

a New Day for



Federal Service



STRATEGIC PLAN 2010-2015



from the DIRECTOR



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

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

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

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

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

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

A handwritten signature in blue ink that reads "John Berry". The signature is fluid and cursive.

John Berry
DIRECTOR





WHAT WE DO

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

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



our VISION

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

our MISSION

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



our VALUES

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



our COMMITMENT

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

Merit System Principles

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

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





our FUTURE

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

STRATEGIC GOALS

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

HIRE *the* BEST

STRATEGIC GOAL:

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

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

STRATEGIES

1. Reform the Federal hiring process by:

- ♦ Promoting innovative and coordinated approaches to recruiting and hiring students, mid-career professionals, and retirees to meet agency talent needs
- ♦ Streamlining the end-to-end hiring process to create a positive experience for applicants, managers, and HR specialists
- ♦ Increasing manager engagement in the hiring process
- ♦ Improving USAJOBS and integrating other components of the on-line hiring system to create a world-class experience for job seekers and agency recruiters
- ♦ Providing targeted direction on Federal hiring to HR officials
- ♦ Promoting efficiency and effectiveness in hiring practices and processes compliant with merit principles

2. Assist veterans to find a place in the Federal workplace by:

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

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

 4. **Ensure agencies have sufficient information to make decisions such as credentialing, suitability, and/or security clearance determinations by:**
 - ♦ Achieving a quality standard in investigations that meets Federal investigative standards to ensure agency protection and satisfaction
 - ♦ Supporting reciprocity of both background investigations and the adjudications that result from such investigations to the maximum extent that is possible and appropriate
 - ♦ Safeguarding personal information to protect individuals' identities and preserve the public trust

INDICATORS OF OUR PROGRESS

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

RESPECT *the* WORKFORCE

STRATEGIC GOAL:

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

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

STRATEGIES

1. **Improve training opportunities for Federal employees by:**
 - ♦ Promoting workforce training and development as a critical element of civil service reform
 - ♦ Holding agencies accountable for providing training opportunities for their employees
 - ♦ Identifying and encouraging training programs to help employees evolve with changes in agency mission, prepare them for promotion, and position them for successful careers
 - ♦ Designing and deploying leadership development programs
 - ♦ Providing consultative services for leadership and training development programs
2. **Ensure that available benefits align with best practices and employees’ needs by:**
 - ♦ Evaluating benefit survey results of both public and private sector organizations
 - ♦ Communicating benefit options to ensure potential candidates and current employees understand the flexibilities and benefits available



3. Improve Federal employee engagement and satisfaction with health, wellness, and work-life flexibilities by:

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

4. Improve Federal labor-management relations across the government by:

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

INDICATORS OF OUR PROGRESS

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

EXPECT *the* BEST

STRATEGIC GOAL:

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

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

STRATEGIES

1. **Help agencies become high-performing organizations by:**
 - ✦ Designing performance management systems that are integrated with agency program planning and clearly show employees how their actions drive agency results
 - ✦ Creating fair and credible standards for individual performance appraisal and accountability
 - ✦ Strengthening partnerships with public and private organizations allowing for knowledge transfer and the sharing of promising practices
2. **Recognize, select, and sustain individuals who provide strong leadership and direction for agencies by:**
 - ✦ Driving agencies to close leadership competency gaps through succession management and developmental opportunities
 - ✦ Evaluating the agency's effectiveness in holding leaders accountable for agency performance
 - ✦ Ensuring agencies make meaningful distinctions in evaluating and recognizing different levels of management performance
3. **Provide leadership and direction to government-wide HR programs by:**
 - ✦ Partnering with agencies on strategic and operational issues
 - ✦ Evaluating HR programs' ability to drive agency results
 - ✦ Promoting OPM products and services

- ✦ Improving the interoperability of government-wide HR systems and providing oversight and assessment of HR service delivery at shared service centers
 - ✦ Collaborating with agencies and multi-agency field locations through the Chief Human Capital Officers Council, the Federal Executive Boards, and interagency employee and labor relations groups
 - ✦ Providing agencies with tools, resources, guidance, education, and evaluation to improve human resources operations
- 4. Hold agencies to account for improvements in strategic human resources management by:**
- ✦ Providing agencies with designated human capital officers for ongoing direction and consultative support
 - ✦ Monitoring compliance with civil service laws and regulations and appropriate use of flexibilities/authorities
 - ✦ Encouraging agencies to see human resource offices as strategic business partners with top agency leadership
- 5. OPM will lead by example to implement human resources reforms and achieve results by:**
- ✦ Building leadership and staff capacity to further develop OPM as a high-performing organization
 - ✦ Improving business operations and providing exemplary internal customer service
 - ✦ Making better use of financial resources to meet program needs
 - ✦ Using performance results to inform management decisions
 - ✦ Improving collaboration and partnership within OPM
- 6. Ensure the safety of the Federal workforce through emergency preparedness by:**
- ✦ Developing and implementing policies and procedures to help agencies prepare and respond to emergency situations
 - ✦ Supporting the Federal Executive Boards to ensure coordinated responses to all hazards events

