



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT
Washington, DC 20415

The Director

February 27, 2024

Memorandum for Head of Executive Branch Departments and Agencies

From: Kiran A. Ahuja
Director
U.S. Office of Personnel Management

Jason S. Miller
Deputy Director for Management
Office of Management and Budget

Subject: Government-wide Military-Connected Strategic Plan for Fiscal Years (FYs) 2024 – 2028

The U.S. Office of Personnel Management (OPM) and the Office of Management and Budget (OMB) are releasing the Government-Wide Military-Connected Strategic Plan for Fiscal Years 2024 to 2028. This Plan is being issued pursuant to section 2(a) of Executive Order 14100 of June 9, 2023, which required the Director of OPM and the Deputy Director for OMB to develop and issue a Government-wide Military-Connected Strategic Plan, in consultation with the Secretaries of State, Defense, Labor, Veterans Affairs, and Homeland Security.

To ensure that the Federal Government is an employer of choice for military-connected families and caregivers, this Plan will serve as a roadmap to assist agencies with strengthening their ability to recruit, hire, develop, promote, and retain this skilled and diverse pool of talent. Agencies are encouraged to evaluate current employment policies, practices, and procedures to address the goals and actions in this Plan. Agencies must incorporate recruitment and retention goals in their Human Capital Operating Plans or other internal agency strategic plans that can record their commitments and strategies to address specific areas where there is an underrepresentation or resource deficiencies for military-connected families.

Agencies should:

- (i.) Conduct a comprehensive review of leading policies and practices to identify effective measures of success for the recruitment, hiring, and retention of military-connected families and caregivers.

- (ii.) Identify and address barriers that prevent the recruitment, hiring, promotion, and retention of military-connected families within the Federal workforce.
- (iii.) Develop strategies, including potential legislative proposals, to eliminate these barriers and promote employment opportunities.
- (iv.) Develop strategies to effectively market military-connected families' talents, experiences, and diversity to Federal agencies.
- (v.) Increase Federal job postings utilizing the Military Spouse Noncompetitive Appointment Authority.
- (vi.) Set Government-wide standards to improve the Domestic Employee Teleworking Overseas program to improve support for military spouses during transition.
- (vii.) Improve the collection of data on military-connected families in the Federal workforce.
- (viii.) Develop metrics and benchmarks that align with leading practices to ensure the success of the Plan.
- (ix.) Regularly evaluate and reassess these measures to improve recruitment, hiring, and retention efforts.

OPM and OMB will continue to develop and provide tools and resources to support agencies in meeting the goals outlined above. OPM will provide technical assistance and resources and host learning events for stakeholders, including human resources practitioners, hiring managers, and Veterans Employment Program Offices. Agencies should evaluate the impact of these new efforts to increase the employment and retention of military-connected individuals' agency-wide, and OPM and OMB will assess Government-wide progress.

We look forward to working with agencies to implement the actions outlined in this Plan. If there are any questions about this document or a need for technical assistance on any of the action items, agency headquarters-level human resources offices may contact OPM at militaryspouse@opm.gov. Component-level human resources offices should contact their agency headquarters for assistance. Employees should contact their agency human resources offices for further information on this memorandum.

Attachment: [Government-wide Military-Connected Strategic Plan for FYs 2024 – 2028](#)

cc: Chief Human Capital Officers (CHCOs), Deputy CHCOs, Human Resources Directors, Veterans Employment Program Offices, Chief Learning Officers, Small Agency Council