Performance Work Statement (PWS)

For

U.S. Office of Personnel Management (OPM)

**Office of the Chief Operating Officer**

OPM Workforce Planning Study

**Agency Background**

The U.S. Office of Personnel Management is the central human resources agency for the Federal Government and the primary agency helping the President carry out the responsibilities of managing the Federal work force. OPM’s Director serves as the President’s principal advisor on matters related to the Federal workforce.

OPM is responsible for a broad array of responsibilities related to regulating, overseeing, and managing the Federal workforce. These responsibilities include:

* Executing, administering, and enforcing the civil service rules and regulations of the President and the Office and the laws governing the civil service;
* Conducting the Federal Government’s suitability program, including promulgating regulations to govern the program, establishing standards, performing and overseeing the performance of background investigations, and adjudicating and overseeing the adjudication of suitability determinations and actions;
* Executing the laws pertaining to the Senior Executive Service, promulgating related regulations, setting standards, and overseeing the selection, development, and personnel actions related to senior executives and senior level employees;
* Establishing qualification standards;
* Determining whether positions should be excepted from the civil service, and, if so, establishing the rules pursuant to which they will be filled;
* Maintaining a system of accountability for merit system principles that sets standards, measures agencies’ effectiveness in meeting them, and directs the correction of any observed deficiencies;
* Setting standards, promulgating regulations, and exercising oversight over performance management of Federal employees;
* Promulgating regulations to implement the rules governing adverse actions;
* Regulating, administering, overseeing and issuing decisions related to the Federal Benefits programs (e.g., retirement programs, health benefits program, dental and vision insurance program, life insurance benefit, long term care insurance benefit; and flexible spending accounts);
* Conducting background investigations related to national security pursuant to Executive Order 10450 for the competitive service and conducting other background investigations as required by statute or permitted through OPM’s Revolving Fund;
* Promulgating adjudicative criteria for determining whether individuals should be adjudicated eligible for logical or physical access to agency systems and facilities;
* Promulgating regulations to implement the Federal Labor Statute and serving as the Federal lead on labor-management initiatives;
* Reviewing human resources management programs and practices and reporting to the President on their effectiveness;
* Providing opinions to the Merit Systems Protection Board or the Federal Labor Relations Authority with respect to statutes or regulations entrusted to OPM’s interpretation;
* Seeking reconsideration or intervening in proceedings before the Merit Systems Protection Board where the Director determines that the Board erred in interpreting a civil service law, rule, or regulation affecting personnel management and that the Board’s decision will have a substantial impact on a civil service law, rule, regulation, or policy directive, and pursuing a petition for review at the U.S. Court of Appeals for the Federal Circuit where the Board adheres to that error;
* Approving personnel research programs and demonstration projects;
* Executing and overseeing implementation of the laws relating to classification, and adjudicating appeals;
* Offering HR management services that enhance agencies' ability to attract and acquire specific talent;
* Partnering with agencies to provide effective human resource solutions that develop leaders, attract and build a high quality public sector workforce, and transform agencies into high performing organizations;
* Providing evaluation and oversight of agencies’ human capital management programs and HR operations to ensure their effectiveness, efficiency, and compliance with law;
* Providing policy direction and leadership in designing, developing and promulgating Government-wide human resources systems and programs for recruitment, pay, leave, performance management and recognition, employee development, work/life/wellness programs and labor and employee relations; and
* Providing technical support to agencies regarding the full range of human resources management policies and practices, to include veterans' employment and agency program evaluation.

OPM internal organizations that support these activities include Executive Offices and internal Administration and Management functions.

OPM operates from its headquarters in Washington, D.C. It also operates centers in Boyers, Pennsylvania, Macon, Georgia, and other locations across the country.

**Project Background**

The Suitability and Security Performance Accountability Council – an interagency group chaired by the Office of Management and Budget and comprised of the Director of National Intelligence (DNI) and the Director of the U.S. Office of Personnel Management (OPM), in their respective roles as Security and Suitability Executive Agents and representatives of the Department of Defense, the Department of Homeland Security, the Department of Justice, the Federal Bureau of Investigations, the Department of Energy and others – has commissioned a review of key questions related to information security, governance, policy, and other aspects of the security, suitability, and credentialing processes. Through the review, the group will identify recommendations to improve background investigation and adjudication timeliness, ensure that investigations are conducted in the most efficient, effective and secure manner possible, and determine what fundamental reforms are needed within the security clearance process.

The Office of Personnel Management’s Federal Investigative Services (FIS) conducts more than 90 percent of the Federal Government’s background investigations for more than 100 agencies. Under Title 5, U.S.C. §1304 (e) (1), FIS is authorized, and, by virtue of the lack of any separate appropriation to perform these functions, required to conduct investigations on a reimbursable basis, financed by a Revolving Fund without fiscal year limitations, through which OPM collects fees and other payments from other agencies. OPM’s internal organizations, which include its Executive Offices and Administrative and Management Programs, are funded through an internal Common Services fund which is comprised of contributions from all of OPM’s funding sources, including the Revolving Fund.

Because any impact to FIS would also impact OPM’s Executive Offices and Administrative and Management Programs, the Acting Director and the Chief Operations Officer – in conjunction with support from Associate Directors and Office Heads – are commissioning a Workforce Planning study. While the Suitability and Security Performance Accountability Council’s review recommendations are not yet known, the review will likely suggest programmatic and organizational changes to the FIS program. In preparation for these changes, OPM’s Workforce Planning study will assess how OPM’s Executive Offices and Administrative and Management Programs would be directly and indirectly impacted, both operationally and financially. The study will also include workload, staffing, and organizational restructuring / redesign recommendations at different staff reduction and/or augmentation levels. Lastly, the study may include process analysis and improvement recommendations.

In addition to consulting with FIS leadership, the initial activities in this study will focus on the following organizations:

* Congressional, Legislative, and Intergovernmental Affairs (CLIA)
* Employee Services (ES) – Human Resources (HR) office
* Equal Employment Opportunity (EEO)
* Facilities, Security, and Emergency Management (FSEM)
* Merit System Accountability and Compliance (MSAC) – Internal Oversight and Compliance (IOC) office
* Office of the Chief Financial Officer (OCFO)
* Office of the Chief Information Officer (OCIO) – Infrastructure and FIS Information Technology (IT) Program Management Office (PMO)
* Office of Communications (OC)
* Office of the Director (OD), which includes the Office of the Chief Operating Officer
* Office of the Executive Secretariat (OES)
* Office of the General Council (OGC)
* Office of Procurement Operations (OPO)

Because the initial grouping will focus on those organizations and offices that directly or indirectly support or are supported by FIS, there are upwards of approximately 600 FTEs within these organizations. Additionally, the Infrastructure and FIS IT PM offices within the Office of the Chief Information Officer are further supported by approximately 250 IT contractors. An overview of these organizations and approximate FTE breakdown by organization are provided in the appendix.

