

Trusted Workforce 2.0

QUARTERLY PROGRESS REPORT



**FY2025 Quarter 4 /
FY2026 Quarter 1**





PAC Principals



Eric Ueland

OMB Deputy Director for Management

Serves as PAC Chair. Establishes the overall reform vision while ensuring alignment with the President's priorities. Ultimately holds federal agencies accountable for their reform progress.



Tulsi Gabbard

Director of National Intelligence

Serves as the Security Executive Agent (SecEA). Sets and oversees personnel vetting policy for the national security sensitive workforce, who have access to the most sensitive information.



Scott Kupor

OPM Director

Serves as the Suitability and Credentialing Executive Agent (Suit/CredEA). Sets and oversees personnel vetting policy for the non-national security sensitive workforce, to include public trust positions.



Brad Hansell

Under Secretary of War for Intelligence & Security

Oversees the Defense Counterintelligence and Security Agency (DCSA) and leads the implementation of War Department personnel vetting reforms.

Background

Federal government agencies rely on their workforces—including military, civilian, and contractor personnel—to achieve organizational and interagency goals. Unacceptable conduct by personnel can reduce agency effectiveness, undermine national security, and erode the American people's trust in their government. Consequently, agencies are responsible for evaluating applicants and current personnel to determine whether they should be trusted (or continue to be trusted). The policies and tools used during this assessment process are collectively referred to as *personnel vetting*.

Under [Executive Order 13467 \(as amended\)](#), the interagency *Security, Suitability, and Credentialing Performance Accountability Council (PAC)* is accountable to the President for delivering effective and efficient personnel capabilities. It is led by four senior officials collectively designated the *PAC Principals* who work collaboratively to create an effective vision for reform and hold agencies accountable for their progress.

In 2018, the PAC launched its multi-phase *Trusted Workforce 2.0* initiative—referred to as TW 2.0—to transform the mission space. The Trump 47 Administration is revitalizing the effort so the government can finally deliver on the reform's original vision. This document summarizes recent progress made under the TW 2.0 initiative. Basic elements of how personnel vetting works can be found in an accompanying fact sheet on the [performance.gov](#) portal.

TW 2.0 Goals

In June 2025, the PAC adopted four primary goals for evaluating reform success. This report addresses each.



Get People to Work Faster - Streamline vetting processes so agencies can quickly fill positions.



Eliminate Waste - Reduce inefficiencies, streamline workflows, and eliminate redundant tasks.



Optimize Risk Management - Balance personnel risks against the resources and effort needed to reduce those risks.



Strengthen Experience & Engagement - Make vetting processes, tools, and performance easier to understand and navigate.

Section Shortcuts:

- Key Highlights
- #1: Get People to Work Faster
- #2: Eliminate Waste
- #3: Optimize Risk Management
- #4: Strengthen Exp & Eng



Key Highlights

Each quarter, the PAC highlights key updates related to reform. These are designed to draw attention to critical insights, achievements, and trends related to personnel vetting reform efforts. This edition includes FY2025-Q4 highlights, since that report was not published due to the 2025 partial government shutdown.

DCSA Inventory Drops, Timeliness Improves

The government's largest provider of background investigations had its inventory cases drop significantly through the end of 2025.

The new level of approximately 117,000 cases marks a 56% decline since inauguration last January. DCSA, which provides the bulk of background investigations across the federal government, rolled out reforms to reduce its backlog as part of an initiative to improve its operational efficiency.

DCSA's younger inventory reflected in faster processing times in the first quarter of FY2026. The fastest 90% of Secret level investigation processing dropped 9.3 days (14%) and the Top Secret level dropped 50 days (32%).

New GAO Report Urges More NBIS Progress

The National Background Investigation Services (NBIS) system is the IT backbone for implementing many of the TW 2.0 initiative's remaining planned reforms.

In mid-September, the congressional Government Accountability Office (GAO) issued [a new report](#) on NBIS following hearings on its development in 2024. The office's update highlighted DCSA's significant progress in addressing previous recommendations tied to scheduling, cost estimation, and cybersecurity. These are in addition to DCSA previously adopting the GAO's cybersecurity recommendations.

These steps mark significant progress in maturing DCSA's management of NBIS. However, GAO emphasized that sustained leadership and continuing progress is still critical to delivering NBIS and realizing TW 2.0 reform vision.

