

United States Office of Personnel Management

Summary of Performance and Financial Information

Fiscal Year 2014

a New Day for Federal Service



United States Office of Personnel Management
February 2015

Table of Contents

Message from the Director	1
Overview	2
About this Report.....	2
OPM's Mission, Vision, Values, and Strategic Goals	3
Organizational Structure	5
Major Management Priorities, Challenges and Risks.....	6
Agency Priority Goals	7
FY 2014 Performance Results.....	18
Summary Performance Tables by Strategic Goal	19
FY 2014 Financial Report.....	23
Appendix A: Acronyms.....	29



MESSAGE from the DIRECTOR

I take great pleasure in submitting the Summary of Performance and Financial Information (SPFI) of the United States Office of Personnel Management (OPM or the agency) for Fiscal Year (FY) 2014. The SPFI summarizes performance information from OPM's FY 2014 Annual Performance Report and financial information from our FY 2014 Agency Financial Report, providing users with a succinct and easily understandable overview of OPM's use of its resources. All three documents are available on the OPM website at <http://www.opm.gov/about-us/budget-performance/performance/>.

In March 2014, OPM released a new Strategic Plan for FY 2014-2018. The plan is a results-oriented roadmap to achieve the agency's most important outcomes and reflects OPM's priorities. This overview shows that we have made numerous strides towards achieving our strategic goals.

Agency Priority Goals

Our Agency Priority Goals (APGs) advance progress toward longer-term outcomes. APGs are near-term results or achievements that leadership wants to accomplish within approximately 24 months. These goals rely predominantly on agency implementation as opposed to budget or legislative accomplishments. The agency's five APGs covering FY 2014-2015 are: 1) Retirement Claims Processing Improvements; 2) Improving the Oversight and Quality of Background Investigation Processing; 3) Federal Employee Health Benefits (FEHB) Accountability; 4) Closing the Skills Gap for the HR Workforce; and 5) Promoting Diversity and Inclusion. This report includes a brief look at OPM's progress in achieving each of our APGs.

Finance

For the fifteenth consecutive year, we received an unqualified audit opinion on our FY 2014 consolidated financial statements from the independent public accounting (IPA) firm of KPMG LLP. OPM also can provide unqualified assurance for its internal control over financial reporting for FY 2014, and received an unqualified audit opinion on the FY 2014 individual financial statements of the Retirement, Health Benefits, and Life Insurance Programs.

Conclusion

OPM employees have demonstrated the talent and creativity to produce positive and tangible results for the American people. We will continue to focus on our results so that we may continuously improve the performance of our programs while holding ourselves accountable, and building citizen trust in OPM. Only then can we further our ability to meet the unique human resource challenges of the Federal Government and recruit, retain, and honor a world-class workforce to serve the American people.

A handwritten signature in black ink, reading "Katherine Archuleta". The signature is fluid and cursive, with a large initial "K".

Katherine Archuleta
Director
February 2, 2015

Overview

As the Federal Government's chief human resources agency and personnel policy manager, OPM aspires to *Recruit, Retain and Honor a World-Class Workforce to Serve the American People* by directing human resources policy; promoting best practice in human resource management; administering retirement, healthcare, and insurance programs; overseeing merit-based and inclusive hiring into the civil service, and providing a secure employment process.

History

OPM's history began on January 16, 1883. On this date, President Chester A. Arthur signed the Civil Service Act of 1883. Among other things, the Act established OPM's predecessor agency, the United States Civil Service Commission, on which an energetic Theodore Roosevelt served as one of the Commissioners. Prior to 1883, Federal employment was based on political affiliation or personal connections, rather than one's knowledge, skills and abilities. The newly established merit system ushered in a new era and created a competitive civil service, which emphasized an applicant's relative qualifications (i.e., ability, knowledge, and skills) for the position being sought, after fair and open competition. Future President Theodore Roosevelt served as Civil Service Commissioner from 1889-95. His energetic and reform-minded outlook made him a strong proponent of the merit system as both Commissioner and later as U.S. President.

The next watershed date in OPM's history occurred in 1978. With the passage of the Civil Service Reform Act of 1978, the Civil Service Commission was abolished and reorganized into four new organizations: the Office of Personnel Management; the Merit Systems Protection Board, including an office within the Board that would later become a fifth separate agency; the Office of Special Counsel; the Federal Labor Relations Authority; and the Office of Government Ethics. Each of these new organizations took over a portion of the Civil Service Commission's responsibilities, with OPM responsible, among other things, for personnel management of the civil service of the Government.

Profile

Ranked as one of the best places to work in the Federal Government, OPM operates from its headquarters in the Theodore Roosevelt Federal Office Building at 1900 E Street, NW, Washington, D.C., 20415, field offices in 16 locations across the country, and operating centers in Pittsburgh and Boyers, Pennsylvania; Ft. Meade, Maryland; and Macon, Georgia. At the end of FY 2014, the agency had 5,016 full-time equivalent employees. OPM's total new budget authority, excluding the Office of the Inspector General, for FY 2014 totaled \$214 million.

For more information about OPM, please refer to the agency's website, www.opm.gov.

About This Report

The FY 2014 Summary of Performance and Financial Information (SPFI) is an executive summary highlighting both financial and performance results in a brief, easily understandable, user-friendly format to help Congress, the public, and other key constituencies assess OPM's stewardship over the financial resources entrusted to the agency. The SPFI meets reporting requirements described in OMB Circular A-136. Under separate cover, OPM publishes an Annual Financial Report, focusing on financial results, and an Annual Performance Report, which provides an overview of OPM's program performance. All reports can be found on the OPM website at <http://www.opm.gov/about-us/budget-performance/performance/>. Suggestions for improving this document can be sent to the following address:

U.S. Office of Personnel Management
Budget and Performance
Room 5416
1900 E Street, NW
Washington, D.C. 20415
CFOPerformance@opm.gov

OPM's Mission, Vision, Values, and Strategic Goals

OPM aspires to make the Federal Government America's model employer for the 21st century. By pursuing the nine strategic goals outlined in the agency's new Strategic Plan (FY 2014 – 2018), OPM will realize its mission: Recruit, Retain and Honor a World-Class Workforce to Serve the American People.

To track progress towards achieving its nine strategic goals, OPM monitors the results of 38 performance measures, many of which were newly developed in FY 2014. The agency divides its strategic goals into two categories: management and program outcome goals. The management goals are internally-focused on OPM systems and processes; the program outcome goals are externally-focused on OPM's responsibilities. Each goal is supported by implementation strategies. OPM's new Strategic Plan was released in March 2014, and is available at <http://www.opm.gov/about-us/budget-performance/strategic-plans/2014-2018-strategic-plan.pdf>. Performance and accountability at OPM begins with this plan.

Vision

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

Mission

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

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 reflect 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.

Strategic Goals

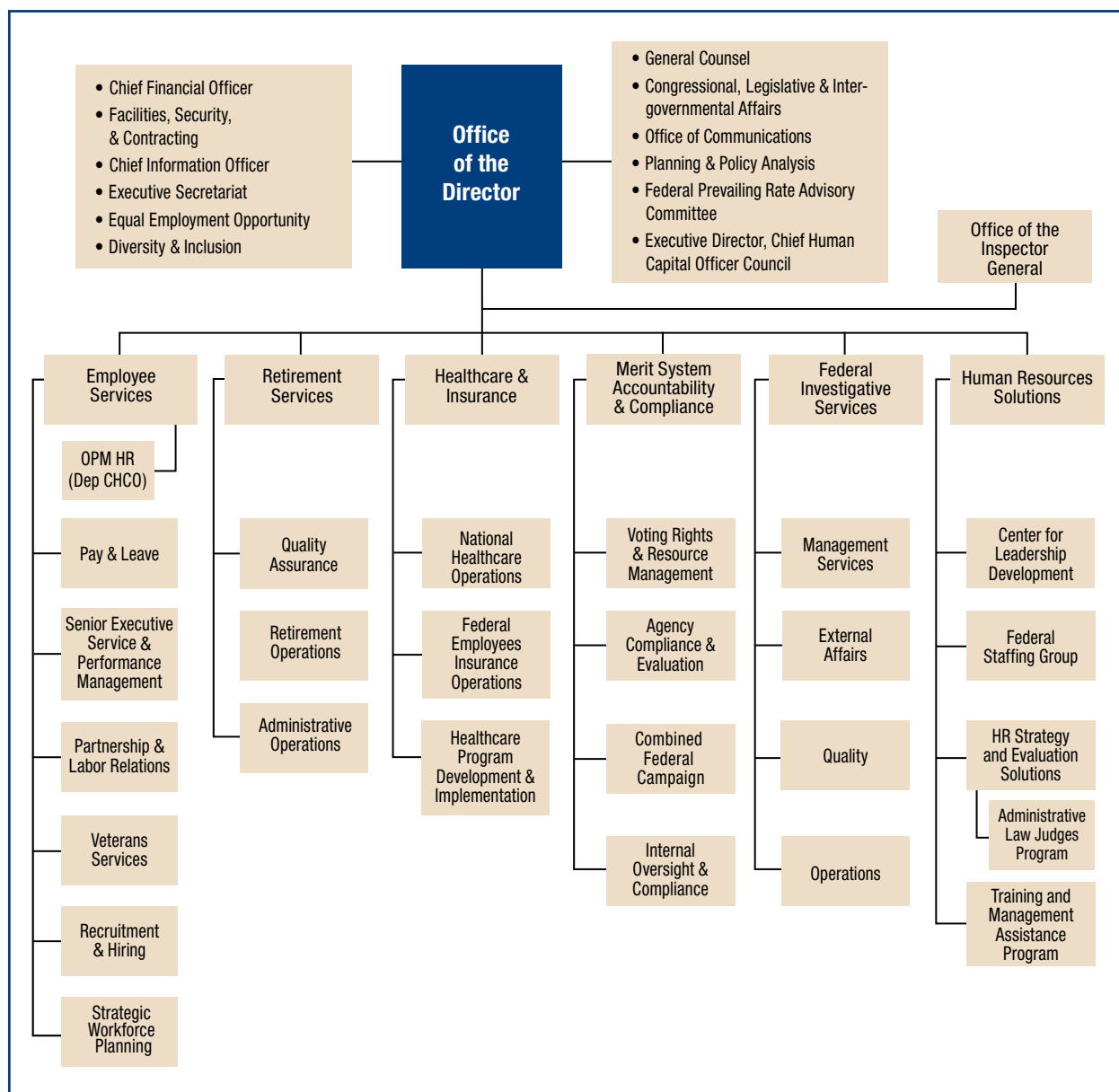
Table 1.10

Strategic Goal	Goal Statement
Diverse and Effective OPM Workforce	Attract and engage a diverse and effective workforce.
Timely, Accurate, and Responsive Customer Service	Provide timely, accurate, and responsive service that address the diverse needs of our customers.
Evidence-Based Policy and Practices	Serve as the thought leader in research and data-driven human resource management and policy decision-making.
Efficient and Effective Information Systems	Manage information technology systems efficiently and effectively in support of OPM's mission.
Transparent and Responsive Budgets	Establish responsive, transparent budgeting and costing processes.
Engaged Federal Workforce	Provide leadership in helping agencies create inclusive work environments where a diverse Federal workforce is fully engaged and energized to put forth its best effort, achieve their agency's mission, and remain committed to public service.
Improved Retirement Benefit Service	Ensure that Federal retirees receive timely, appropriate, transparent, seamless, and accurate retirement benefits.
Enhanced Federal Workforce Integrity	Enhance the integrity of the Federal workforce.
Healthier Americans	Provide high quality health benefits and improve the health status of Federal employees, Federal retirees, their families, and populations newly eligible for OPM-sponsored health insurance products.