Concurrent with or subsequent to the initial study grouping, additional assessment and planning activities may be pursued. Rather than focus on the FIS program’s direct and indirect operational and financial impacts, the study will focus on assessing and recommending the level of effort required to support work within and amongst other OPM organizations. The study will also recommend workload, staffing, and organizational restructuring / redesign recommendations at different staff reduction and/or augmentation levels. Lastly, the study may include process analysis and improvement recommendations.

In addition to those offices listed above, the following organizations within OPM may be considered for additional assessment and planning activities within the study:

* Chief Human Capital Officers (CHCO) Council
* Employee Services (ES), except HR office
* Healthcare and Insurance (HI)
* Human Resources Solutions (HRS)
* Merit System Accountability and Compliance (MSAC), except IOC office
* Office of Diversity & Inclusion (DI)
* Office of the Chief Information Officer (OCIO), except Infrastructure and FIS IT PM offices
* Planning and Policy Analysis (PPA)
* Retirement Services (RS)

There are approximately 2,150 FTEs who work in the offices listed above. Excluding the Infrastructure and FIS IT PM offices, the Office of the Chief Information Officer is further supported by approximately 150 IT contractors. An overview of these organizations and approximate FTE breakdown by organization are provided in the appendix.

Lastly, assessment and planning activities may be pursued for OPM’s Resource Management Group which is composed of Resource Management Officers (RMOs) and staff from each organization. There are approximately 30 FTEs across OPM who make up the Resource Management Group. This group is tasked with planning and managing the execution of all budget, personnel, and operations / logistics-related activities for all OPM organizations.

The study will not include an analysis of our Federal Prevailing Rate Advisory Commission (FPRAC), Office of the Inspector General (OIG), Performance Accountability Council (PAC) Program Management Office (PMO) which supports the Suitability and Security Clearance Line of Business (SSCLoB), or the President’s Commission on White House Fellowships (PCWHF).

**Project Scope**

OPM requires a Workforce Planning Study to review and analyze a subset of its organizations. The Study will consist of two required sub-tasks: an organizational assessment and impact analysis (X.1); and a workload and staff analysis (X.2). Additionally, the study includes an optional sub-task for process analysis (X.3). Please note that the X in X.1, X.2, and X.3 correspond to the task level, which corresponds to specific organization groupings. In order to conduct the analyses needed for each sub-task, the Contractor will gather and assess organization information collected through qualitative means (e.g., leadership meetings, interviews, and research) and quantitative means (e.g., data from our Human Resources and Financial systems). As it pertains to the study, OPM will share the data available; however, there is no systemic collection of data OPM-wide. Lastly, as the Contractor develops its methodology to conduct the analyses, it is expected that the contractor use a repeatable methodology.

The required organizational assessment and impact analysis will focus on each organization’s workload against its mission, functions, work drivers (including, but not limited to: adhering to / preparing for an executive action or executing against a mission-critical activity or need), and alignment to the OPM’s Strategic Plan (<https://www.opm.gov/about-us/budget-performance/strategic-plans/>). It will evaluate the level of effort / resources needed to adequately support each organization and interrelated work that is supported by multiple offices. To the extent possible, the contractor should determine areas of duplication and assess organizational efficiency / effectiveness.

The required workload and staff analysis will consider workload as it identifies recommendations to address the skills mix (e.g., occupational types, skill levels, and numbers of positions in each occupational category) needed within each organization’s staffing model. OPM may use this information later to inform an agency-wide staffing model. Furthermore, the analysis will be used to suggest organizational structure / design improvements. The workload and staff analysis will consider different staff reduction and augmentation levels within its analysis.

The optional process analysis will focus on a review of current business processes and identify organizational impacts results from the organizational assessment and workload and staff analysis. The process analysis will identify and evaluate process metrics to identify process efficiencies and inefficiencies. Lastly, the process analysis will provide process improvement implementation recommendations.

The government reserves the right to control any and all information and documentation associated with the awarded task order that OPM deems is confidential, privileged or legally protected. All work done under this contract will serve an informational purpose in that OPM may consider any recommendations when determining if or how to implement various operational and organizational improvements.

**Tasks and Deliverables**

## *Task 0: Management Plan (required)*

The contractor shall develop a Management Plan in accordance with Training and Management Assistance Solutions (TMAS) specifications in draft for review by and coordination with OPM / HRS. The Management Plan must outline and/or reiterate the deliverables that are necessary to meet the Government’s specific requirements. The Government will provide concurrence / comments on the Management Plan within 5 business days of receipt from the contractor.

*Deliverable(s):* Management Plan that provides a project timeline of deliverables and expected completion dates in conformance with the deliverable due dates specified for Tasks 1 through 6 and applicable subtasks.

Deliverable Due Date: Not later than 5 business days after task order award.

*Task 1: Group 1 Assessment and Planning (required)*

Group 1 includes the following organizational components of OPM that directly or indirectly support or are supported by FIS:

* Congressional, Legislative, and Intergovernmental Affairs (CLIA)
* Employee Services (ES) – Human Resources (HR) office, only
* Equal Employment Opportunity (EEO)
* Facilities, Security, and Emergency Management (FSEM)
* Merit System Accountability and Compliance (MSAC) – Internal Oversight and Compliance (IOC) office, only
* Office of the Chief Financial Officer (OCFO)
* Office of the Chief Information Officer (OCIO) – Infrastructure and FIS Information Technology (IT) Program Management Office (PMO)
* Office of Communications (OC)
* Office of the Director (OD), which includes the Office of the Chief Operating Officer
* Office of the Executive Secretariat (OES)
* Office of the General Council (OGC)
* Office of Procurement Operations (OPO)

Because the initial grouping will focus on those organizations and offices that directly or indirectly support or are supported by FIS, there are upwards of approximately 600 FTEs within these organizations. Additionally, the Infrastructure and FIS IT PM offices within the Office of the Chief Information Officer are further supported by approximately 250 IT contractors. The contractor will consult FIS leadership to inform their analyses. An overview of these organizations and approximate FTE breakdown by organization are provided in the appendix.

*Sub-Task 1.1: Organizational Assessment and Impact Analysis (required)*

Because the organizations and offices listed within this Task directly or indirectly support or are supported by FIS, this sub-task will assess how OPM’s Executive Offices and Administrative and Management Programs would be directly and indirectly impacted, both operationally and financially.

Through interviews with Associate Directors / Office Heads and staff and other available information / data such as organization-level staffing plans, prior benchmarking documents and/or workforce analysis / manpower studies, and an understanding of work / actions that organizations complete, the contractor will gather and assess organization-level information. Using the organizational information, the impact analysis will address operational and financial organizational impacts that will arise following a programmatic and organizational restructuring or realignment. To the extent possible, the contractor should determine areas of duplication and assess organizational efficiency / effectiveness within OPM’s Executive Offices and Administrative and Management Programs.