OPM Prepares for Further Continuous Vetting Expansion

Continuous vetting is a capability that allows agencies to constantly check for potential risks within their workforces. The PAC is overseeing efforts to gradually enroll the entire vetted workforce, allowing agencies to better understand their personnel risks.

In August, OPM in its role as Suitability and Credentialing Executive Agent (Suit/CredEA) issued *Planning Guidance for Enrolling the Low-Risk Non-Sensitive Population into Continuous Vetting*, which provides agencies with guidance for expanding the checks to their personnel in low-risk positions during FY2027.

The capability was previously authorized for moderate-risk and high-risk public trust positions. National security sensitive populations have already been enrolled. Workers in non-sensitive public trust positions are currently being enrolled.

OPM Releases Reciprocity Guidance to Improve Timeliness

In September, OPM as Suit/CredEA issued *Missing Suitability or Fitness Determinations in Transfer of Trust and Re-establishment of Trust Vetting Scenarios* to help agencies accelerate onboarding for these vetting scenarios.

The policy allows agencies to more quickly make reciprocity decisions using a risk-managed approach to make suitability or fitness determinations based on an existing favorable national security determination being available in a data repository. Previously, approving reciprocity required additional work if the repository record did not include a favorable adjudication for all appropriate vetting domains.

This new flexibility will reduce delays caused by waiting for a file or additional trust determinations. It complements previous TW 2.0 guidance.



GAO Identifies Data Gaps, Executive Agents Plan Fix

In December, GAO issued a [final report](#) highlighting reliability concerns in personnel vetting metrics collected by ODNI. The review found 86% of agency timeliness data inaccurate, with one-third off by more than 20%, and similar issues across other measures. These gaps undermine the credibility of agency data.

ODNI will address the GAO recommendations in coordination with the PAC, including strengthening data reliability practices, clarifying agency roles, and incorporating performance management best practices into updated guidance. These steps aim to improve consistency and credibility of vetting metrics, enabling better oversight and decision-making.

Expanded eVetting Adoption Drives Efficiency

In 2025, the Executive Agents continued driving modernization by expanding the use of eVetting capabilities across government. They issued eVetting business rules for Tier 2 investigations and for the preliminary determination minimum viable product (MVP). These were critical steps toward automating risk-based decisions and reducing onboarding delays across the Executive Branch.

Agency adoption of eVetting expanded during 2025, with six new agencies joining the eVetting program in the final quarter of FY2025 alone. Across 34 agencies, more than 102,000 favorable adjudications were made during the year, saving an estimated 4.2 million days in aggregate time. These efficiencies reflect the growing reliance on eVetting as a core tool for meeting urgent mission needs without compromising vetting standards.

Looking ahead, the MVP capability will enable faster, more consistent preliminary determinations, complementing broader Trusted Workforce 2.0 reforms. Together, these efforts underscore the government's commitment to a more agile, data-driven personnel vetting environment.

Expanded Preliminary Determinations Accelerate Hiring

Agencies continued to broaden their use of preliminary determinations this year, reinforcing their role as a core risk-management tool under TW 2.0. Preliminary determinations allow individuals to begin work while their full background investigations are ongoing, enabling agencies to meet urgent mission needs without lowering vetting standards.

Across thirteen agencies, more than 144,000 favorable preliminary determinations were issued during the year, yielding an estimated average time savings of 132 days per case. This sustained level of adoption reflects a government-wide commitment to improving onboarding timeliness and reducing delays in hiring for mission-critical positions.

At the same time, agencies are preparing for the next phase of capability enhancements by transitioning toward the use of High Yield Checks (HYC) to support preliminary determinations. Early adoption of the Advanced National Agency Check is laying the foundation for future system updates that will enable HYC functionality. Together, these efforts signal continued progress toward a more agile, interoperable, and data-driven personnel vetting ecosystem.

Industry Listening Tours Deepen Dialogue

Throughout 2025, the Executive Agents advanced reform by engaging industry through listening tour sessions, creating a candid forum for sharing challenges and solutions tied to TW 2.0.

Participants highlighted ways to reduce vetting inefficiencies, improve communication on continuous vetting enrollment, and eliminate duplicative reporting. Industry also called for greater transparency on system updates and enrollment status to avoid delays.