Organizational Structure

OPM's divisions and offices and our approximately 5,000 employees 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 the agency mission. This section contains descriptions of each organization and describes the key roles and responsibilities it plays in contributing to the achievement of OPM's mission.

As shown in the figure below, OPM is comprised of the following components:



Major Management Priorities, Challenges and Risks

OPM faced a number of management issues and risks critical to the agency's mission delivery, and made progress on key priorities and challenges in FY 2014. The opportunities and risks presented by these issues informed agency decision-making, and will continue to require continuous monitoring and focus. In FY 2014, the agency identified several priorities and challenges that required senior leadership's ongoing attention, notably:

- Information Technology
- Retirement Customer Service
- Affordable Care Act Administration
- Background Investigations

Information Technology

OPM's information technology (IT) systems are a central driver for its HR business functions, such as retirement, background investigations, and hiring. It is crucial to OPM's mission that the agency's IT systems are managed more efficiently and effectively, and reflect a sustainable IT program. The agency is committed to addressing challenges identified by the Office of Inspector General (OIG) related to information system development and security. Further, IT modernization is one of the agency's top priorities.

In FY 2014, OPM rolled out its Strategic IT Plan, which provides a framework for a set of standards that supports the entirety of the HR life cycle using the Human Resources Line of Business. This framework will enable the sharing of data and performance outcomes across the HR life-cycle while allowing flexibility for Shared Service Centers (SSCs) and agencies to adopt IT tools and technologies that best meet the mission of the Federal Government. The framework will enable a culture of openness and trust through common practices and transparent IT spending while providing accountability for IT decisions. OPM has worked with the Chief Human Capital Officers (CHCO) Council to define the framework and business requirements for the delivery of Federal HR IT.

OPM continues to incrementally modernize IT systems and applications that can be supported by case management, including the end-to-end retirement process – from pending retirement case processing through benefits adjudication to post-retirement maintenance, and customer support of Federal retirees, annuitants, and their beneficiaries. The agency's priorities include full implementation of the Enterprise Case Management System (ECMS), and its integration with appropriate OPM, Payroll Provider, and customer agency systems. OPM's strategy is a phased approach consisting of technology adoption, configuration, development and integration that will result in a complete, robust case management IT capability for Retirement Services, Federal Investigative Services and other program offices.

Retirement Customer Service

Retirement Services has made considerable strides in advancing customer service in FY 2014. Annually, OPM processes more than 100,000 retirement applications for Federal employees. In FY 2014, OPM received approximately 1.7 million retirement program customer service calls, in addition to more than 1,000 e-mail inquiries each day. The agency experienced a 450 percent increase in e-mail inquiries between 2003 and 2012, and anticipates even greater e-mail activity in the future. In FY 2014, OPM's Retirement Services and the Innovation Lab held usability testing with the National Active and Retired Federal Employees Association to test OPM's Retirement Services webpage and Services Online. This meeting provided valuable insights and concepts that OPM is in the process of implementing. The agency also continues to implement its Retirement Strategic Plan, which focuses on four key areas: people, productivity and process improvements, partnering with agencies, and partial, progressive IT improvements. In FY 2014, despite limited resources, OPM improved claims processing procedures and expanded capacity.

Affordable Care Act Administration

During FY 2014, OPM's role in improving the health status of populations covered under OPM sponsored health insurance programs was expanded. As OPM assumed its new responsibilities under the Patient Protection and Affordable Care Act of 2010 (ACA), populations served by OPM-sponsored health insurance programs have grown to include employees of tribal organizations (now covered by the Federal Employees Health Benefits Program) and formerly uninsured Americans served by Multi-State Plans (MSPs), in addition to already covered populations, Federal employees, Federal retirees, and dependents of Federal employees and retirees. The MSP program serves almost 400,000 people, and the covered population is expected to grow in coming years as the Marketplace expands. The OIG noted that one of OPM's greatest challenges will be securing continued funding to support these new activities. While OPM has made more than 150 plan options available in 31 marketplaces and worked to ensure that program options offer comprehensive benefits with strong consumer protections, the continued implementation and ongoing management of this new program represents a significant challenge for the agency.

Background Investigations

In addition to responsibility for all aspects of the Executive Branch suitability program, and adjudicative criteria for determining logical and physical access to Federal systems and facilities, OPM conducts approximately 95 percent of all personnel background investigations for the Federal Government and processes approximately 2 million background investigations per year. Agencies use the background reports of investigations conducted by OPM to determine individuals' suitability or fitness for Federal civilian employment, military enlistment, and employment for Federal contractors, as well as their eligibility for access to national security classified information.

Agency Priority Goals

Agency Priority Goals (APGs) advance progress toward longer-term outcomes. APGs are near-term results or achievements that leadership wants to accomplish within approximately 24 months. These goals rely predominantly on agency implementation as opposed to budget or legislative accomplishments.

The agency's five APGs covering FY 2014-2015 are:

- Retirement claims processing improvements
- Improving the Oversight and Quality of Background Investigation Processing
- Federal Employee Health Benefits (FEHB) Accountability
- Closing the Skills Gap for the HR Workforce
- Promoting Diversity and Inclusion

These goals are areas where OPM wants to achieve near-term performance acceleration through focused senior leadership attention. This section includes performance indicators, with targets and actual results; and progress updates, with explanations of achievements in FY 2014, as well as any significant challenges that have impeded progress. For more information on APGs across the Federal Government, including overviews, strategies, and next steps, please refer to www.Performance.gov/.

Agency Priority Goal: PGI Retirement claims processing improvements

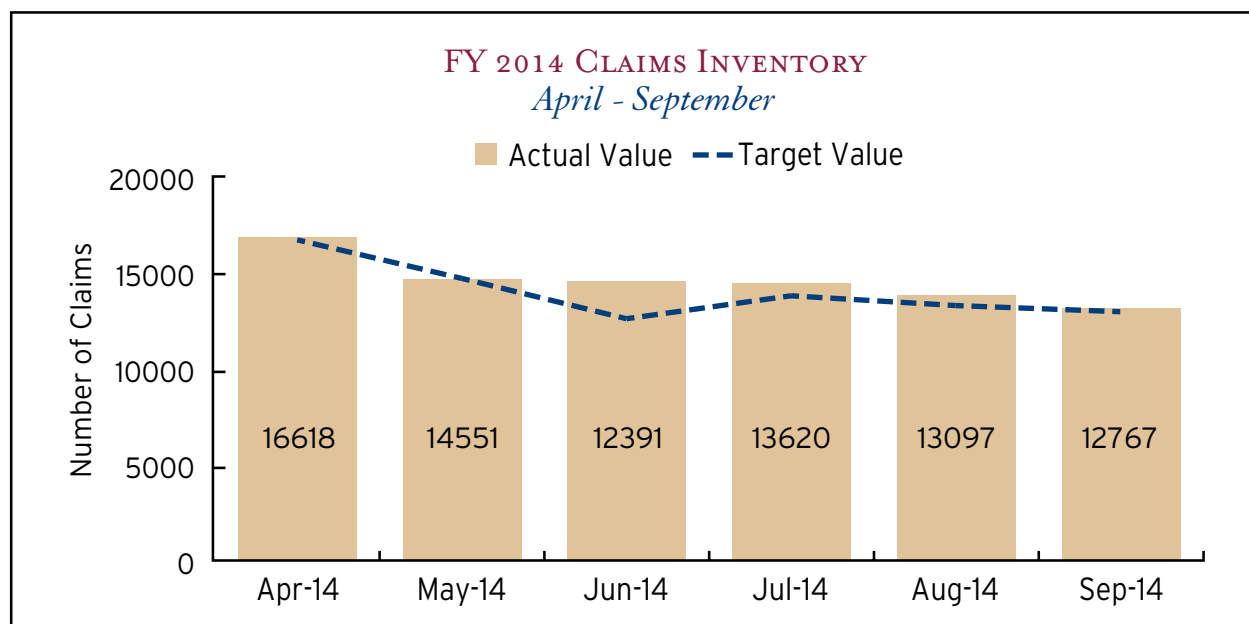
Goal Statement: Reduce Federal retirement processing time by making comprehensive improvements and move toward electronic processing of all retirement applications. Starting July 1, 2014, process 90 percent of cases in 60 days or less. By the end of FY 2015, increase the use of services on-line by 25 percent (from a baseline of 367,000 annuitants), and increase the percentage of complete cases received from agencies to 95 percent or greater (from a baseline of 89 percent) with the long term goal of 100 percent of cases received as complete. In addition, by FY 2015, OPM will develop capabilities to receive electronic retirement applications.

Progress Update

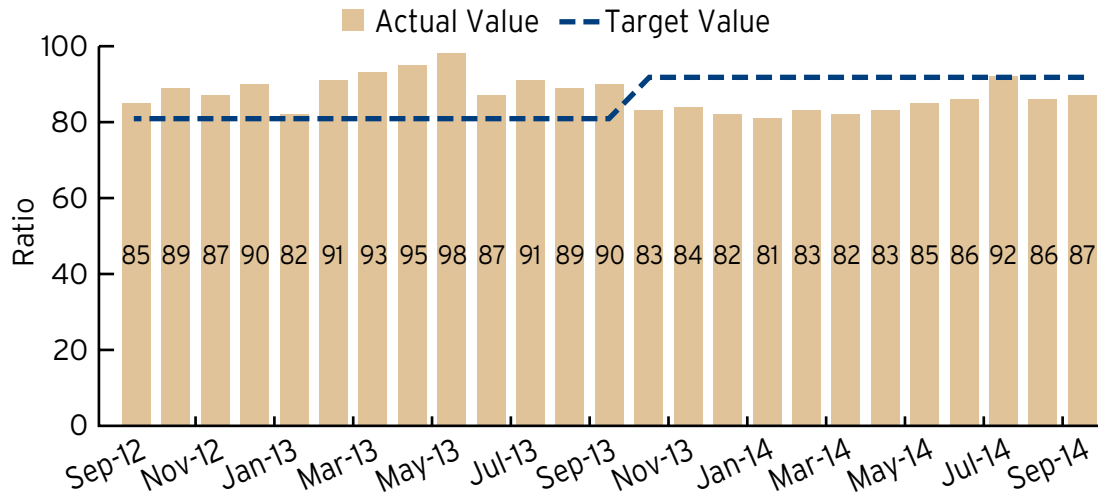
- OPM processed 78.8 percent of pending claims within 60 days in FY 2014, short of the target of 90 percent.
- Of the nearly 2.6 million retirees and survivors, more than 500,000 users have active Services Online (SOL) accounts and completed approximately 4.3 million SOL transactions in FY 2014.
- In FY 2014, an average of 83.8 percent of retirement application submissions that OPM received were considered complete (FY 2014 target of 92 percent). On October 1, 2013, retirement package submission error definitions were expanded to include 19 additional error conditions. Rather than change the FY 2014 target of 92 percent, OPM used FY 2014 to establish a new baseline. Data is posted on the OPM website: <http://www.opm.gov/about-us/budget-performance/strategic-plans/agency-audit-monthly-update.pdf>.