*Deliverable(s):* Current Organizational Assessment and Impact Analysis; the deliverable will recommend the level of effort required to support organizations and interrelated work amongst organizations, identify operational and financial impacts, and identify any areas of duplication.

Deliverable Due Date: Not later than 30 June 2016.

## *Sub-Task 1.2: Workload and Staff Analysis (required)*

Because the organizations and offices listed within this Task directly or indirectly support or are supported by FIS, this sub-task will assess how FIS’ programmatic and organizational changes may impact OPM’s Executive Offices and Administrative and Management Programs.

The Contractor will identify a methodology to assess how much of their current workload is FIS-related and suggest the skills mix (e.g., occupational types, skill levels, and numbers of positions in each occupational category) and staffing approaches (e.g., Federal employees, contractors, rehired annuitants, detailees) needed within each organization’s staffing model. This analysis will then be used to suggest organizational structure / design improvements. The workload and staff analysis will consider different staff reduction and augmentation levels.

To conduct the analysis, the Contractor will be provided access to documents such as organizational charts, organizational descriptions, work plans, current Position Descriptions (PDs) and other related documents. The Contractor may also be provided access to data contained within OPM’s human resources and financial systems. As it pertains to the study, OPM will share the data available; however, there is no systemic collection of data OPM-wide.

*Deliverable(s):* Current Workload Analysis and Staffing Levels Report, Recommended Occupations and Skill Levels Report, and Recommended to-be state Organizational Structure Report.

Deliverable Due Date: Not later than 30 June 2016.

*Sub-Task 1.3: Process Analysis (optional):*

Because the organizations and offices listed within this Task directly or indirectly support or are supported by FIS, this sub-task will assess how FIS’ programmatic and organizational changes may impact the processes undertaken by OPM’s Executive Offices and Administrative and Management Programs.

The contractor will review and analyze current business process and identify organizational impacts resulting from workload and staffing level recommendations.  Analyses should include: identifying process metrics to evaluate and noting process efficiencies and inefficiencies; providing recommendations for process improvement, especially in areas where organizations overlap and collaborate; and providing recommendations on methods to implement incremental change.

Deliverable(s): Overall Process Analysis Report, Process Metrics Report, Process Improvement Recommendations and Implementation Methods.

Deliverable Due Date: Not later than 90 days after this subtask option is exercised.

Subtask 1.3 is an optional task. The Government may exercise this option within 180 days of exercising Option Period I.

*Task 2: Group 2 Assessment and Planning (optional):*

Group 2 includes the following organizational components of OPM:

* Congressional, Legislative, and Intergovernmental Affairs (CLIA)
* Employee Services (ES) – Human Resources (HR) office, only
* Equal Employment Opportunity (EEO)
* Facilities, Security, and Emergency Management (FSEM)
* Merit System Accountability and Compliance (MSAC) – Internal Oversight and Compliance (IOC) office, only
* Office of the Chief Financial Officer (OCFO)
* Office of the Chief Information Officer (OCIO) – Infrastructure and FIS Information Technology (IT) Program Management Office (PMO)
* Office of Communications (OC)
* Office of the Director (OD), which includes the Office of the Chief Operating Officer
* Office of the Executive Secretariat (OES)
* Office of the General Council (OGC)
* Office of Procurement Operations (OPO)

Rather than focus on the FIS program’s direct and indirect operational and financial impacts, the Contractor will focus on the non-FIS program actions undertaken by OPM’s Executive Offices and Administrative and Management Programs. There are upwards of approximately 600 FTEs within these organizations. Additionally, the Infrastructure and FIS IT PM offices within the Office of the Chief Information Officer are further supported by approximately 250 IT contractors. An overview of these organizations and approximate FTE breakdown by organization are provided in the appendix.

*Sub-Task 2.1: Organizational Assessment and Impact Analysis (optional)*

The Contractor will focus on the non-FIS program actions undertaken by OPM’s Executive Offices and Administrative and Management Programs.

Through interviews with Associate Directors / Office Heads and staff and other available information / data such as organization-level staffing plans, prior benchmarking documents and/or workforce analysis / manpower studies, an understanding of work / actions that organizations complete, and vendor / government research conducted on similar organizations, the contractor will gather and assess organization-level information. To the extent possible, the contractor should determine areas of duplication and assess organizational efficiency / effectiveness within OPM’s Executive Offices and Administrative and Management Programs in its Impact Analysis.

*Deliverable(s):* Current Organizational Assessment and Impact Analysis; the deliverable will recommend the level of effort required to support organizations and interrelated work amongst organizations and identify any areas of duplication and efficiency / effectiveness.

Deliverable Due Date: Not later than 120 days after this subtask option is exercised.

Subtask 2.1 is an optional task. The Government may exercise this option no later than 1 July 2016.

## *Sub-Task 2.2: Workload and Staff Analysis (optional)*

The Contractor will focus on the non-FIS program actions undertaken by OPM’s Executive Offices and Administrative and Management Programs.

The Contractor will be provided access to documents such as organizational charts, organizational descriptions, work plans, current Position Descriptions (PDs) and other related documents. The Contractor may also be provided access to data contained within OPM’s human resources and financial systems. As it pertains to the study, OPM will share the data available; however, there is no systemic collection of data OPM-wide.

To conduct the Workload and Staff Analysis, the contractor will compare qualitative and quantitative data against work performed. The Contractor will identify a methodology to assess workload and suggest the skills mix (e.g., occupational types, skill levels, and numbers of positions in each occupational category) and staffing approaches (e.g., Federal employees, contractors, rehired annuitants, detailees) needed within each organization’s staffing model. OPM may use this information later to inform an agency-wide staffing model. Furthermore, the Workload and Staffing Analysis should also provide future / to-be state recommendations with notional organizational structures / design improvements, functions, and staffing models at different reduction and/or augmentation levels.

*Deliverable(s):* Current Workload Analysis and Staffing Levels Report, Recommended Occupations and Skill Levels Report, and Recommended to-be state Organizational Structure Report.

Deliverable Due Date: Not later than 120 days after this subtask option is exercised.

Subtask 2.2 is an optional task. The Government may exercise this option no later than 1 July 2016.

*Sub-Task 2.3: Process Analysis (optional)*

The Contractor will focus on the non-FIS program actions undertaken by OPM’s Executive Offices and Administrative and Management Programs.

The contractor will review and analyze current business process and identify organizational impacts resulting from workload and staffing level recommendations.  Analyses should include: identifying process metrics to evaluate and noting process efficiencies and inefficiencies; providing recommendations for process improvement, especially in areas where organizations overlap and collaborate; and providing recommendations on methods to implement incremental change.

