OFFICE OF PERSONNEL MANAGEMENT

Opportunities Exist to Build on Recent Progress in Internal Human Capital Capacity

What GAO Found

OPM has taken positive actions to address specific concerns raised by employees and managers in the 2004 and 2006 FHCS responses. OPM conducted employee focus groups to understand factors contributing to the low 2004 survey scores and took actions, such as trying to improve communication throughout the agency. The 2006 survey results showed improvement in the area of leadership, with mixed results in the performance culture and accountability area, and continued concern in the talent management area. Without the responses from the investigative service employees who transferred from the Department of Defense in early 2005, OPM’s 2006 FHCS results would have been, in many cases, significantly more positive than in 2004. The perceptions of the investigative service employees, however, will need continued attention.

What GAO Recommends

GAO recommends that the Director of OPM institute a documented process to ensure an agencywide perspective on workforce and succession efforts, including funding, implementation, and evaluation. In commenting on the report, the Director of OPM agreed with our recommendation, adding that the insights and recommendation provided in the report will be useful in shaping both ongoing and planned human capital initiatives within OPM.

To view the full product, including the scope and methodology, click on GAO-08-11. For more information, contact J. Christopher Mihm at (202) 512-6806 or mihmj@gao.gov.