Indicators

OPM used the following measures to manage its progress towards this Priority Goal. OPM's Retirement Services monitors the pending claim inventory as a proxy in order to examine claims processing efficiency.

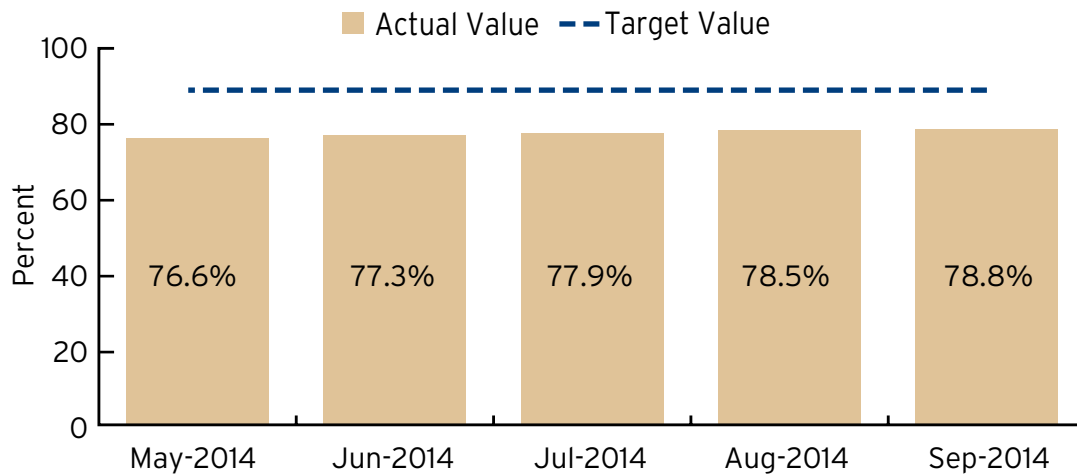


RATIO OF COMPLETED RETIREMENT SUBMISSIONS RECEIVED FROM AGENCIES
September 2012 - September 2014



*On October 1, 2013, retirement package submission error definitions were expanded to include 19 additional error conditions. Rather than change the FY 2014 target of 92 percent, OPM used FY 2014 to establish a new baseline. Future targets have been adjusted because of the new error definitions.

PERCENT OF CLAIMS WITHIN 60 DAYS



Agency Priority Goal: PG2 Improve the Oversight and Quality of Background Investigation Processing

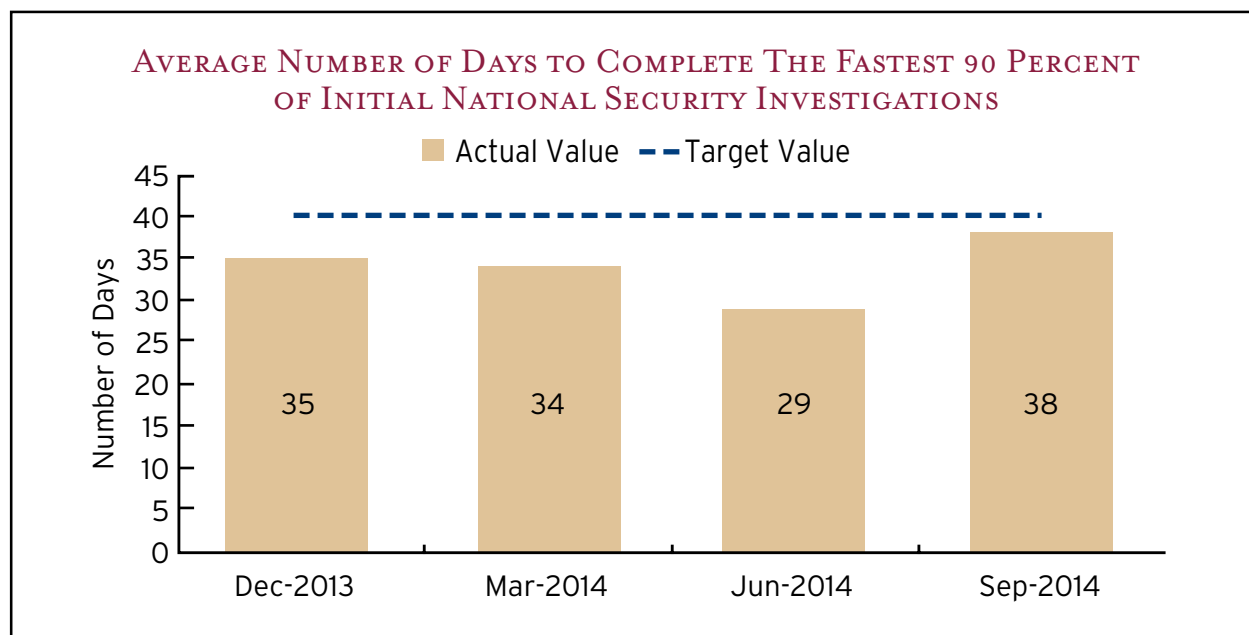
Goal Statement: Ensure that investigations achieve quality standards, while maintaining timeliness goals of the Intelligence Reform and Terrorism Prevention Act of 2004. Throughout FY 2014 and 2015, OPM will target 99 percent or more of all OPM investigations adjudicated as “quality complete” by agencies receiving closed investigations.

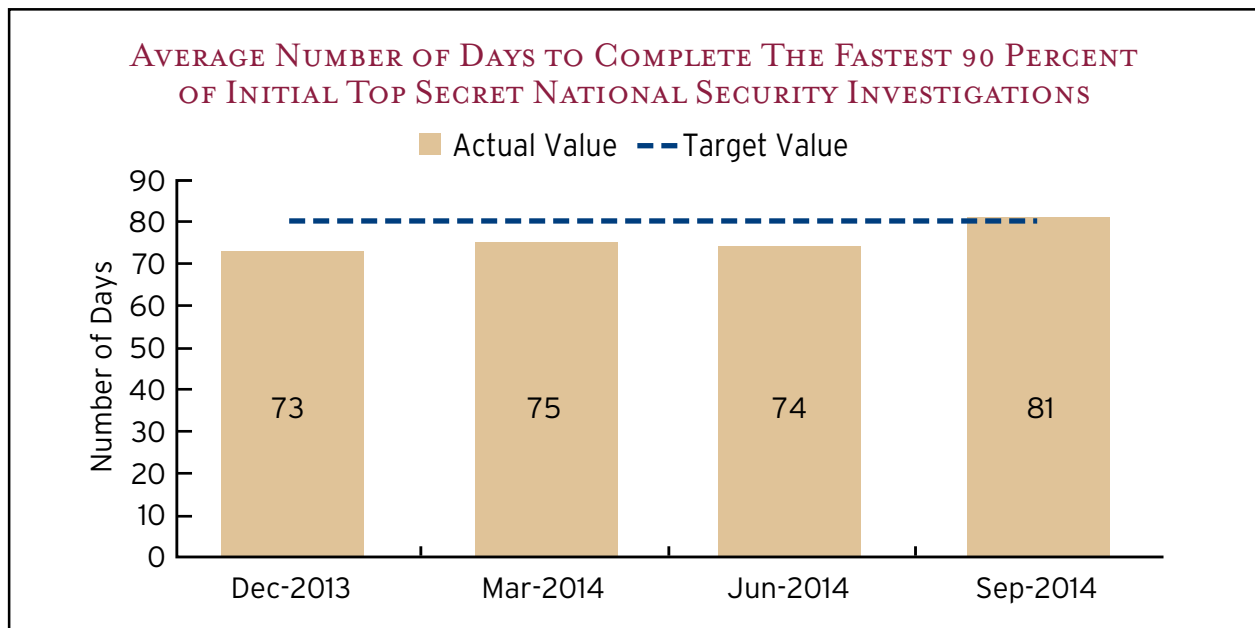
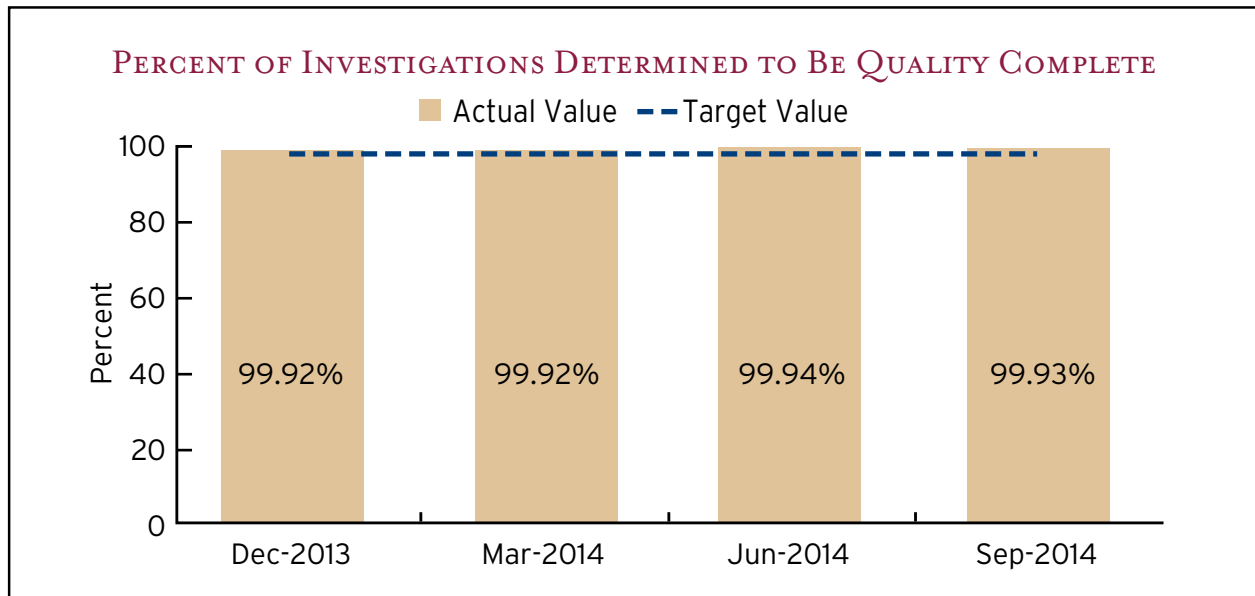
Progress Update