Deliverable(s): Overall Process Analysis Report, Process Metrics Report, Process Improvement Recommendations and Implementation Methods.

Deliverable Due Date: Not later than 90 days after this subtask option is exercised.

Subtask 2.3 is an optional task. The Government may exercise this option within 180 days of exercising Option Period I.

*Task 3: Group3 Assessment and Planning (optional)*

Group 3 includes the following organizational components of OPM:

* Chief Human Capital Officers (CHCO) Council
* Employee Services (ES), except HR office
* Healthcare and Insurance (HI)
* Merit System Accountability and Compliance (MSAC), except IOC office
* Office of Diversity & Inclusion (DI)
* Office of the Chief Information Officer (OCIO), except Infrastructure and FIS IT PM offices
* Planning and Policy Analysis (PPA)

An overview of these organizations and approximate FTE breakdown by organization are provided in the appendix.

*Sub-Task 3.1: Organizational Assessment and Impact Analysis (optional)*

Through interviews with Associate Directors / Office Heads and staff and other available information / data such as organization-level staffing plans, prior benchmarking documents and/or workforce analysis / manpower studies, an understanding of work / actions that organizations complete, and vendor / government research conducted on similar organizations, the contractor will gather and assess organization-level information. To the extent possible, the contractor should determine areas of duplication and assess organizational efficiency / effectiveness within its Impact Analysis.

*Deliverable(s):* Current Organizational Assessment and Impact Analysis; the deliverable will recommend the level of effort required to support organizations and interrelated work amongst organizations and identify any areas of duplication and efficiency / effectiveness.

Deliverable Due Date: Not later than 90 days after this subtask option is exercised.

Subtask 3.1 is an optional task. The Government may exercise this option no later than 1 October 2016.

## *Sub-Task 3.2: Workload and Staff Analysis (optional)*

The Contractor will be provided access to documents such as organizational charts, organizational descriptions, work plans, current Position Descriptions (PDs) and other related documents. The Contractor may also be provided access to data contained within OPM’s human resources and financial systems. As it pertains to the study, OPM will share the data available; however, there is no systemic collection of data OPM-wide.

To conduct the Workload and Staff Analysis, the contractor will compare qualitative and quantitative data against work performed. The Contractor will identify a methodology to assess workload and suggest the skills mix (e.g., occupational types, skill levels, and numbers of positions in each occupational category) and staffing approaches (e.g., Federal employees, contractors, rehired annuitants, detailees) needed within each organization’s staffing model. OPM may use this information later to inform an agency-wide staffing model. Furthermore, the Workload and Staffing Analysis should also provide future / to-be state recommendations with notional organizational structures / design improvements, functions, and staffing models at different reduction and/or augmentation levels.

*Deliverable(s):* Current Workload Analysis and Staffing Levels Report, Recommended Occupations and Skill Levels Report, and Recommended to-be state Organizational Structure Report.

Deliverable Due Date: Not later than 90 days after this subtask option is exercised.

Subtask 3.2 is an optional task. The Government may exercise this option no later than 1 October 2016.

*Sub-Task 3.3: Process Analysis (optional)*

The contractor will review and analyze current business process and identify organizational impacts resulting from workload and staffing level recommendations.  Analyses should include: identifying process metrics to evaluate and noting process efficiencies and inefficiencies; providing recommendations for process improvement, especially in areas where organizations overlap and collaborate; and providing recommendations on methods to implement incremental change.

Deliverable(s): Overall Process Analysis Report, Process Metrics Report, Process Improvement Recommendations and Implementation Methods.

Deliverable Due Date: Not later than 90 days after this subtask option is exercised.

Subtask 3.3 is an optional task. The Government may exercise this option within 180 days of exercising Option Period I.

*Task 4: Group 4 Assessment and Planning (optional)*

Group 4 includes the following organizational components of OPM:

* Human Resources Solutions (HRS)

An overview of this organization and approximate FTE breakdown are provided in the appendix.

*Sub-Task 4.1: Organizational Assessment and Impact Analysis (optional)*

Through interviews with Associate Directors / Office Heads and staff and other available information / data such as organization-level staffing plans, prior benchmarking documents and/or workforce analysis / manpower studies, an understanding of work / actions that organizations complete, and vendor / government research conducted on similar organizations, the contractor will gather and assess organization-level information. To the extent possible, the contractor should determine areas of duplication and assess organizational efficiency / effectiveness within its Impact Analysis.

*Deliverable(s):* Current Organizational Assessment and Impact Analysis; the deliverable will recommend the level of effort required to support organizations and interrelated work amongst organizations and identify any areas of duplication and efficiency / effectiveness.

Deliverable Due Date: Not later than 75 days after this subtask option is exercised.

Subtask 4.1 is an optional task. The Government may exercise this option no later than 15 October 2016.

## *Sub-Task 4.2: Workload and Staff Analysis (optional)*

The Contractor will be provided access to documents such as organizational charts, organizational descriptions, work plans, current Position Descriptions (PDs) and other related documents. The Contractor may also be provided access to data contained within OPM’s human resources and financial systems. As it pertains to the study, OPM will share the data available; however, there is no systemic collection of data OPM-wide.

To conduct the Workload and Staff Analysis, the contractor will compare qualitative and quantitative data against work performed. The Contractor will identify a methodology to assess workload and suggest the skills mix (e.g., occupational types, skill levels, and numbers of positions in each occupational category) and staffing approaches (e.g., Federal employees, contractors, rehired annuitants, detailees) needed within each organization’s staffing model. OPM may use this information later to inform an agency-wide staffing model. Furthermore, the Workload and Staffing Analysis should also provide future / to-be state recommendations with notional organizational structures / design improvements, functions, and staffing models at different reduction and/or augmentation levels.

*Deliverable(s):* Current Workload Analysis and Staffing Levels Report, Recommended Occupations and Skill Levels Report, and Recommended to-be state Organizational Structure Report.

Deliverable Due Date: Not later than 75 days after this subtask option is exercised.

Subtask 4.2 is an optional task. The Government may exercise this option no later than 15 October 2016.

*Sub-Task 4.3: Process Analysis (optional)*

The contractor will review and analyze current business process and identify organizational impacts resulting from workload and staffing level recommendations.  Analyses should include: identifying process metrics to evaluate and noting process efficiencies and inefficiencies; providing recommendations for process improvement, especially in areas where organizations overlap and collaborate; and providing recommendations on methods to implement incremental change.

Deliverable(s): Overall Process Analysis Report, Process Metrics Report, Process Improvement Recommendations and Implementation Methods.

Deliverable Due Date: Not later than 90 days after this subtask option is exercised.

