on the progress of agencies in closing their leadership competency gaps and meeting leadership bench strength targets.
Human Capital-Performance Leadership and Merit System Accountability Division	Number of the 26 large agencies that meet their annual targets for closing mission-critical occupation/ competency gaps	The measure represents a comparison of targets for closing leadership competency gaps and evidence that these gaps have been completely closed at the end of the year. Several Governmentwide positions are deemed mission critical including IT, Acquisition, Human Resources as well as additional competencies. Agencies determine the particular positions critical within their organization to fulfill mission requirements.	OPM conducts the Annual Human Capital Management Report. The annual report serves as a basis for development of this specific metric relating to closing leadership competency gaps and outlines specific results relating to leadership gap closure. Annually, OPM provides information on the progress of agencies in closing their mission critical competency gaps.
Human Capital-Performance Leadership and Merit System Accountability Division	Percentage of hires in each agency hired within the 80-day time frame, as described in OPM's hiring time frame model	To continue to reduce the time it takes to hire and to make the application process easier and more readily understood by potential applicants.	Internal Access database used as a tracking system for all competitive staffing actions. This is an interactive system used by all staff in the Talent Services Group and CHCMS Boyers Team to track the end to end hiring process. It allows CHCMS to provide accurate up-to-date status of each recruit action at any given time and also to track individual organizational and HR specialist performance.

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Frequency	Data Verification	Measure Validation
Annually (HCM report) and periodic assessments	Agencies submit data to the Human Capital Officer (HCO) at OPM typically as an electronic data file. HCOs review the data and keep an e-copy. The HCO performs a consultative role with agencies to assist as required in methods of data gathering and analysis. The information is verified through the Annual Human Capital Management Report and consultation with agency HR professionals.	Human Capital Officers consult with agencies on the development of strategy and action plans which include accountability measures of ownership, milestones and dates actions achieved.
Annually (HCM report) and periodic assessments	Agencies submit data to the Human Capital Officer (HCO) at OPM typically as an electronic data file. HCOs review the data and keep an e-copy. OPM conducts quarterly internal scoring reviews designed to assess the progress of agencies in meeting the Human Capital Standards for Success. OPM provides information to agencies on the progress of closing their competency/occupational gaps. The HCO performs a consultative role with agencies to assist as required in methods of data gathering and analysis. The information is verified through the Annual Human Capital Management Report and consultation with agency HR professionals.	Human Capital Officers consult with agencies on the development of strategy and action plans which include accountability measures of ownership, milestones and dates actions achieved. The status of the measure (checkmark if successful) is communicated to agencies via the Human Capital Executive Scorecard linked.
Data is tracked on an ongoing basis and reviewed monthly to determine if action points in the process are being accomplished. Action is reported annually in the agency's Human Capital Management Report.	Data is verified by the Talent Services Group Manager, team leaders and individual human resource specialists.	Key points in the hiring process are identified in a recruitment contract between the manager and CHCMS. This contract specifies the allotted time for the various steps in the hiring process - some of which are the responsibility of CHCMS and some reflect the actions to be completed by the hiring manager. The database computes the steps in the process to determine if goals are being reached.

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Program	Performance Measures	Definition	Data Source
Human Resources Products and Services Division	Overall customer satisfaction with Center for Talent Services' (CTS) products and services (ACSI Equivalent Index)	<p>A composite score is calculated using a 10-point scale for Items 14-16 on the CSS which ask the following three questions:</p> <p>14) Please consider all your experiences to date with OPM/CTS products and services. How satisfied are you with these products and services?</p> <p>15) Considering all of your expectations, to what extent have OPM/CTS's products and services fallen short of or exceeded your expectations?</p> <p>16) Imagine the ideal organization that provides HR products and services. How well would OPM/CTS compare with that ideal organization?</p> <p>The composite score is the ACSI equivalent.</p>	<p>The results are based on the CTS Customer Satisfaction Survey (CSS), which is administered by all CTS business lines as projects are completed. OPM's Customer Satisfaction Survey, on which the CTS CSS is based, was benchmarked by GAO in 1999 as a valid GPRA measure and assesses service quality on nine dimensions (General Accounting Office. July 1999. Performance Plans: Selected Approaches for Verification and Validation of Agency Performance Information. GAO/GGD-99-1309). The development of this research-based survey instrument was also described in Human Resource Management (Brigitte W. Schay et al. "Using Standard Outcome Measures in the Federal Government," Fall 2002, Volume 41, Number 3).</p>
Human Capital-Performance Leadership and Merit System Accountability Division	Percentage of customers agreeing that CTS products and services contribute to Government effectiveness	<p>The measure reflects self-assessment by participants using a survey before and after the training to evaluate how much they have learned from CLCS training. The measure assesses the extent to which students perceive an advance skill. The percentage of positive responses (percent "yes" excluding don't know) are reported for Item #13a of the CSS:</p> <p>"Have our services contributed to your organization's effectiveness (yes, no, don't know)?"</p>	<p>Combination of paper and online evaluation tools. During FY 2008, CLCS piloted and implemented a new online evaluation tool developed by Knowledge Advisors. The results are based on the CTS Customer Satisfaction Survey (CSS), which is administered by all CTS business lines as projects are completed in March and September. OPM's Customer Satisfaction Survey, on which the CTS CSS is based, was benchmarked by GAO in 1999 as a valid GPRA measure and assesses service quality on nine dimensions (General Accounting Office. July 1999. Performance Plans: Selected Approaches for Verification and Validation of Agency Performance Information. GAO/GGD-99-1309).</p>
Human Resources Products and Services Division	Percentage of CHCO agencies using the USAJOBS resume format and integrating online applications with their assessment systems	<p>Number of CHCO agencies using the USAJOBS® resume format while integrating online applications with their assessment systems divided by the total number of CHCO agencies.</p>	<p>The USAJOBS® system ad-hoc reporting tool.</p>
Human Resources Products and Services Division	Percentage of CHCO agencies using USAJOBS position announcement template	<p>Number of CHCO agencies using USAJOBS® position announcement template divided by the total number of CHCO agencies.</p>	<p>The USAJOBS® system</p>