These engagements strengthened government–industry collaboration, ensuring reforms reflect real-world needs. Feedback is shaping upcoming policy guidance and system enhancements, reinforcing a commitment to a more efficient vetting enterprise.



Goal #1 Get People to Work Faster

Status Assessment: Poor
 Agencies are behind TW 2.0 targets.
 The decrease in DCSA's inventory indicates improvements are expected.

Agencies need to quickly hire personnel to achieve their missions. Delays can hinder mission delivery, reduce operational agility, and overwhelm existing workforces. TW 2.0 seeks to streamline vetting processes, allowing agencies to more quickly fill positions. As part of reform, the PAC set new end-to-end timeliness targets for agencies (see middle chart) and increased focus on the use of preliminary determinations, which provide an initial review against high yield investigative sources to determine whether workers can be considered sufficiently trusted to begin work (see chart on the right).

Key Performance Indicators

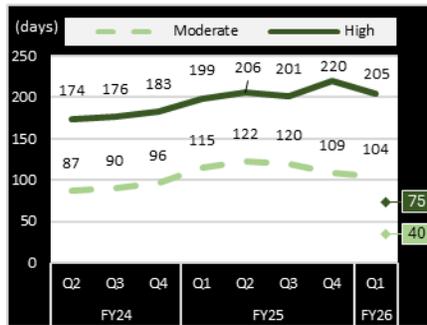
The PAC monitors how quickly agencies bring workers on through a series of metrics. Each provides unique insight. Current timeliness performance against future end-state targets is poor. The PAC is working with DCSA and agencies to accelerate personnel vetting processes that are dragging performance.

DCSA Inventory Level



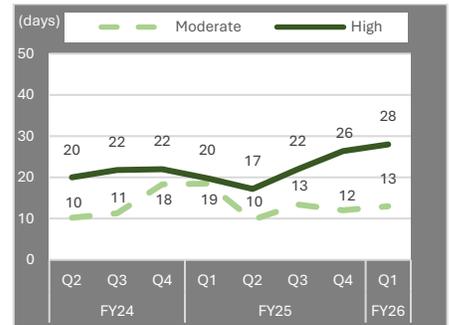
Efficiency and waste reduction efforts implemented earlier this year have dramatically reduced the inventory to near-target levels (100k). As a leading indicator for timelines, the steady decline suggests significant timeliness improvements will begin to be realized.

End-to-End Timeliness



Timeliness continues to be unacceptably higher than mandated performance targets (75 days and 40 days for High and Moderate Risk, respectively). Improvements are expected in FY2026-Q2 as end-to-end data is a quarter behind (manually collected) and older cases being completed are currently pulling up the mean.

Preliminary Determination Timeliness



Leveraging preliminary determinations gets people to work faster while the remainder of the investigation is completed. Efforts continue to expand the adoption of preliminary determinations. Timeliness numbers are expected to fluctuate as adoption improves.

End-to-End Timeliness Breakout

Poor performance causes the time it takes to make a final trust determination to be well over aspirational future performance targets. While adjudications are significantly behind, the investigation process remains the greatest factor.

FY25 Q4		Initiate	Investigate	Adjudicate	End-to-End
Tier	Volume				
Moderate	105,438	Goal: 5 Days	15 Days	10 Days	40 Days
		4	68	37	109
High	33,989	Goal: 5 Days	45 Days	15 Days	75 Days
		12	168	40	220

Accelerating the Process

The NBIS *Low-Side Repository* (LSR) stores unclassified vetting data. DCSA is improving it to align with TW 2.0 policy, making it easier for agencies to understand what info is needed. Most agencies are also adopting *eVetting* capabilities that automate less complex adjudications. Both changes will accelerate the vetting process.

Critical Milestone	Date	Status
LSR updated to accept TW 2.0 products	Aug-25	Done
LSR repository gaps closed	May-26	●
LSR includes Transfer of Trust	Jun-26	●
eVetting for Preliminary determinations	Aug-26	●
LSR includes Re-establishment of Trust	Sep-26	●



Goal #2 Eliminate Waste

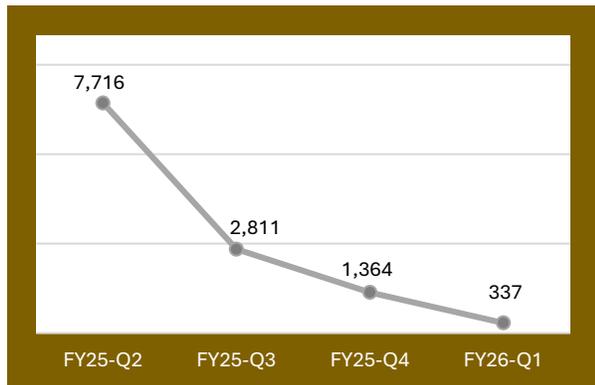
Status Assessment: Fair
 Several improvements have been identified but need to be successfully adopted by agencies.