Subtask 4.3 is an optional task. The Government may exercise this option within 180 days of exercising Option Period I.

*Task 5: Group 5 Assessment and Planning (optional)*

Group 4 includes the following organizational components of OPM:

* Retirement Services (RS)

An overview of this organization and approximate FTE breakdown are provided in the appendix.

*Sub-Task 5.1: Organizational Assessment and Impact Analysis (optional)*

Through interviews with Associate Directors / Office Heads and staff and other available information / data such as organization-level staffing plans, prior benchmarking documents and/or workforce analysis / manpower studies, an understanding of work / actions that organizations complete, and vendor / government research conducted on similar organizations, the contractor will gather and assess organization-level information. To the extent possible, the contractor should determine areas of duplication and assess organizational efficiency / effectiveness within its Impact Analysis.

*Deliverable(s):* Current Organizational Assessment and Impact Analysis; the deliverable will recommend the level of effort required to support organizations and interrelated work amongst organizations and identify any areas of duplication and efficiency / effectiveness.

Deliverable Due Date: Not later than 75 days after this subtask option is exercised.

Subtask 5.1 is an optional task. The Government may exercise this option no later than 15 October 2016.

## *Sub-Task 5.2: Workload and Staff Analysis (optional)*

The Contractor will be provided access to documents such as organizational charts, organizational descriptions, work plans, current Position Descriptions (PDs) and other related documents. The Contractor may also be provided access to data contained within OPM’s human resources and financial systems. As it pertains to the study, OPM will share the data available; however, there is no systemic collection of data OPM-wide.

To conduct the Workload and Staff Analysis, the contractor will compare qualitative and quantitative data against work performed. The Contractor will identify a methodology to assess workload and suggest the skills mix (e.g., occupational types, skill levels, and numbers of positions in each occupational category) and staffing approaches (e.g., Federal employees, contractors, rehired annuitants, detailees) needed within each organization’s staffing model. OPM may use this information later to inform an agency-wide staffing model. Furthermore, the Workload and Staffing Analysis should also provide future / to-be state recommendations with notional organizational structures / design improvements, functions, and staffing models at different reduction and/or augmentation levels.

*Deliverable(s):* Current Workload Analysis and Staffing Levels Report, Recommended Occupations and Skill Levels Report, and Recommended to-be state Organizational Structure Report.

Deliverable Due Date: Not later than 75 days after this subtask option is exercised.

Subtask 5.2 is an optional task. The Government may exercise this option no later than 15 October 2016.

*Sub-Task 5.3: Process Analysis (optional)*

The contractor will review and analyze current business process and identify organizational impacts resulting from workload and staffing level recommendations.  Analyses should include: identifying process metrics to evaluate and noting process efficiencies and inefficiencies; providing recommendations for process improvement, especially in areas where organizations overlap and collaborate; and providing recommendations on methods to implement incremental change.

Deliverable(s): Overall Process Analysis Report, Process Metrics Report, Process Improvement Recommendations and Implementation Methods.

Deliverable Due Date: Not later than 90 days after this subtask option is exercised.

Subtask 5.3 is an optional task. The Government may exercise this option within 180 days of exercising Option Period I.

*Task 6: Group 6 Assessment and Planning (optional)*

Group 6 includes the following organizational components of OPM:

* Resource Management Group, comprised of Resource Management Officers (RMOs) and staff from each organization

There are approximately 30 FTEs across OPM who make up the Resource Management Group. This group is tasked with planning and managing the execution of all budget, personnel, and operations / logistics-related activities for OPM organizations.

*Sub-Task 6.1: Organizational Assessment and Impact Analysis (optional)*

Through interviews with Associate Directors / Office Heads and staff and other available information / data such as organization-level staffing plans, prior benchmarking documents and/or workforce analysis / manpower studies, an understanding of work / actions that organizations complete, and vendor / government research conducted on similar organizations, the contractor will gather and assess organization-level information. To the extent possible, the contractor should determine areas of duplication and assess organizational efficiency / effectiveness within its Impact Analysis.

*Deliverable(s):* Current Organizational Assessment and Impact Analysis; the deliverable will recommend the level of effort required to support organizations and interrelated work amongst organizations and identify any areas of duplication and efficiency / effectiveness.

Deliverable Due Date: Not later than 60 days after this subtask option is exercised or not later than 30 December 2016, whichever occurs first.

Subtask 6.1 is an optional task. The Government may exercise this option no later than 1 November 2016.

## *Sub-Task 6.2: Workload and Staff Analysis (optional)*

The Contractor will be provided access to documents such as organizational charts, organizational descriptions, work plans, current Position Descriptions (PDs) and other related documents. The Contractor may also be provided access to data contained within OPM’s human resources and financial systems. As it pertains to the study, OPM will share the data available; however, there is no systemic collection of data OPM-wide.

To conduct the Workload and Staff Analysis, the contractor will compare qualitative and quantitative data against work performed. The Contractor will identify a methodology to assess workload and suggest the skills mix (e.g., occupational types, skill levels, and numbers of positions in each occupational category) and staffing approaches (e.g., Federal employees, contractors, rehired annuitants, detailees) needed within each organization’s staffing model. OPM may use this information later to inform an agency-wide staffing model. Furthermore, the Workload and Staffing Analysis should also provide future / to-be state recommendations with notional organizational structures / design improvements, functions, and staffing models at different reduction and/or augmentation levels.

*Deliverable(s):* Current Workload Analysis and Staffing Levels Report, Recommended Occupations and Skill Levels Report, and Recommended to-be state Organizational Structure Report.

Deliverable Due Date: Not later than 60 days after this subtask option is exercised or not later than 30 December 2016, whichever occurs first.

Subtask 6.2 is an optional task. The Government may exercise this option no later than 1 November 2016.

*Sub-Task 6.3: Process Analysis (optional)*

The contractor will review and analyze current business process and identify organizational impacts resulting from workload and staffing level recommendations.  Analyses should include: identifying process metrics to evaluate and noting process efficiencies and inefficiencies; providing recommendations for process improvement, especially in areas where organizations overlap and collaborate; and providing recommendations on methods to implement incremental change.

Deliverable(s): Overall Process Analysis Report, Process Metrics Report, Process Improvement Recommendations and Implementation Methods.

Deliverable Due Date: Not later than 90 days after this subtask option is exercised.

Subtask 6.3 is an optional task. The Government may exercise this option within 180 days of exercising Option Period I.

# Target Audience

The target audience is OPM Leadership, who may this information when evaluating future staffing levels needs and budgetary requirements.

All work done under this contract will serve an informational purpose, in that OPM may consider recommendations when determining if or how to implement various operational and organizational improvements.

# Operating Constraints

Contractor should demonstrate ability to collaborate with cross-functional geographically dispersed teams. OPM has VTC, conference lines, and other technology available in order to communicate with geographically dispersed stakeholders.