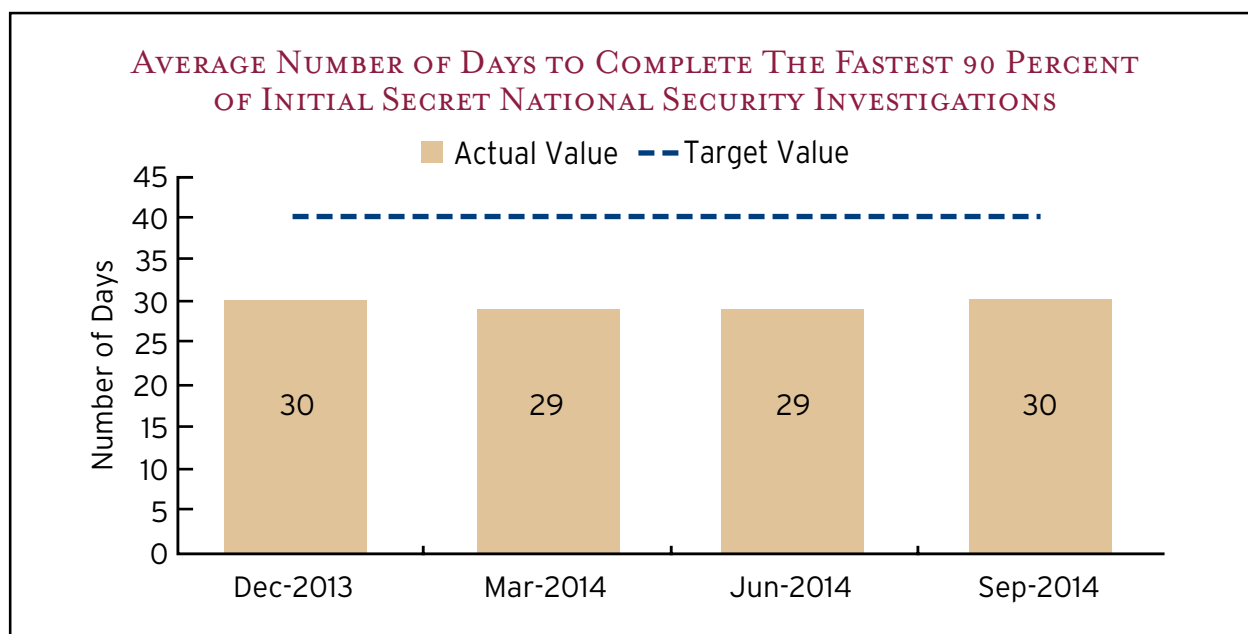
- In February 2014, OPM shifted to a quality review process conducted entirely by Federal employees.
- In September 2014, OPM decided not to exercise options to continue an existing support contract and one of its fieldwork services contracts. OPM continued normal operations by assigning cases in process to Federal staff and entered into an arrangement with another contractor to take on the support services effective October 1, 2014.
- OPM worked with the Office of Management and Budget (OMB), the Department of Defense, and the Office of the Director of National Intelligence and other agencies to conduct a 120-day review of suitability, credentialing, and security clearance procedures for Federal employees and contractors. The President approved the recommendations on March 6, 2014.
- OPM and other agency partners met with OMB to address how to respond to seven legislative proposals related to suitability and security clearance reform in order to enhance the accomplishment of the 120-day review’s goals.

Indicators

OPM used the following measures to manage its progress towards this Priority Goal.







Agency Priority Goal: PG3 FEHB Accountability

Goal Statement: *Improve the efficiency of the Federal Employees Health Benefits Program and affordability of coverage offered to employees. By September 30, 2015, Reduce the rate of growth in per capita spending through a range of activities, including improved data analytics, enhanced accountability measures, and programmatic improvements.*

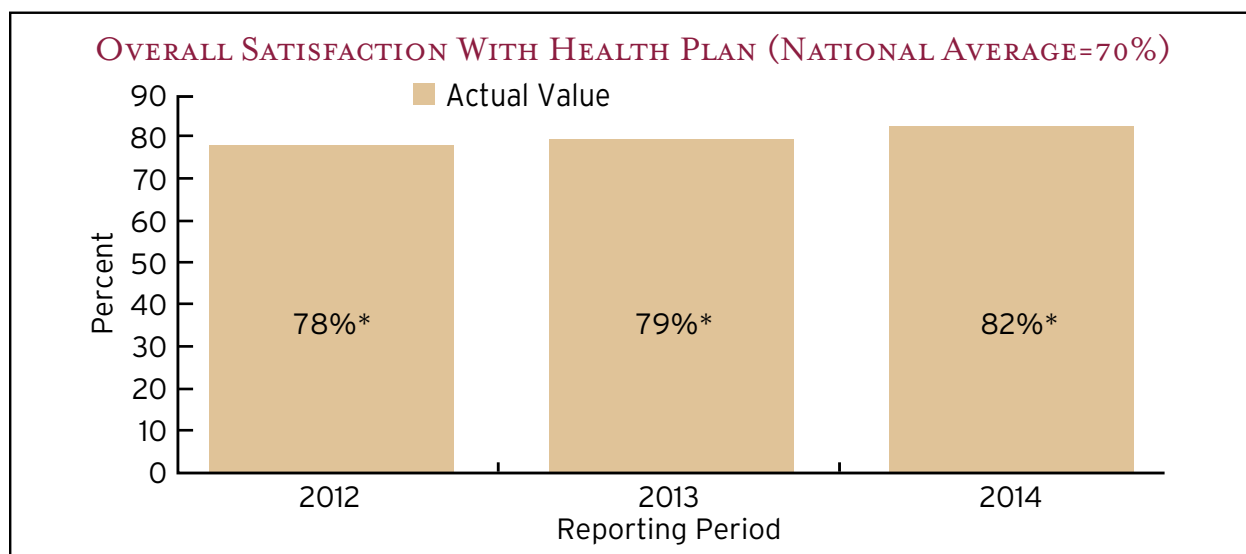
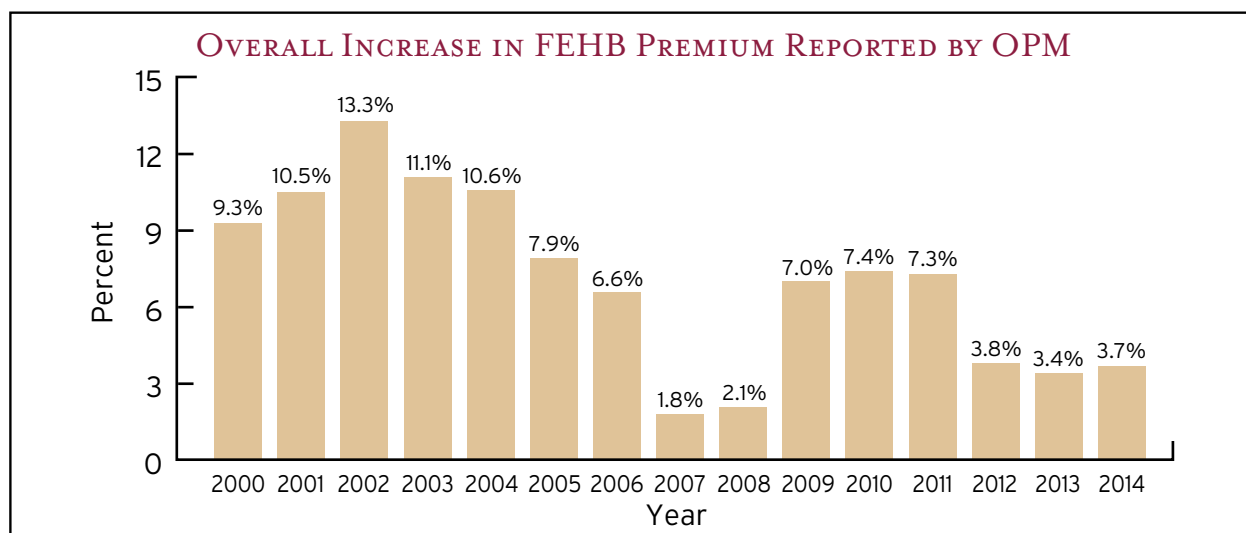
Progress Update

- OPM worked with FEHB plans to assess their pharmacy product offering for the upcoming calendar year to learn more about their trends, product designs, and cost control measures.
- The agency encouraged each FEHB carrier to consider a variety of cost containment strategies in the design of its pharmacy benefit to help assure a safe, efficacious and cost-effective benefit.
- OPM instructed each carrier to align its pharmacy product offering by 2016 allowing for more consumer transparency and ease of use and understanding of its pharmacy benefit.
- OPM encouraged FEHB carriers and enrollees to maximize their use of the tools available to them to assist in tracking medications and communications with their physicians.
- The agency encouraged FEHB plans to coordinate with Pharmacy Benefit Managers to offer a formulary allowing for better pricing available to consumers.
- OPM completed negotiations with FEHB carriers on changes to their benefits packages for the 2015 Plan Year and released information on pharmacy changes prior to the 2014 Federal Benefits Open Season. Benefit and rate information for 2016 will be released to the public in Q1 of FY 2015.
- OPM issued a carrier letter describing quantitative measures for the FEHB Health Plan Assessment tool.
- OPM held three webinars with health plan representatives to discuss the proposed measures.

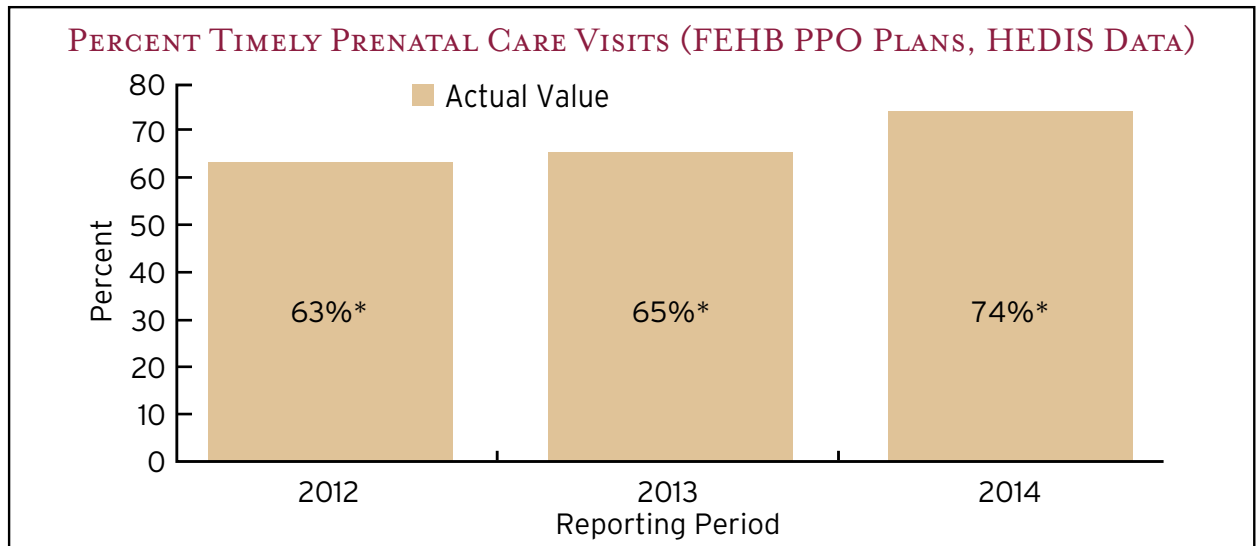
- OPM drafted regulations governing the new FEHB Health Plan Assessment program.
- OPM is developing an external procurement plan and is also working internally to perform a sample audit on ineligible family members in early 2015.
- OPM is also developing rulemaking authority to support more stringent oversight procedures on ineligible family members.