INDICATORS OF OUR PROGRESS

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

HONOR SERVICE

STRATEGIC GOAL:

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

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

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

STRATEGIES

1. Improve Federal pay and reward systems by:

- Working with key stakeholders to modernize the Federal pay system to be more supportive of current recruitment and retention trends and strategies
- Engaging employees in implementing new recognition programs
- Evaluating, improving and certifying agency Senior Executive Service (SES) pay and performance systems



- 2. Develop a 21st century customer focused retirement processing system that adjudicates claims in a timely and accurate manner by:**
 - ✦ Investing in information technology tools and solutions to facilitate benefits payments
 - ✦ Using performance measures to ensure quality customer service
 - ✦ Strengthening quality assurance processes, policies, and procedures
 - ✦ Delivering optimal customer service experiences by improving processes

- 3. Improve OPM service to Federal agency benefit officers by:**
 - ✦ Developing an agency benefit officers service delivery model emphasizing shared responsibility for benefits/retirement among employees, OPM and agencies
 - ✦ Defining standards for agency benefit officers, measuring their results, and recognizing them for exceptional customer service

INDICATORS OF OUR PROGRESS

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

LONG-TERM PERFORMANCE GOALS

In addition to using the indicators that appear for each of the strategic goals, OPM will also use the following long-term performance goals to gauge its progress through FY 2011:

1. **Hiring Reform:** 80 percent of Departments and Major Agencies meet agreed upon targeted improvements to:
 - Improve hiring manager satisfaction with applicant quality
 - Improve applicant satisfaction
 - Reduce the time it takes to hire
2. **Telework:** Increase by 50 percent the number of eligible Federal employees who telework
 - By FY 2011, increase by 50 percent the number of eligible Federal employees who telework over the FY 2009 baseline of 102,900.
3. **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 calendar year 2010.
4. **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.

These long-term performance goals will be incorporated into the strategy implementation plans highlighted in the Plan Implementation section that follows.

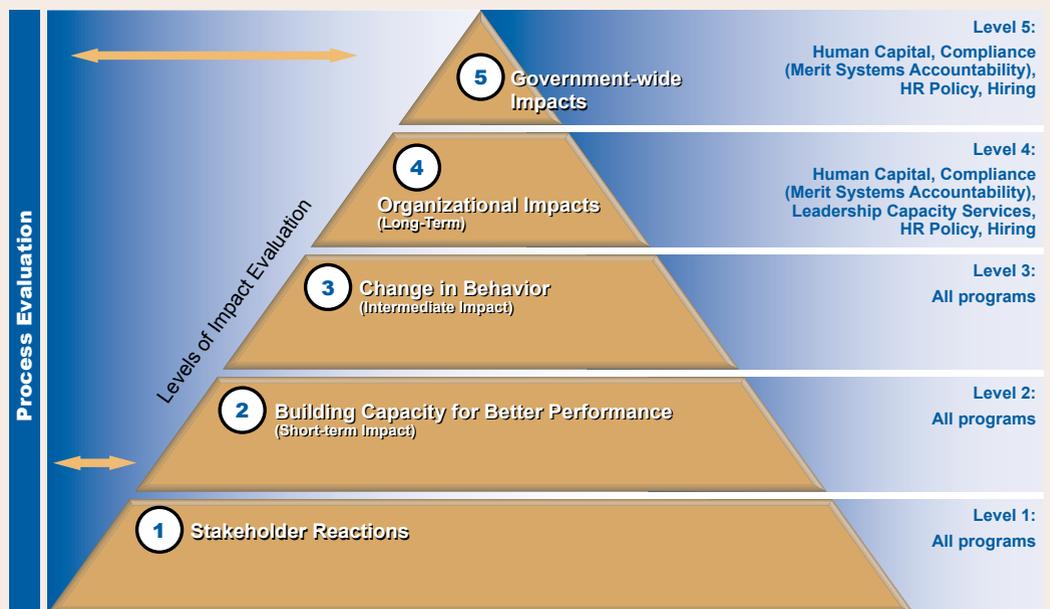
PLAN IMPLEMENTATION

OPM will track implementation of our strategic plan in several ways. Each strategic goal has a list of strategies that OPM will implement in order to achieve the goal. OPM's Office of the Director will assign one or more strategies identified to an OPM executive who will champion its implementation. This individual will be responsible for developing detailed yearly operating plans until the strategy is successfully implemented. The yearly operating plans will include distinct actions with planned completion dates, along with performance measures or indicators to gauge progress. The Office of the Director will review these operating plans several times a year to ensure that the necessary resources are being allocated to the strategy and sufficient progress is being made. To ensure transparency, operating plans will be posted and periodically updated on OPM's website.

PROGRAM IMPROVEMENT

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

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



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

OPM EVALUATION FRAMEWORK

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

As required by the Government Performance and Results Act (GPRA) of 1993, the following table presents OPM's projected schedule for its program evaluations.

OPM Program	Impact Evaluation Level	Year Start
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
Other Key Issues		
• Hiring	Level 5	2011
• Telework	Level 3	2011
• LEAD Certificate Program	Level 3	2012



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