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Frequency	Data Verification	Measure Validation
Semi-annually	Once the survey results are entered into the annual database, random checks are performed to compare the electronic data to the data from the original forms received. The CTS survey analyst and GPRA coordinator also compare the total number of surveys (faxed and e-mailed) received and forwarded to ensure it is the same number.	The equivalent of the American Customer Satisfaction Index (ACSI) can be used for comparisons with Federal Government and private industry. The ACSI is used to show whether CTS is meeting customer expectations and providing good value. Experience has proven increased customer satisfaction leads to increased repeat business. It also indicates CTS is providing effective HR solutions.
Monthly Semi-annually	Data resides with and is verified by Knowledge Advisors. Once the survey results are entered into the annual database, random checks are performed to compare the electronic data to the data from the original forms online surveys received. The CTS survey analyst and GPRA coordinator also compare the total number of surveys (faxed and e-mailed) received and forwarded to ensure it is the same number.	While there is no strong correlation satisfied course participants increase their competencies, there is empirical evidence showing that dissatisfied participants do not learn as much. Higher customer satisfaction will also drive increased repeat customers. If CTS customers agree that CTS products and services increase organizational effectiveness, agencies are more likely to become high-performing.
Monthly	Reoccurring reports are processed and reported monthly.	USAJOBS® is the Federal government's cost effective job clearinghouse where citizens can go on-line at one site and consider applying for a Federal job. The Federal hiring process is more efficient and effective when there is greater system integration across government.
Monthly	The USAJOBS® system now only permits the passage of XML data from agencies in the "5 Tab" format for Job Opportunity Announcements (JOA).	All XML code that is sent by agencies is accepted or rejected by the system based on the Job Opportunity Announcement formatting requirement.

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Program	Performance Measures	Definition	Data Source
Human Capital–Performance Leadership and Merit System Accountability Division	Percentage of agencies with violations of veterans' preference laws, rules, and regulations	By law, veterans who are disabled or who served on active duty in the Armed Forces during certain specified time periods or in military campaigns are entitled to preference over others in hiring from competitive lists of eligible employees and also in retention during reductions in force.	OPM carries out part of its statutory oversight responsibility by conducting audits of agency personnel operations and delegated examining units (DEUs). Through these audits, OPM determines if agencies are properly adjudicating veterans' preference, that preference eligible persons receive the consideration to which they are entitled, and that no improper appointments occur. It records violations and maintains this data.
Human Capital–Performance Leadership and Merit System Accountability Division	Number of 25 President's Management Council agencies that fully implemented a system of internal compliance with Merit system principles and laws, rules and regulations, in accordance with OPM standards (basic system requirements for agency accountability systems)	Number of agencies that fully implement a system of internal compliance with Merit system principles and laws, rules and regulations in accordance with OPM standards divided by the total number of agencies required to have such systems. Each President's Management Council (PMC) agency has an OPM approved accountability system.	Internal review panel. The approval process for agency systems is rigorous and requires significant fact finding, data gathering, and analysis. The results of those efforts are presented to an internal OPM review panel in the form of an evidence file. This data was used by the panel to ensure the agency's system fully meets OPM standards.
Human Capital–Performance Leadership and Merit System Accountability Division	Percentage of CFO Act agencies that demonstrated their human capital management programs contributed to mission accomplishment	The metric used to indicate the strength of the relationship between an agency's executive ratings and its executive performance pay. The Pearson correlation coefficient (r) is a measure of strength of relationship. OPM uses the parameter to analyze the strength of the relationship between executives' performance pay and their ratings. A high positive relationship between ratings and performance pay will approach (+1). This positive relationship indicates the executives' summary ratings are the primary bases for determining their performance pay, with high ratings resulting in higher performance pay.	OPM's SES rating and pay database
Human Capital–Performance Leadership and Merit System Accountability Division	Number of agencies migrated to HR LOB Shared Service Centers (Including the migration of additional human resources functions)	Migration is defined as the transition of an agency's HR services (e.g., processing forms, personnel actions, payroll transactions, etc.) to a Shared Service Center (SSC). Agencies transitioning additional HR functions and services to an SSC will be counted as a migration.	Data comes from Federal agencies. It is usually an Interagency Agreement or Memorandum of Understanding between the shared service center and the agency. It can also be a letter of intent to migrate or intent to change providers.