Indicators

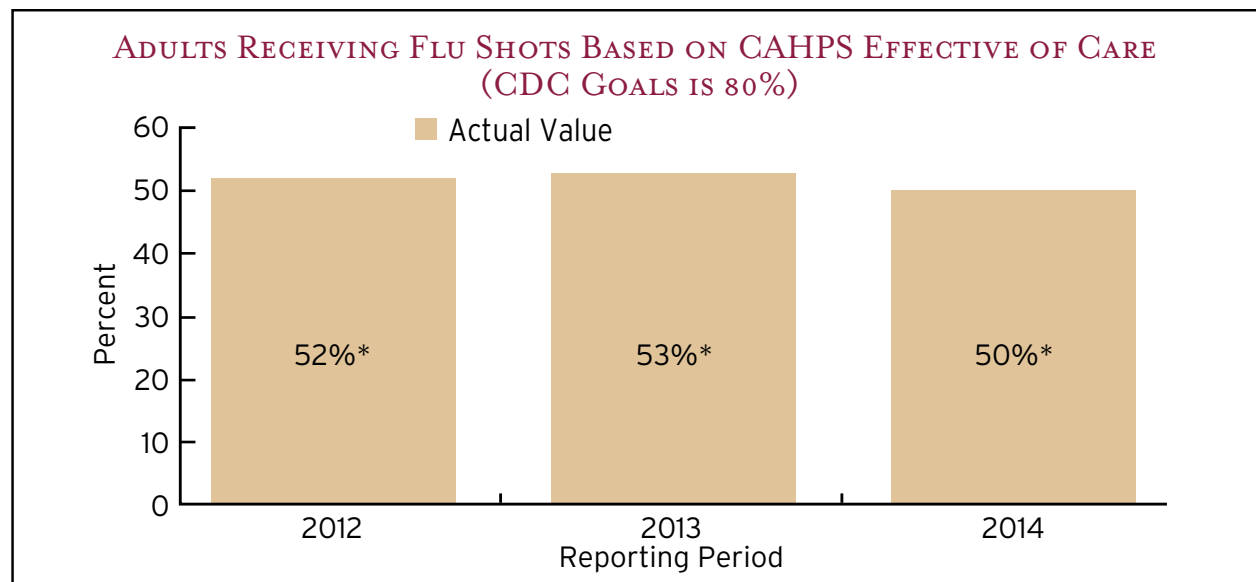
OPM used the following measures to manage its progress towards this Priority Goal. Measuring a “reduced rate of growth” for the FEHB is a very complex question. Some of the annual rate increases are due to general medical inflation, some due to management of the plan, some due to benefit design and all are variable by individual plan experience. Facing this challenge, OPM is focusing on a limited set of indicators that are reflective of improvements in the overall delivery of care by the plans. Success in these areas should yield long term cost benefits, and they are transparent measures.



*Contextual measures provide situational information for the purpose of understanding information related to a goal, and do not include targets.



*Contextual measures provide situational information for the purpose of understanding information related to a goal, and do not include targets.



*Contextual measures provide situational information for the purpose of understanding information related to a goal, and do not include targets.

Agency Priority Goal: PG4 Closing the Skills Gap for the HR Workforce

Goal Statement: *Professionalize the government-wide HR workforce by implementing a comprehensive HR certification program through HR University, which will greatly aid in achieving the long term goal of improving the quality of HR services government-wide, including measurable improvements in manager satisfaction with the quality of new hires. By end of FY 2015, more than 95 percent of Federal HR professionals (GS-201s/203s) will have registered for HR University. By the end of FY 2015, each HR Technical Area (Employee Relations, Staffing, Compensation, etc.) will have developed its curriculum for the Technical Specialist Role, as a step towards future HR Certification professional recognition.*

Progress Update

In support of the goal to professionalize the Federal HR workforce, OPM has enhanced the Human Resources University (HRU) Ambassador role. Ambassadors will be responsible for identifying evolving HR skill and knowledge needs, providing best practices and recommendations for the Federal HR community to adopt, and implementing the framework within their agency. Through the community framework, HRU will become more deeply integrated into agencies' existing HR skills gaps efforts, and all agencies will increase their access to enterprise resources that can be shared. In addition, OPM will continue to hold monthly training and information sharing meetings with Community Managers/HRU Ambassadors to increase participation in HRU, while forming and managing the community framework.

Further, the CHCO Council's Executive Steering Committee (ESC) will build out HRU to ensure the range of course content and developmental resources are available to all Federal HR professionals. The ESC will start with the staffing/classification specialty area, and identify specific learning and knowledge requirements for each role within that specialty area – from entry level generalist through to HR Director/Executive. Based on these requirements, the ESC will solicit from CHCOs the best-in-class training courses and developmental resources, which will be reviewed by an interagency team of subject matter and instructional systems design experts. Products meeting defined quality standards will be made available on HRU for all Federal HR professionals to access. In FY 2015, OPM will complete the Staffing and Classification curriculum. In FY 2016, OPM will identify two additional specialty areas to build out.

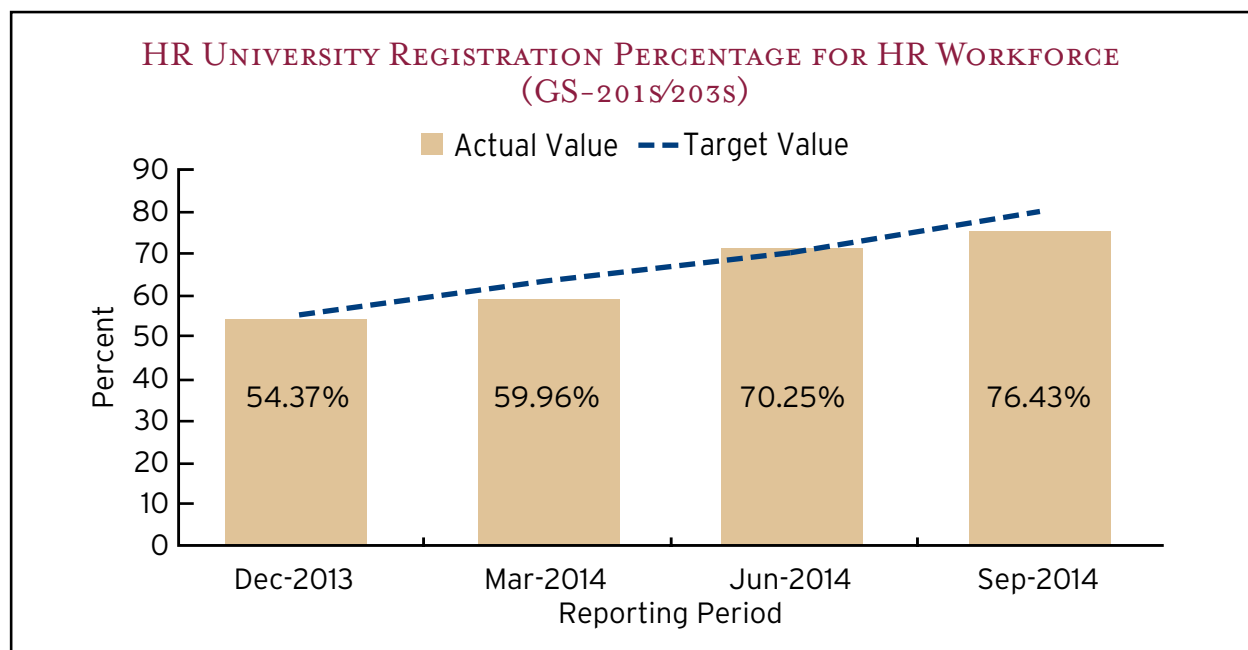
The ESC for the HR Skills Gaps initiative has evaluated results to date and identified a new strategy for meeting the goal to close skills gaps in HR. The ESC with OPM staff support will take a two-pronged approach to enhance agency participation in HRU while assuring the curriculum provides valuable learning resources and developmental opportunities. The ESC will create a "community framework" for HR skills needs and developmental strategies. The framework will create enterprise agreement on the specific skills and knowledge HR professionals need in various roles and specialty areas, and design a range of developmental strategies for meeting those needs, drawing from existing programs individual agencies have executed. The framework will be managed by OPM with continuous input and support from Community Managers identified by the agencies.

The HRU Operations Team completed the following activities in FY 2014 to increase the registration on HRU.gov:

- Briefed the CHCO Council on the goals, encouraged them to promote HRU and to urge their HR Professionals to register, and shared best practices from agencies with high registration rates.
- Posted new training opportunities on HRU, which was intended to drive HR Professionals to register on HRU in order to access the HRU online courses.
- Launched the new website design in June 2014, which was heavily promoted via email, social media, and virtual demos.
- Provided marketing materials to the HRU Ambassadors, who are designated by each CHCO agency to promote and assist HR professionals to register and use HRU, and to advise OPM on HR professional needs that can be met through further development of HRU.

Indicators

OPM used the following measure to manage its progress towards this Priority Goal.



FY 2015 Milestone

Design the curriculum requirements for staffing and classification, and make an additional 2 courses available on HRU to meet the requirements.

Agency Priority Goal: PG5 Promote Diversity and Inclusion

Goal Statement: OPM will support diversity and inclusion by aligning OPM business intelligence tools to help decision makers, like hiring managers and supervisors, analyze key workforce data including applicant flow, attrition/retention, and inclusion indicators. In so doing, decision makers can develop better outreach and recruitment methods; determine what factors contribute to the retention of a talented workforce; experience cost savings through decreased attrition; and create an inclusive work environment that empowers employees to contribute to their full potential. By September 30, 2015, 95 percent of OPM and 25 percent of government-wide hiring actions will occur following human resource and/or hiring manager's use of a tool that reveals applicant flow data from prior recruitment efforts. This tool will assist human resource and/or hiring managers in planning their strategic recruitment efforts, resulting in measurable improvements in the recruitment and outreach to underrepresented communities and manager satisfaction with the quality of new hires.