OPM is expecting the Contractor to provide deliverables in the form of Excel models or a similar universally-used tool. OPM is not looking to use any proprietary tools or software.

# Place of Performance

The place of performance is the contractor’s work site with visits to OPM as needed to collect necessary information and for meetings.

# Period of Performance

The task order period of performance includes one 12-month base period commencing upon date of task order award, plus one 12-month option period commencing not later than immediately upon conclusion of the base period.

Performance shall be in accordance with the deliverable due dates specified herein for each task and subtask.

# Contract Requirements

## Project Management

TMAS shall provide Project Management Office support for this project. The Contractor will develop a Management Plan in accordance to TMAS’s specifications in draft format for review by OPM TMAS. All documents, including ad hoc reports, shall be considered drafts until formally accepted in writing by the appropriate OPM TMAS Project Manager.

The Contractor shall address all comments provided by OPM TMAS on the draft deliverable. Each deliverable will be subject to inspection and acceptance by the OPM TMAS and TMA PM, and will conform to the requirements stated in the Management Plan. All documents produced under this PWS shall be created in Microsoft Word, Microsoft PowerPoint, Microsoft Excel, and/or other compatible Windows-based software as approved by OPM TMAS. OPM TMAS may request that documents be delivered in either hard copy and/or electronic copy format.

The Contractor shall designate a Project Manager that will be a single point of contact for the OPM TMAS Contracting Officer and the TMAS PM. It is anticipated that the Project Manager shall be one of the senior-level employees provided by the Contractor for this work effort. The name of the Project Manager, and the name(s) of any alternate(s) who shall act for the Contractor in the absence of the Project Manager, shall be provided to the Government as part of the Contractor’s proposal. In absence of the Project Manager, only one alternate shall have full authority to act for the Contractor on all matters relating to work performed under this task order.

The Project Manager and all designated alternates shall be able to read, write, speak, and understand English. The Contractor shall not replace the Project Manager without prior approval from the Contracting Officer. The Project Manager shall be available to the TMAS PM via telephone between the hours of 8:30 AM through 4:30 PM EST, Monday through Friday, and shall respond to a request for discussion or resolution of technical problems within 48 hours of notification. Please refer to OPM Clauses 1752.209-70 and 1752.209-71 in the contract.

## Quarterly Interim Project Reviews (IPR)

The contractor shall provide Interim Project Reviews (IPR) on a monthly basis. Interim Project Reviews will be used to manage and report on project schedule, budget, risks, and invoices.

##

## Travel

All travel shall be in accordance with the Federal Travel Regulations and FAR part 31.205-46. All travel should be pre-approved by the Government.

## Non-Disclosure Agreements

All selected Contractor personnel assigned to work on this project shall be required to sign a non-disclosure agreement regarding key aspects of the project and project content. Please refer to OPM Clauses 1752.209-70 and 1752.209-71 in the contract. Any unauthorized review, distribution or copying of confidential, privileged or legally protected information, as determined by OPM is prohibited.

## Qualified Personnel

The Contractor shall provide qualified personnel to perform all requirements specified in this PWS. Please refer to OPM Clause 1752.209-72 in the contract.

It is expected that the lead Project Manager should have a PMP certification or 10+ years managing projects and leading teams.

## Employee Identification

Visiting Contractor employees shall comply with all Government escort rules and requirements. All Contractor employees shall identify themselves as Contractors when their status is not readily apparent and display all identification and visitor badges in plain view above the waist at all times.

## Employee Conduct

Contractor employees shall present a professional appearance at all times and their conduct shall not discredit the United States Government. Please refer to OPM Clause 1752.209-73 in the contract.

## Removing Employees for Misconduct or Security Reasons

The Government may, at its sole discretion, direct the Contractor to remove any Contractor employee from the Government facilities for misconduct or security reasons. Removal does not relieve the Contractor of the responsibility to continue providing the services required under any task order awarded. The Contracting Officer will provide the Contractor with a written explanation to support any request to remove an employee. Please refer to OPM Clause 1752.209-73 in the contract.

## Conflict of Interest

The Contractor shall not employ any person who is an employee of the United States Government, if that employment would or would appear to cause a conflict of interest. Please refer to OPM Clause 1752.209-74 contained herein.

Key Personnel

At a minimum, the following individuals are considered Key Personnel for this task order:

Project Manager

Before replacing any Key Personnel, the Contractor shall notify the OPM Contracting Officer at least 15 business days in advance, submit written justification for replacement, and provide the resumes of any proposed substitute(s). All proposed substitutes shall possess qualifications equal or superior to those of the Key Personnel being replaced. The Contractor shall not replace Key Personnel without the OPM Contracting Officer’s approval. The Government may designate any additional positions as Key Personnel at the time of award. Please refer to OPM Clause 1752.209-72 in the contract.

## Separately Priced Items (SPI) and Travel

The contractor shall comply with Indefinite Delivery Indefinite Quantity contract Section B.1, Product Components and contract Attachment 2, TMA Management Plan, and Section IV – Resource Requirements when providing SPI and Travel as a result of this requirement. Additionally, all OPM TMA program policies and procedures relating to SPI shall be followed in the delivery of services resulting from this requirement.

## Specifications

Best commercial practices shall be employed during the performance of this project.

## Administrative Information

The primary OPM point-of-contact for this project is:

Debra Overstreet

Contract Specialist

U.S. Office of Personnel Management

APPENDIX

# Organizational Framework

OPM’s divisions and offices and their approximately 6,200 full and part-time employees (~5,500 FTE) implement the programs and deliver the services that enable the agency to meet its strategic goals. The agency’s organizational framework consists of program divisions and offices that both directly and indirectly support agency mission. This section contains descriptions of each organization and the key roles and responsibilities it plays in contributing to the achievement of OPM’s overall mission.