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Frequency	Data Verification	Measure Validation
Annual	HCLMSA FSG Managers will certify the accuracy and validity of violations cited in 'feeder reports' and in reports of agency/installation audits their field group conducts. The Compliance Manager will annually report on the internal control processes and certify as to the accuracy of this process to identify and report violations found during OPM audits to the CMSA DAD. Further reporting may be to higher levels of HCLMSA, OPM, and/or to OMB.	OPM human resource evaluation teams collaborate with agency representatives during agency audits; OPM coordinates with agencies to develop consensus with developing recommended improvement areas; and OPM disseminates best practices among system certification team and across agencies.
Quarterly	On an ongoing basis, HCOs and CMSA staff (specifically Lead Auditors) work together to verify the accountability results reported on the annual HCMR and the scorecard, and develop deliverables to address system improvement action or facilitate agency corrective action. Quarterly assessments are used to determine OPM's level of participation in agency accountability activities, and data contained in the report is verified by Field Service Group management prior to submission.	This measure addresses OPM's goal of building strong agency accountability systems that can serve as the first level of compliance. OPM has developed self-accountability standards to improve oversight at the 25 President's Management Council agencies, representing 93% of the Federal workforce. Both MSPB and GAO agree that OPM must continue to promote agency self-monitoring programs in recognition of the growing decentralization of the Federal government's personnel system. These systems are also required by 5 CFR Part 10 Rule 10 and must be assessed with standards developed by OPM to execute the requirements of the CHCO Act of 2002 (5 U.S.C. 1103(c)).
Rating and pay data is collected annually and input to the database.	<p>OPM first verifies that an agency bases at least 60% of executive ratings on organizational performance. OPM verifies this is happening through the system certification process. OMB must concur with system certification. Then, to determine if an agency has a strong relationship between executive ratings and performance pay, OPM uses the Pearson correlation coefficient.</p> <p>OPM maintains internal ad hoc desktop software data repository and analysis systems.</p>	OPM reviews the raw data to ensure there are no regulatory violations and that data appears accurate. Ultimately, we must rely on the agency to report accurate information. Correlations are generated by the database using the Pearson formula.
Data is collected as agencies commit to migrating to a shared service center.	Interagency Agreements or Memoranda of Understanding are signed by the relevant agency and shared service center.	It is expected that the further expansion of agency access to SSCs' efficient, standardized information processing systems will result in efficient and effective human capital management functions throughout the government.

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Program	Performance Measures	Definition	Data Source
Federal Investigative Services–Background Investigations	Average number of days within which 80 percent of initial clearance investigations are closed	The average number of days from receipt to delivery of a completed initial background investigation to the customer. This metric only captures the first 80 percent of cases closed during the period	The Personnel Investigations Processing System (PIPS) database has been programmed to generate appropriate reports measuring the “National Intelligence Directive (NID) Closing Timeliness Performance.” The report shows cases closed and average timeliness for those cases for a specified timeframe.
Management Services Division	Percentage of internal OPM hires within the 80-day hiring time frame	To continue to reduce the time it takes to hire and to make the application process easier and more readily understood by potential applicants	Internal Access database used as a tracking system for all competitive staffing actions. This is an interactive system used by all staff in the Talent Services Group and CHCMS Boyers Team to track the end to end hiring process. It allows CHCMS to provide accurate up-to-date status of each recruit action at any given time and also to track individual organizational and HR specialist performance.
Office of Chief Financial Officer	Percentage of payments made within Prompt Pay Act guidelines	The number of payments made within prompt payment guidelines divided by the total number of payments.	Monthly prompt pay reports run from OPM’s financial management system.