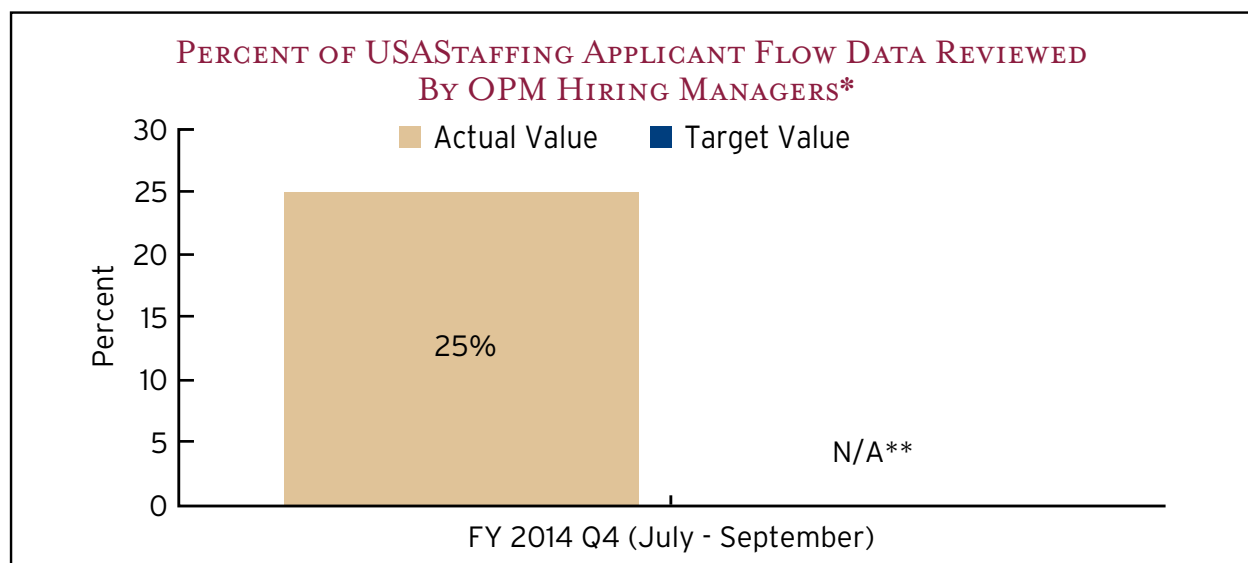
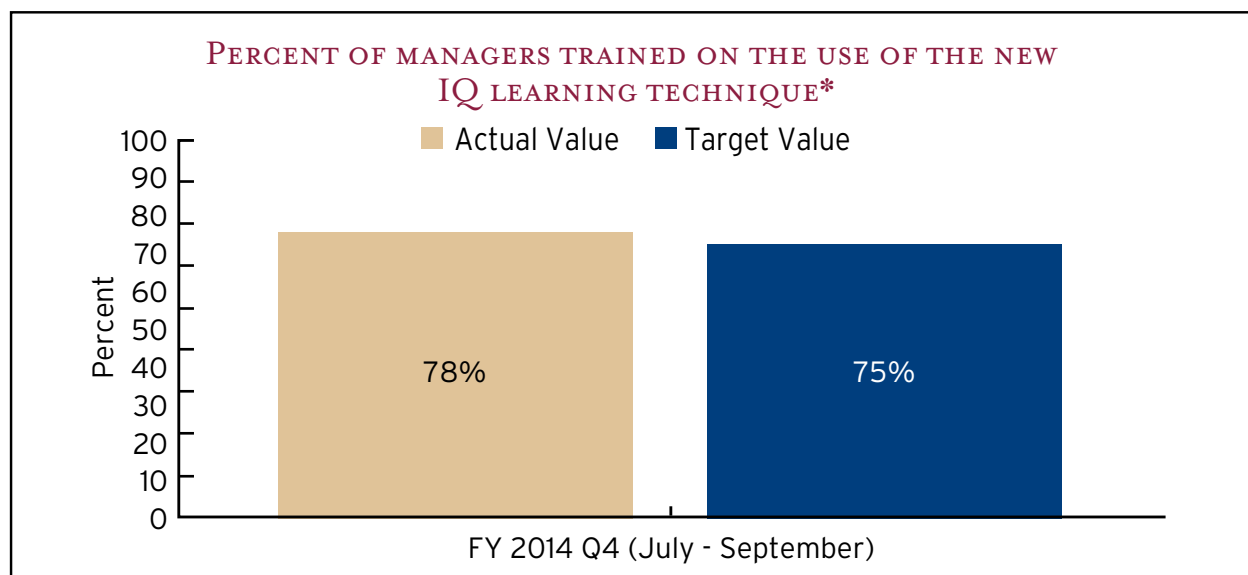
Progress Update

- Established universal use of applicant demographic data by USAStaffing customers to support efforts to recruit from all segments of society and completed deployment of applicant flow data to our business intelligence tool.
- Held quarterly meeting with the Applicant Flow Data Work Group to share successful practices and drive agencies' use of applicant flow data.
- Conducted analysis of Government-wide applicant flow data (to include race, national origin, and sex) to determine if, and where, barriers exist in the hiring process and to identify trends.

- Reviewed 25 percent of OPM applicant flow data from completed hiring actions and shared this data with agency senior leaders in FY 2014 to focus recruitment efforts in the future.
- Conducted the New IQ train-the-trainer with 39 departments and agencies and established New IQ baseline from the 2014 Federal Employee Viewpoint Survey (FEVS).
- Conducted New IQ training for 75 percent of OPM managers and monitored progress of 2 offices in the 2014 FEVS. Launched new online course entitled, “A Roadmap to Success: Hiring, Retaining and Including People with Disabilities,” used by 1,000 human resource staff and hiring managers in its first quarter.
- Launched a recruitment and outreach training for SES, managers, and supervisors.
- Launched a pilot social media recruiting effort via LinkedIn with OPM HR staff.

Indicators

OPM used the following measures to manage its progress towards this Priority Goal.



*On September 30, 2014, USAStaffing made applicant flow data available by vacancy in a reportable format. OPM is currently establishing a baseline prior to setting a target.

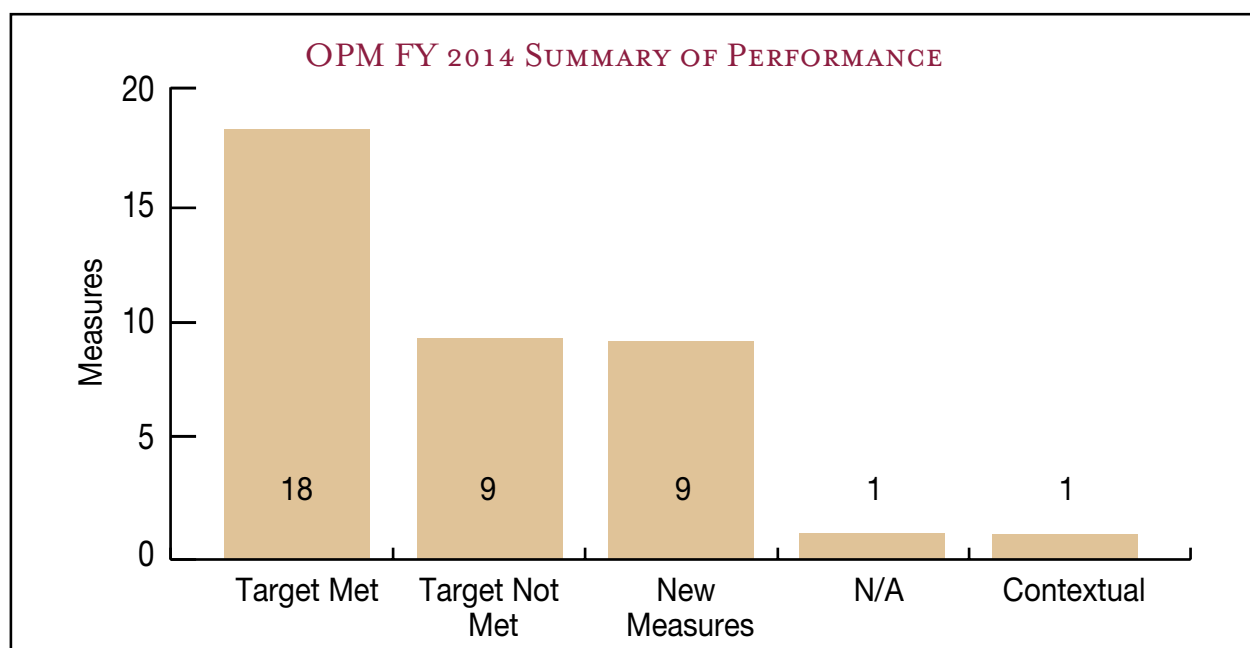
FY 2014 Performance Results

In FY 2014, OPM met more than half of its targets (see Chart 3.1 below), reflecting an aggressive effort to fulfill its vision of the Federal Government as America's model employer for the 21st century. In its Annual Performance Report, OPM has identified successful or promising practices relative to performance goals. For targets that OPM did not meet, the agency explains factors that affected achievement, and addresses any plans for future improvement.

Because FY 2014 was OPM's first year implementing its new Strategic Plan, in some cases, performance measures and targets were still being developed. As part of its performance budgeting process, OPM will develop additional measures and targets to track progress towards achieving its strategies.

For more information on FY 2014 performance results, please refer to the Annual Performance Report on the OPM website at <http://www.opm.gov/about-us/budget-performance/performance/2014-annual-performance-report.pdf>.

Chart 3.1



Summary Performance Tables by Strategic Goal

Table 3.2 below summarizes the results of the 38 measures used in FY 2014 to track progress in achieving the agency's nine strategic goals.

Table 3.2

Strategic Goal #1: Attract and engage a diverse and effective OPM workforce

Table#	Performance Measure	FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/Not Met	Year-Over-Year Trend
1.01A	Percent of USAStaffing applicant flow data reviewed by OPM hiring managers	N/A*	N/A*	N/A*	N/A*	25%	New Measure	New Measure	New Measure
1.02A	OPM's Federal Employee Viewpoint Survey Employee Engagement Index score	69%	72%	71%	72%	72%	New Measure	New Measure	Stable
1.02B	Percent of managers trained on the use of the New IQ learning techniques	N/A*	N/A*	N/A*	N/A*	78%	75%	Met	N/A
1.02C	Overall New IQ scores	60%	63%	63%	64%	64%	New Measure	New Measure	Stable
1.03A	Percent of employees satisfied with the opportunity to improve their skills as reported in the Employee Viewpoint Survey	62%	66%	63%	65%	62%	New Measure	New Measure	Declining
1.03B	Percent of OPM employees participating in corporate training opportunities	N/A*	N/A*	N/A*	N/A*	28%	New Measure	New Measure	New Measure

*N/A - No historical values are available.

Strategic Goal #2: Timely, accurate and responsive customer service

Milestone	Milestone Descriptor
2.01	Completed a draft customer service strategic plan

Strategic Goal #3: Evidence-based policy and practices

Table#	Performance Measure	FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/Not Met	Year-Over-Year Trend
3.03A	Number of user accounts on Federal Employee Viewpoint Survey Online Reporting and Analysis Tool	N/A*	N/A*	567	1,233	1,458	New Measure	New Measure	Improving
3.04A	Number of users on the Federal Talent Dashboard	N/A*	N/A*	N/A*	N/A*	540	New Measure	New Measure	New Measure

*N/A - No historical values are available.

Strategic Goal #4: Efficient and effective information systems

Table#	Performance Measure	FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/Not Met	Year-Over-Year Trend
4.03A	Percent of time computer network (Network Core Infrastructure) is available during agreed-upon service hours	99.3%	100%	100%	100%	99.8%	99.8%	Met	Stable
4.03B	Percent of answered Help Desk calls	N/A*	N/A*	89.0%	89.6%	93.0%	100%	Not Met	Improving
4.04A	Number of Scorecard agencies on eOPF	21	26	26	26	26	26	Met	Stable

*N/A - No historical values are available.