**Organizational Descriptions**

* *Congressional, Legislative and Intergovernmental Affairs (CLIA)* is the OPM component that fosters and maintains relationships with Members of Congress and their staff. CLIA accomplishes its mission by keeping informed of issues related to programs and policies administered by OPM.  CLIA staff attends meetings, briefings, mark ups and hearings in order to interact, educate and advise agency, Congressional, State, Local and Tribal Governments.
* *Employee Services (ES)* provides policy direction and leadership in designing, developing and promulgating Government-wide human resources systems and programs. OPM supports agencies’ recruiting and hiring programs with tools, education and direct support. Additionally, ES provides recruitment, pay, leave, performance management and recognition, leadership and employee development, work/life/wellness programs and labor and employee relations. ES provides technical support to agencies regarding the full range of human resources management policies and practices, to include veterans’ employment as well as the evaluation of their human resource programs. ES also manages the operation of OPM’s internal human resources program.
* *Equal Employment Opportunity (EEO)* provides a fair, legally-correct and expeditious EEO complaints process (for example, EEO counseling, Alternative Dispute Resolution, and EEO Complaints Intake, Investigation, Adjudication, and Record-Keeping).
* *Facilities, Security & Emergency Management (FSEM)* manages the agency’s personal and real property, building operations, space design and layout, mail management, realty, safety, physical security and occupational health programs. FSEM provides personnel security and suitability and national security clearance determinations for OPM personnel and directs the operations and oversight of OPM’s preparedness and emergency response programs. FSEM also manages internal and external publishing and print management for OPM.
* *Federal Investigative Services (FIS)* mission is to ensure the Federal Government has a suitable workforce that protects national security and is worthy of the public trust. FIS is responsible for providing investigative products and services for over 100 Federal agencies to use as the basis for a variety of adjudicative decisions, including but not limited to security clearance and suitability decisions as required by Executive Orders and other rules and regulations. Over 95 percent of the Government’s background investigations are provided by OPM. FIS is also responsible for regulating, setting standards for, and overseeing the Federal Government’s suitability program; establishing adjudicative criteria for the credentials that provide logical or physical access to Federal agency systems and facilities; and oversight of certain aspects of agencies’ national security investigative programs.
* *Federal Prevailing Rate Advisory Committee (FPRAC)* studies the prevailing rate system and other matters pertinent to the establishment of prevailing rates under subchapter IV of chapter 53 of Title V, United States Code, and advises the Director of OPM on the Government-wide administration of the pay system for blue-collar Federal employees.
* *Healthcare & Insurance (HI)* consolidates OPM’s healthcare and insurance responsibilities into a single organization. This includes functions such as the Affordable Care Act’s Multi-State Plan Option, OPM’s responsibilities to perform External Review of consumer complaints plus existing responsibilities for the Federal Employees Health Benefits Program (FEHBP), Federal Employee Group Life Insurance (FEGLI), Federal Long Term Care Insurance Program (FLTCIP), the Federal Employee Dental Vision Insurance Plan (FEDVIP), and Flexible Spending Accounts for Federal Employees (FSAFEDS). HI comprises National Healthcare Operations and Federal Employee Insurance Operations.
* *Human Resources Solutions (HRS)* is a reimbursable organization offering a complete range of tailored and standardized human resources products and services designed to meet the unique and dynamic needs of the Federal Government.  As such, HRS provides customer agencies with innovative, high quality Government-to-Government solutions to help them develop leaders, attract and build a high quality public sector workforce, and achieve long-lasting results. This includes recruiting and examining candidates for Administrative Law Judge positions for employment by Federal agencies nationwide, managing the Leadership for a Democratic Society program, automating the full range of Federal rules and procedures for external hires, developing specialized assessments and performance management strategies, and offering Federal customers an expedited procurement process to acquire mission-critical training.
* *Merit System Accountability & Compliance (MSAC)* ensures through rigorous oversight that Federal agency human resources programs are effective and meet merit system principles and related civil service requirements. MSAC carries out this responsibility with a staff of employees in five field offices across the nation and in Washington, D.C. The three key components of the oversight and compliance programs are (1) Delegated Examining Unit Evaluations, (2) Large Agency Human Resources (HR) Evaluations, and (3) Small Agency HR Evaluations. MSAC also provides training and technical guidance to agencies regarding their human capital management programs and operations, and particularly their accountability system which evaluates these programs and practices. MSAC also manages the classification appeals program, which provides Federal employees with an independent third-party review of their classification decisions and provides evidence as to whether agencies are technically accurate in the use of delegated classification and job grading authority. MSAC has Government-wide oversight of the Combined Federal Campaign (CFC) and the Voting Rights (VR) programs. The mission of the CFC is to promote and support philanthropy through a program that is employee focused, cost-efficient, and effective in providing all Federal employees the opportunity to improve the quality of life for all. The Voting Rights Program provides observers to cover political subdivisions (counties, cities, etc. as determined by the Attorney General) to monitor and report on those elections designated by the Attorney General. Finally, MSAC manages OPM’s Office of Internal Oversight and Compliance (IOC). IOC drives the resolution of audit recommendations, conducts program evaluations, and oversees the review of capital investments to strengthen OPM’s risk management and operational performance.
* *Office of Communications (OC)* The Office of Communications (OC) coordinates a comprehensive effort to inform the public of the Administration's and OPM's goals, plans and activities through various media outlets. The OC provides the American public, Federal agencies and pertinent stakeholders with accurate information to aid in their planning and decision making process. The OC coordinates the publication and production of all video products, printed materials, and websites generated by OPM offices. The office develops briefing materials for the Director, OPM officials and Congress for various activities and events. The OC also plans events that amplify the Administration’s and OPM’s key initiatives within the agency and Government-wide.
* *Office of Diversity and Inclusion (ODI)* examines policy options, Government-wide data trends, and employee survey findings that affect OPM’s management of HR policy, as it relates to diversity and inclusion throughout the Federal Government. ODI develops comprehensive strategies to drive diversity and inclusion practices throughout the Federal Government and build a diverse and inclusive workforce, respecting individual and organizational cultures, while complying with merit principles and applicable Federal laws. ODI also designs and implements all required internal OPM diversity and inclusion efforts, to promote diversity management.
* *Office of Procurement Operations (OPO)* provides comprehensive acquisition support to all OPM program offices, and has responsibility for the agency’s suspension and debarment, purchase card, and acquisition training and certification programs. Through the development and execution of innovative business strategies, OPO procures a wide variety of best value supplies and services.  Contracting solutions offered by OPO ensure the agency successfully performs and delivers on its world class mission.
* *Office of the Chief Financial Officer (CFO)* manages and oversees OPM accounting, billing, vendor payments, budgeting, strategic planning, performance, program evaluation, financial systems, internal control and financial policy functions which enable the agency to achieve its mission. CFO also ensures the completion of timely and accurate financial reports that improve decision-making, comply with Federal requirements and demonstrate effective management of taxpayer dollars.
* *Office of the Chief Information Officer (CIO)* develops the Information Resource Management Plan and defines the information technology vision and strategy to include information technology policy and security for OPM. CIO shapes the application of technology in support of the agency’s strategic plan including the information technology that outlines the long term strategic architecture and systems plans for agency information technology capital planning. CIO supports and manages pre- and post-implementation reviews of major information technology programs and projects, as well as, project tracking at critical review points. CIO provides oversight of major information technology acquisitions to ensure they are consistent with the agency’s architecture and the information technology budget, and is responsible for the development of the agency’s information technology security policies. CIO directs the realization of the agency’s information technology architecture to further architecture integration, design consistency, and compliance with Federal standards. CIO supports the oversight of the FOIA function and records management for OPM, functions OPM must perform. CIO also works with other agencies on Government-wide projects such as E-Government, and develops long range planning for human resource information technology strategies*.*
* *Office of the Director (OD)* provides guidance, leadership and direction necessary to make the Federal Government the model employer in the United States, and OPM its model agency. The Office of the Director (OD) is the leadership of the U.S. Office of Personnel Management (OPM), the agency responsible for attracting and retaining an innovative, diverse and talented workforce to make the Federal Government a model employer for the 21st century. The Suitability and Security Clearance Reform Performance and Accountability Council’s Program Management Office (PAC PMO) is also housed within the OD.
* *Office of the Executive Secretariat (OES)* is responsible for the administrative management and support for the Office of the Director, and other executive offices including coordination and review of agency correspondence, policy and program proposals, regulations and legislation. OES also manages the agency’s international affairs program coordinating meetings and the transfer of information between OPM officials and foreign delegations.
* *Office of the General Counsel (OGC)* provides legal advice and representation to the Director and OPM managers and leaders so they can work to provide the Federal Government an effective civilian workforce. OGC does this by rendering opinions, reviewing proposed policies and other work products, and commenting on their legal efficacy, serving as agency representatives in administration litigation, and supporting the Department of Justice in its representation of the Government on matters concerning the civilian workforce. OGC also carries out several programmatic, substantive functions that fulfill other statutory or regulatory mandates and thus benefit other OPM offices or the Executive Branch as a whole. For example, OGC is responsible for the Government-wide Hatch Act regulations, administers the internal agency Hatch Act and ethics programs and serves in a policy and legal role in the Government-wide function of determining which Merit Systems Protection Board and arbitral decisions are erroneous and have a substantial impact on civil service law, and, thus, merit judicial review.
* *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 sanction able offenses with respect to the FEHBP or other OPM programs. The OIG keeps the Director and Congress fully informed about problems and deficiencies in the administration of agency programs and operations, and the need for corrective action.
* *Planning and Policy Analysis (PPA)* provides planning and analytical support to the Director and the agency. PPA assesses issues that affect OPM across the full array of human resources programs and benefits. A particular area of responsibility is the analysis of policy options, legislative changes and trends that affect OPM’s management of health and retirement benefits for Federal employees. To assure benefits provide maximum value and are secure, the office conducts actuarial analyses, as well as statistical analyses using large databases such as the Enterprise Human Resources Integration – Statistical Data Mart (EHRI-SDM) (containing Federal employee data) and the Health Claims Data Warehouse (HCDW). PPA develops and standardizes data analysis policies related to evidence-based decisions and practices. The Director of PPA also serves as OPM’s Performance Improvement Officer.
* *Retirement Services (RS)* is responsible for administering, developing, and providing Federal employees, retirees and their families with benefits programs and services that offer choice, value and quality to help maintain the Government’s position as a competitive employer. RS is responsible for administering the Civil Service Retirement System (CSRS) and the Federal Employees Retirement System (FERS), serving nearly 2.6 million Federal retirees and survivors who receive monthly annuity payments. Even after a case is adjudicated and added to the annuity roll, OPM continues to serve annuitants by making address or tax status changes to their accounts, sending out 1099-Rs, surveying certain annuitants to ensure their continued eligibility to receive benefits, and other post adjudication activities.