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Frequency	Data Verification	Measure Validation
Quarterly	This report was developed specifically to track this measure and was tested extensively for accuracy at that time. Data is transcribed directly from this report and is not manually calculated or manipulated in any way.	This measure is mandated by statute and reflects FUSD's ability to deliver its initial clearance investigations in a timely manner. It is a key objective in OPM's Strategic Plan 2006-2010. For agencies to meet their human capital needs, particularly in sensitive positions, OPM must provide timely background investigations so that agencies can make timely adjudication decisions and permanently fill critical positions. Initial clearance investigations were cited by agencies as being especially important in this process, and therefore deserving of its own measure.
Data is tracked on an ongoing basis and reviewed monthly to determine if action points in the process are being accomplished. Action is reported annually in the agency's Human Capital Management Report.	Data is verified by the Talent Services Group Manager, team leaders and individual human resource specialists.	Key points in the hiring process are identified in a recruitment contract between the manager and CHCMS. This contract specifies the allotted time for the various steps in the hiring process - some of which are the responsibility of CHCMS and some reflect the actions to be completed by the hiring manager. The database computes the steps in the process to determine if goals are being reached.
Monthly	Internal records are used to verify the prompt payment reports	The Prompt Pay Act requires Federal agencies to meet certain guidelines with regard to paying accounts payable. OPM monitors its payment timeliness to comply with this Act and increase the satisfaction of its suppliers and contractors.

Acronyms

ACIO	Automatic Compound Inflation Option	FSAFEDS	Federal Flexible Spending Account Program
ACSI	American Customer Satisfaction Index	FY	Fiscal Year
APR	Annual Performance Report	HCAAF	Human Capital Assessment and Accountability Framework
ARPS	Annuity Roll Processing System	HCLMSA	Human Capital Leadership & Merit System Accountability
CAHPS	Consumer Assessment of Health care Providers and Systems	HCME	Human Capital Management Evaluation
CBIS	Consolidated Business Information System	HCMR	Human Capital Management Report
CHCMS	Center for Human Capital Management Services	HEDS	Health Care Effectiveness Data & Information
CHCO	Chief Human Capital Officers	HIPAA	Health Insurance Portability and Accountability Act
CHCOC	Chief Human Capital Officers Council	HIT	Health Information Technology
CMSA	Center for Merit System Accountability	HR	Human Resources
COE	Center for Organizational Excellence	HR LOB	Human Resources Line of Business
COOP	Continuity of Operations Plans	HRPS	Human Resources Products and Services Division
CQTT	Automated Cost/Quality Tracking Tool	HumRRO	Human Resources Research Organization
CSM	Commercial Services Management	IPA	Independent Public Accounting
CSRS	Civil Service Retirement System	IRTPA	Intelligence Reform and Terrorism Prevention Act
CTS	Center for Talent Services	JOA	Job Opportunity Announcement
CY	Calendar Year	KSA	Knowledge, Skills, and Abilities
DEU	Delegated Examining Unit	LCMS	Learning Content Management Systems
EAP	Employee Assistant Program	LEAD	Leadership Education and Development
EHRI	Enterprise Human Resources Integration	LMS	Learning Management Systems
FCAT	Federal Competency Assessment Tool	MCO	Mission-critical Occupancy
FEB	Federal Executive Board	MEO	Most Efficient Organizations
FEDVIP	Federal Employees Dental and Vision Insurance Program	MPG	Migration Planning Guidance
FEGLI	Federal Employees' Group Life Insurance	MSD	Management Services Division
FEHBP	Federal Employees Health Benefits Program	NCQA	National Committee for Quality Assurance
FEMA	Federal Emergency Management Agency	OCFO	Office of the Chief Financial Officer
FERS	Federal Employees Retirement System	OCPL	Office of Communications and Public Liaison
FHCS	Federal Human Capital Survey	OCR	Office of Congressional Relations
FISD	Federal Investigative Services Division	OGC	Office of General Counsel
FLTCIP	Federal Long Term Care Insurance Program	OIG	Office of Inspector General

Acronyms

OMB	Office of Management and Budget	RSP	Retirement Services Program
OPF	Official Personnel Folders	SES	Senior Executive Service
OPM	Office of Personnel Management	SHRP	Strategic Human Resources Policy Division
PAAT	Performance Appraisal Assessment Tool	SPFI	Summary Performance Financial Information
PIO	Performance Improvement Officer	SSC	Shared Service Centers
PMC	President's Management Council	STA	Specialized Technical Area
		TSP	Thrift Savings



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT

1900 E Street, NW

Washington, DC 20415

202-606-1000

www.opm.gov