Strategic Goal #5: Transparent and responsive budgets

Milestone	Milestone Descriptor
5.01	Implemented off-cycle cost rebaselining
5.02	Developed, communicated, and used a corporate budget prioritization process

Strategic Goal #6: Engaged Federal workforce

Table#	Performance Measure	FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/Not Met	Year-Over-Year Trend
6.01A	Number of components of CHCO organizations that increased employee engagement and inclusion scores	N/A*	N/A*	N/A*	N/A*	7	New Measure	New Measure	New Measure
6.01B	For CHCO agencies, percent of applicants that respond to the Chief human capital (CHCO) survey with a positive rating indicating satisfaction with the job application process	70%	69%	70%	67%	67%	76%	Not Met	Stable
6.01C	Percent of agencies that meet or exceed their baseline goal for hiring veterans	N/A*	91%	83%	100%	100%**	77%	Met	Stable
6.01D	Percent of employees in the Federal Government with targeted disabilities	0.95%	0.96%	0.99%	1.02%	N/A†	1.50%	N/A†	N/A†

*N/A - No historical values are available.

**Data is preliminary. Complete FY 2014 data will not be available until the second quarter of FY 2015.

†N/A - Data will not be available until the second quarter of FY 2015.

Strategic Goal #7: Improved retirement benefit service

Table#	Performance Measure	FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/Not Met	Year-Over-Year Trend
7.01A	Relative ratio of complete retirement submissions versus incomplete cases	77%	82%	85%	92%	84%	92%	Not Met	Declining
7.02A	Average unit cost (direct labor only) for processing retirement claims	\$105.94	\$107.62	\$101.89	\$91.37	\$129.83	\$97.22	Not Met	Declining
7.02B	Percent of retirement and survivor claims processed accurately	98%	94%	92%	93%	94%	95%	Not Met	Improving
7.02C	Ninety percent of claims within 60 days	N/A*	N/A*	N/A*	N/A*	79%	90%	Not Met	New Measure
7.02D	Percent of customers satisfied with overall retirement services	81%	76%	73%	76%	78%	73%	Met	Improving
7.02E	Rate of improper payments in the retirement program	0.35%	0.34%	0.36%	0.36%	0.38%	0.35%	Not Met	Declining
7.02F	Percent of retirement program customer calls handled	83%	83%	81%	82%	76%	73%	Met	Improving
7.02G	Claims Inventory	N/A*	N/A*	17,719	37,086	12,767	13,142	Met	Improving

*N/A - No historical values are available.

Strategic Goal #8: Enhanced federal workforce integrity

Table#	Performance Measure	FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/Not Met	Year-Over-Year Trend
8.01A	Average number of days to complete the fastest 90 percent of all initial national security investigations	39	40	36	35	35	40	Met	Stable
8.01B	Average number of days to complete the fastest 90 percent of initial Top Secret national security investigations	N/A*	N/A*	N/A*	80	75	80	Met	Improving
8.01C	Average number of days to complete the fastest 90 percent of initial Secret national security investigations	N/A*	N/A*	N/A*	28	30	40	Met	Declining
8.01D	Percent of investigations determined to be quality complete	N/A*	N/A*	N/A*	99.8%	99.9%	99%	Met	Stable
8.02A	Percent of delegated examining units found to have severe problems demonstrate satisfactory level of competence or cease to operate independently within one year following completion of an audit	N/A*	100%	91%	85%	93%	85%	Met	Improving

Strategic Goal #8: Enhanced federal workforce integrity (cont.)

Table#	Performance Measure	FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/Not Met	Year-Over-Year Trend
8.02B	Percent of agency human capital or human resources (HR) offices evaluated by OPM that demonstrate progress in improving their human capital programs	N/A*	N/A*	N/A*	N/A*	89%	70%	Met	N/A*
8.02C	Percent of required actions cited in reports that are addressed within prescribed timeframes	N/A*	N/A*	N/A*	91%	88%	80%	Met	Declining
8.03A	Percent of participants who assess the quality of training provided by MSAC staff at no less than 4 out of 5 points	N/A*	94%	93%	98%	97%	80%	Met	Declining
8.03B	HR University Registration Percentage for HR Workforce (GS-201s/203s)	N/A*	N/A*	N/A*	51%	80%	80%	Met	Improving
8.03C	Index score of customer satisfaction with HR Solutions products and services (ACSI-Equivalent Index)	80	75	76	80	79	80	Not Met	Declining
8.04A	Percent of agencies that obtain full certification of Senior Executive Service and Senior Level / Scientific or Professional performance management systems	N/A*	N/A*	N/A*	N/A*	72%	New Measure	New Measure	New Measure

*N/A - No historical values are available.

Strategic Goal #9: Healthier Americans

Table#	Performance Measure	FY 2010 Results	FY 2011 Results	FY 2012 Results	FY 2013 Results	FY 2014 Results	FY 2014 Target	Met/Not Met	Year-Over-Year Trend
9.01A	Percent increase in FEHB premiums less than or equal to private sector premium increases for comparable benefits	7.3%	3.8%	3.4%	3.7%	3.2%	FEHB <= Industry Trend	Met	Declining
9.01B	Percent of FEHB enrollees satisfied v. health industry standard	FEHB 77%	FEHB 76% Industry 64%	FEHB 78% Industry 66%	FEHB 79.2% Industry 65.3%	FEHB 82% Industry 70%	FEHB >= Industry Standard	Met	Improving
9.02A	FEHB prescription drug cost growth as a percentage of the private sector industry average	N/A*	N/A*	2.2%	FEHB-4.4% weighted average	8%	FEHB <= Industry Standard	Not Met	Declining
9.03A	Adults Receiving Flu Shots based on CAHPS Effective Care	N/A*	N/A*	52%	53%	50%	Contextual	Contextual	Declining

*N/A - No historical values are available.

FY 2014 Financial Report

In accordance with the Chief Financial Officers Act of 1990 and the Government Management Reform Act of 1994, OPM prepares consolidated financial statements, which include OPM operations, as well as the individual financial statements of the Retirement, Health Benefits, and Life Insurance Programs. These statements are audited by an independent certified public accounting firm, KPMG LLP. For the fifteenth consecutive year, OPM has earned an unqualified audit opinion on its consolidated financial statements and on the individual financial statements of the Retirement, Health Benefits, and Life Insurance Programs, respectively. These consolidated and individual financial statements are the:

- Balance Sheet (consolidated)
- Statement of Net Cost (consolidated)
- Statement of Changes in Net Position (consolidated)
- and Statement of Budgetary Resources (combined).

For further information on OPM's financial statements and accompanying notes, please refer to the AFR at <http://www.opm.gov/about-us/budget-performance/performance/2014-agency-financial-report.pdf>.

Balance Sheet

The consolidated Balance Sheet represents OPM's financial condition as of fiscal year-end. It shows the resources OPM holds to meet its statutory requirements (Assets); the amounts it owes that will require payment from these resources (Liabilities); and, the difference between Assets and Liabilities (Net Position).

Assets

At the end of FY 2014, OPM held \$1 trillion in assets, an increase of 2.3 percent from \$987 billion at the end of FY 2013. The majority of OPM's assets are intra-governmental, representing claims against other Federal entities. The Balance Sheet separately identifies intra-governmental assets from all other assets.

The largest category of assets is investments at \$981 billion, which represents 97.2 percent of all OPM assets. OPM invests all Retirement, Health Benefits, and Life Insurance Program collections not needed immediately for payment in special securities issued by the U.S. Treasury. As OPM routinely collects more money than it pays out, its investment portfolio and its total assets, in normal years, usually both grow.

In FY 2014, a Debt Issuance Suspension Period (DISP) existed from February 10, 2014 through February 14, 2014, whereby the Treasury Department subsequently took steps on February 18, 2014 to restore principal not invested and interest foregone. See [Note 1J](#) in Section 2 of the AFR for further information. In FY 2014 the Total Earned Retirement Program Revenue was less than the applicable cost applied to the Pension Liability by \$21.1 billion. When the net effect is favorable, the Retirement Program has the ability to reinvest interest earnings and apply the excess funds to the U.S. Treasury Transferred-In to subsidize the under-funding of the Civil Service Retirement System (CSRS). The CSRS under funding was a total of more than \$34.9 billion for FY 2014.

Liabilities

At the end of FY 2014 OPM's total liabilities were \$2,197 billion, an increase of 2.3 percent from \$2,149 billion at the end of FY 2013. Three line items - the Pension, Post-Retirement Health Benefits, and the Actuarial Life Insurance Liabilities - account for 99.4 percent of OPM's liabilities. These liabilities reflect estimates by professional actuaries of the future cost, expressed in today's dollars, of providing benefits to participants in the future.

To compute these liabilities, the actuaries made many assumptions about the future economy and demographics of the future Federal employee and annuitant (retirees and their survivors) populations.

The Pension Liability, which represents an estimate of the future cost to provide CSRS and FERS benefits to current employees and annuitants, was \$1,811 billion at the end of FY 2014, an increase of \$37 billion, or 2.1 percent

from the end of the previous year. [See discussion of the Net Cost to Provide CSRS and FERS Benefits in the FY 2014 AFR].

The Post-Retirement Health Benefits Liability, which represents the future cost to provide health benefits to active employees after they retire, was \$325 billion at the end of FY 2014. This reflects an increase of approximately \$10.2 billion from the amount at the end of FY 2013, or 3.2 percent. [See discussion of the Net Cost to Provide Health Benefits in the FY 2014 AFR].

The Actuarial Life Insurance Liability is different from the Pension and Post-Retirement Health Benefits Liabilities. Whereas the other two are liabilities for “post-retirement” benefits only, the Actuarial Life Insurance Liability is an estimate of the future cost of life insurance benefits for both deceased annuitants and for employees who die in service.

The Actuarial Life Insurance Liability increased by approximately \$.7 billion in FY 2014 to \$47 billion, or 1.5 percent from the end of the previous year. [See discussion of the Net Cost to Provide Life Insurance Benefits in the FY 2014 AFR]

Statement of Net Cost

The Statement of Net Cost (SNC) in the Federal Government is different from a private-sector income statement in that the SNC reports expenses first and then subtracts the revenues that financed those expenses to arrive at a net cost.

OPM's SNC presents its cost of providing four major categories of benefits and services: Civil Service Retirement and Disability Benefits (CSRS and FERS), Health Benefits, and Life Insurance Benefits, as well as HR Services. OPM derives its Net Cost by subtracting the revenues it earned from the gross costs it incurred in providing each of these benefits and services.

OPM's total FY 2014 Net Cost of Operations was \$72.5 billion, as compared with a net cost of \$113.0 billion in FY 2013. The decrease in net cost was primarily due to changes in the actuarial assumptions, which offset the actual COLA and salary increase being lower than anticipated. Additional information can be found at <https://www.opm.gov/about-us/budget-performance/performance/2014-agency-financial-report.pdf>.

Statement of Budgetary Resources

In accordance with Federal statutes and implementing regulations, OPM may incur obligations and make payments to the extent available budgetary resources can cover such items. The Statement of Budgetary Resources (SBR) presents the sources of OPM's budgetary resources, their status at the end of the year, obligated balances, and the relationship between its budgetary resources and the outlays it made against them.