**Budget by Organization**

OPM submitted the following table within our FY 2016 Congressional Budget Justification. The table shows how resources will be budgeted in FY 2016 to each organization within OPM, pending Congress’ approval. Resources shown are from all funding sources including:

* Advances and Reimbursements from other agencies for services performed on behalf of those agencies or to finance shared commitments such as the Chief Human Capital Officers Council.
* Common Services which is an internal fund comprised of contributions from all of OPM’s funding sources to finance the administrative and leadership functions within the agency.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **FY 2015 Enacted** |  | **FY 2016 Request** |  |
| **Organization** | **Dollars**  | **FTE**  | **Dollars**  | **FTE**  |
| Chief Human Capital Officer Council | $718,847 | 4.8 | $1,100,000 | 4.4 |
| Chief Information Officer | $135,375,168 | 315.6 | $169,657,693 | 327.2 |
| Congressional, Legislative and Intergovernmental Affairs | $2,383,000 | 19.0 | $2,383,000 | 19.0 |
| Employee Services | $38,436,682 | 255.5 | $41,755,602 | 266.5 |
| Equal Employment Opportunity | $902,000 | 9.0 | $902,000 | 7.0 |
| Executive Secretariat | $1,565,000 | 13.0 | $1,565,000 | 13.0 |
| Facilities, Security & Contracting 1 | $11,570,000 | 102.0 | $11,592,500 | 92.1 |
| Federal Investigative Services | $1,132,617,689 | 2,726.0 | $1,131,789,824 | 2,727.0 |
| Federal Prevailing Rate Advisory Committee | $219,000 | 1.0 | $219,000 | 1.0 |
| Healthcare & Insurance | $39,975,002 | 133.3 | $43,182,180 | 150.9 |
| HR Solutions | $392,613,817 | 354.1 | $388,732,731 | 346.5 |
| Merit System Accountability & Compliance | $16,199,533 | 97.0 | $14,778,252 | 101.0 |
| Office of Communications | $2,290,000 | 16.0 | $2,290,000 | 16.0 |
| Office of Diversity and Inclusion | $1,088,000 | 7.0 | $1,975,310 | 12.0 |
| Office of the Chief Financial Officer | $29,793,000 | 133.0 | $32,147,260 | 141.6 |
| Office of the Director | $3,159,000 | 14.5 | $3,159,000 | 21.1 |
| Office of the General Counsel | $6,005,000 | 34.0 | $6,005,000 | 40.0 |
| Office of the Inspector General | $25,724,000 | 145.0 | $26,844,000 | 166.0 |
| Planning and Policy Analysis | $32,230,000 | 105.2 | $22,282,588 | 91.0 |
| Rent/Centrally Funded Items | $26,321,000 | 0.0 | $23,833,835 | 0.0 |
| Retirement Services | $100,892,000 | 960.0 | $99,796,000 | 972.0 |
| White House Fellows | $772,000 | 4.0 | $772,000 | 4.0 |
| **OPM Total** | **$2,000,849,738** | **5,449.0** | **$2,026,762,775** | **5,519.2** |

 **Source:** Office of Personnel Management’s FY16 Congressional Budget Justification

1 Effective September 21, 2015, the Facilities, Security, & Contracting organization is now two organizations: (1) Facilities, Security, and Emergency Management (FSEM); and (2) Office of Procurement Operations (OPO). The Office of Small and Disadvantaged Business Utilization (OSDBU) is within the Office of the Chief Operating Officer, which is a part of the Office of the Director (OD).