As presented in the SBR, a total of \$241.4 billion in budgetary resources was available to OPM for FY 2014. OPM's budgetary resources in FY 2014 included \$62.4 billion (25.8 percent) carried over from FY 2013, plus three major additional sources:

- Appropriations Received = \$46.6 billion (19.3 percent)
- Trust Fund receipts of \$94.2 billion, less \$14.4 billion* not available = \$79.8 billion (33.1 percent)
- Spending authority from offsetting collections (SAOC) = \$52.6 billion (21.8 percent)

Total budgetary resources do not include \$14.4 billion of Trust Fund receipts for the Retirement obligations pursuant to public law. In addition, in accordance with P.L. 109-435, contributions for the PSRHB Fund of the Health Benefits Program are precluded from obligation and therefore temporarily not available; the total is \$48.5 billion.

Appropriations are funding sources resulting from specified Acts of Congress that authorize Federal agencies to incur obligations and to make payments for specified purposes. OPM's appropriations partially offset the increase in the Pension Liability in the Retirement Program, and fund contributions for retirees and survivors who participate in the Health Benefits and Life Insurance Programs.

Consolidated Financial Statements

U.S. OFFICE OF PERSONNEL MANAGEMENT
CONSOLIDATED BALANCE SHEETS
As of September 30, 2014 and 2013
(In Millions)

	FY 2014	FY 2013
ASSETS		
Intragovernmental:		
Fund Balance with Treasury [Note 2]	\$1,917	\$129,684
Investments [Note 3]	981,247	836,255
Accounts Receivable [Note 4]	24,055	18,844
Total Intragovernmental	1,007,219	984,783
Accounts Receivable from the Public, Net [Note 4]	1,361	1,275
General Property and Equipment, Net	6	20
Other [Note 1L]	829	754
TOTAL ASSETS	\$1,009,415	\$986,832
LIABILITIES		
Intragovernmental [Note 6]	\$735	\$730
Federal Employee Benefits:		
Benefits Due and Payable	11,633	11,155
Pension Liability [Note 5A]	1,810,600	1,773,500
Postretirement Health Benefits Liability [Note 5B]	325,456	315,295
Actuarial Life Insurance Liability [Note 5C]	47,449	46,737
Total Federal Employee Benefits	2,195,138	2,146,687
Other [Notes 6 and 7]	1,380	1,318
Total Liabilities	2,197,253	2,148,735
NET POSITION		
Unexpended Appropriations	60	93
Cumulative Results of Operations	(1,187,898)	(1,161,996)
Total Net Position	(1,187,838)	(1,161,903)
TOTAL LIABILITIES AND NET POSITION	\$1,009,415	\$986,832

For the notes to the financial statements, please refer to the AFR at
<http://www.opm.gov/about-us/budget-performance/performance/2014-agency-financial-report.pdf>.

FY 2014 Summary of Performance & Financial Information

U.S. OFFICE OF PERSONNEL MANAGEMENT CONSOLIDATED STATEMENTS OF NET COST For the Years Ended September 30, 2014 and 2013 (In Millions)

		FY 2014	FY 2013
Provide CSRS Benefits	Gross Costs	\$44,551	\$45,914
	Less: Earned Revenue	15,721	16,903
	Net Cost	28,830	29,011
	(Gain)/Loss on Pension, ORB, or OPEB Assumption Changes [Note 5A]	25,198	39,707
	Net Cost of Operations [Notes 8 and 9]	<u>\$54,028</u>	<u>\$68,718</u>
Provide FERS Benefits	Gross Costs	\$52,508	\$44,437
	Less: Earned Revenue	42,605	42,672
	Net Cost	9,903	1,765
	(Gain)/Loss on Pension, ORB, or OPEB Assumption Changes [Note 5A]	(5,771)	42,309
	Net Cost of Operations [Notes 8 and 9]	<u>\$4,132</u>	<u>\$44,074</u>
Provide Health Benefits	Gross Costs	\$54,461	\$42,102
	Less: Earned Revenue	42,603	41,999
	Net Cost	11,858	103
	(Gain)/Loss on Pension, ORB, or OPEB Assumption Changes [Note 5B]	2,032	722
	Net Cost of Operations [Notes 8 and 9]	<u>\$13,890</u>	<u>\$825</u>
Provide Life Insurance Benefits	Gross Costs	\$3,895	\$3,968
	Less: Earned Revenue	3,588	3,999
	Net Cost	307	(31)
	(Gain)/Loss on Pension, ORB, or OPEB Assumption Changes [Note 5C]	(163)	(858)
	Net Cost of Operations [Notes 8 and 9]	<u>\$144</u>	<u>(\$889)</u>
Provide Human Resource Services	Gross Costs	\$1,538	\$1,871
	Less: Earned Revenue	1,281	1,607
	Net Cost of Operations [Notes 8 and 9]	<u>\$257</u>	<u>\$264</u>
Total Net Cost of Operations	Gross Costs	\$156,953	\$138,292
	Less: Earned Revenue	105,798	107,180
	Net Cost	51,155	31,112
	(Gain)/Loss on Pension, ORB, or OPEB Assumption Changes [Notes 5A, 5B, and 5C]	21,296	81,880
	Net Cost of Operations [Notes 8 and 9]	<u>\$72,451</u>	<u>\$112,992</u>

For the notes to the financial statements, please refer to the AFR at <http://www.opm.gov/about-us/budget-performance/performance/2014-agency-financial-report.pdf>.

FY 2014 Summary of Performance & Financial Information

U.S. OFFICE OF PERSONNEL MANAGEMENT CONSOLIDATED STATEMENTS OF CHANGES IN NET POSITION For the Years Ended September 30, 2014 and 2013 (In Millions)

	FY 2014	FY 2013
<i>CUMULATIVE RESULTS OF OPERATIONS</i>		
Beginning Balances	(\$1,161,996)	(\$1,093,169)
Budgetary Financing Sources:		
Appropriations Used	46,522	44,137
Other Financing Sources	27	28
Total Financing Sources	46,549	44,165
Net Cost of Operations	72,451	112,992
Net Change	(25,902)	(68,827)
Cumulative Results of Operations - Ending Balance	(\$1,187,898)	(\$1,161,996)
<i>UNEXPENDED APPROPRIATIONS</i>		
Beginning Balance	\$93	\$137
Budgetary Financing Sources:		
Appropriations Received	46,598	44,170
Appropriations Used	(46,522)	(44,137)
Other Budgetary Financing Sources	(109)	(77)
Total Budgetary Financing Sources	(33)	(44)
Total Unexpended Appropriations - Ending Balance	60	93
Net Position	(\$1,187,838)	(\$1,161,903)

For the notes to the financial statements, please refer to the AFR at
<http://www.opm.gov/about-us/budget-performance/performance/2014-agency-financial-report.pdf>.

U.S. OFFICE OF PERSONNEL MANAGEMENT
COMBINED STATEMENTS OF BUDGETARY RESOURCES
For the Years Ended September 30, 2014 and 2013
(In Millions)

	FY 2014	FY 2013
BUDGETARY RESOURCES		
Unobligated Balance, Brought Forward, October 1	\$62,420	\$59,416
Recoveries of Prior Year Unpaid Obligations	56	79
Other Changes in Unobligated Balance	(3)	(8)
Unobligated Balance, from Prior Year Budget Authority, Net	62,473	59,487
Appropriations	126,334	121,614
Spending Authority from Offsetting Collections	52,637	51,463
Total Budgetary Resources	<u>\$241,444</u>	<u>\$232,564</u>
STATUS OF BUDGETARY RESOURCES		
Obligations Incurred: [Note 11]		
Direct	\$175,995	\$168,428
Reimbursable	1,640	1,716
Total Obligations Incurred	<u>177,635</u>	<u>170,144</u>
Unobligated Balance, End of Year:		
Apportioned	239	274
Unapportioned	63,570	62,146
Total Unobligated Balance, End of Year	<u>63,809</u>	<u>62,420</u>
Total Budgetary Resources	<u>\$241,444</u>	<u>\$232,564</u>
CHANGE IN OBLIGATED BALANCE		
Unpaid Obligations:		
Unpaid Obligations, Brought Forward, October 1	\$14,500	\$14,679
Obligations Incurred	177,635	170,144
Less: Outlays, Gross	176,934	170,244
Less: Recoveries of Prior Year Unpaid Obligations	56	79
Unpaid Obligations, End of Year	<u>\$15,145</u>	<u>\$14,500</u>
Uncollected Payments:		
Uncollected Payments, Federal Sources, Brought Forward, October 1	\$2,967	\$3,239
Change in Uncollected Payments, Federal Sources	211	(272)
Uncollected Payments, Federal Sources, End of Year	<u>\$3,178</u>	<u>\$2,967</u>
Memorandum (Non-add) Entries:		
Obligated Balance, Start of Year	\$11,533	\$11,440
Obligated Balance, End of Year	\$11,967	\$11,533
BUDGET AUTHORITY AND OUTLAYS, NET		
Budget Authority, Gross	\$178,971	\$173,077
Less: Actual Offsetting Collections	52,428	51,737
Less: Change in Uncollected Customer Payments from Federal Sources	211	(272)
Budget Authority, Net	<u>\$126,332</u>	<u>\$121,612</u>
Outlays, Gross	\$176,934	\$170,244
Less: Actual Offsetting Collections	52,428	51,737
Outlays, Net	124,506	118,507
Less: Distributed Offsetting Receipts	36,588	34,639
Agency Outlays, Net	<u>\$87,918</u>	<u>\$83,868</u>

For the notes to the financial statements, please refer to the AFR at
<http://www.opm.gov/about-us/budget-performance/performance/2014-agency-financial-report.pdf>.

Appendix A: Acronyms

Acronym	Definition
ACA	Affordable Care Act
AFR	Agency Financial Report
APG	Agency Priority Goal
APR	Annual Performance Report
CAHPS	Consumer Assessment of Healthcare Providers and Systems
CDC	Centers for Disease Control and Prevention
CFO	Chief Financial Officer
CHCO	Chief Human Capital Officer
COLA	Cost of Living Adjustment
CSRS	Civil Service Retirement System
DISP	Debt Issuance Suspension Period
ECMS	Enterprise Case Management System
ESC	Executive Steering Committee
FEHB	Federal Employees Health Benefits
FERS	Federal Employees Retirement System
FEVS	Federal Employee Viewpoint Survey
FY	Fiscal Year
HEDIS	Healthcare Effectiveness Data and Information Set
HR	Human Resources
HRU	Human Resources University
IQ	Inclusion Quotient
IT	Information Technology
LLP	Limited Liability Partnership
MSAC	Merit System Accountability & Compliance
MSP	Multi-State Plan
OIG	Office of the Inspector General
OMB	Office of Management and Budget
OPEB	Other Post Employment Benefits
OPM	Office of Personnel Management
ORB	Other Retirement Benefits
PL	Public Law
PPO	Preferred Provider Organization
PSRHB	Postal Service Retiree Health Benefits
RS	Retirement Services
SAOC	Spending Authority from Offsetting Collections
SBR	Statement of Budgetary Resources
SES	Senior Executive Service
SPFI	Summary of Performance and Financial Information
SSC	Shared Services Center
SNC	Statement of Net Cost



United States
Office of Personnel Management
Chief Financial Officer
1900 E Street, NW
Washington, DC 20415