Eliminating waste within personnel vetting is critical to accelerating processing and savings costs, which are often caused by redundant or unnecessary steps. It also ensures agency resources can stay focused on more mission-centric priorities. TW 2.0 tackles waste through policy changes, streamlining workflows, and greater automation.

Key Performance Indicators

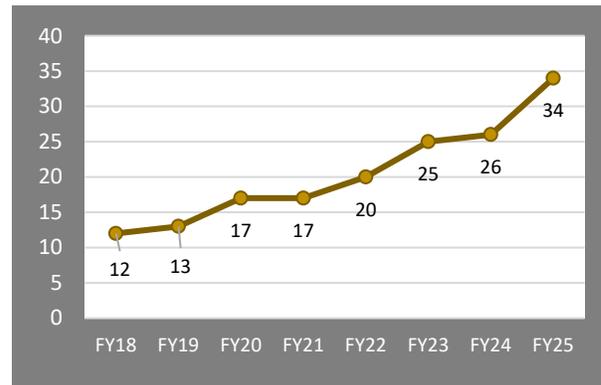
TW 2.0 reforms have made substantial progress in reducing inefficiencies. Below are sample initiatives. The QPR will be updated with additional metrics as data associated with waste-focused initiatives become available.

Periodic Reinvestigations Scheduled



Under TW 2.0, the federal government moved away from legacy periodic reinvestigations (PRs) to continuous vetting. Some agencies kept unnecessarily requesting PRs. Over the last year PAC-led initiatives reduced requests by 99%.

Agencies Using eVetting



eVetting automates the adjudication of less complex cases. It saves agencies the labor to conduct a manual review and gets people to work weeks faster. Efforts are underway to increase adoption in FY2026.

Target Opportunities for Greater Efficiency

- **Initiation Rejection Loop** – Issues with the submission package, such as omitted/incomplete information, missing fingerprints, requesting the wrong investigation level—too frequently cause an ISP to reject it. Consequently, the package must be fixed and resubmitted. Resolutions can take weeks and impede getting people to work. The rejection rates for FY2025-Q4 and FY2026-Q1 were 3.7% and 4.0%, respectively. Efforts are underway to drive this down to under 1% by the end of FY2028.
- **Duplicate Forms and Fingerprints** – Too often people are being asked to submit forms and fingerprints when they already have valid records on file. This creates inefficiencies and adds unnecessary costs. These inefficiencies are driven by data visibility issues and outdated procedures. The PAC is working with repository owners and agencies to end this wasteful practice.

Expansion and Adoption of Shared Services

Shared services help streamline processes across agencies and save resources from duplicative systems. In FY2026, DCSA plans to make significant progress towards deploying an end-to-end suite of shared services and agencies will begin making adoption decisions.

Critical Milestone	Date	Status
Begin offering personnel vetting management	Apr-26	●
NBIS updated with changes needed to support consolidation to single LSR	May-26	●
Deploy biometrics channeling for print reuse	Sep-26	●
Begin offering performance management	Sep-26	●
Consolidation to a single LSR	Sep-26	●
Full agency adoption of eVetting capabilities	Oct-26	●



Goal #3 Optimize Risk Management

Status Assessment: Fair

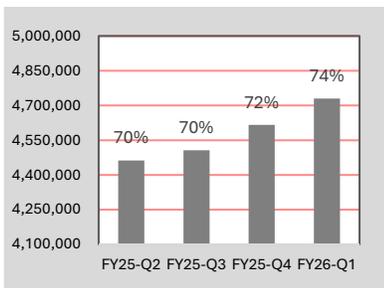
- ★ Reform has substantially improved the ability to identify and resolve issues, but adoption has been too slow.

Agencies use personnel vetting processes and tools to determine whether workers can be trusted performing assigned job functions in defined positions. Workers who abuse the access their positions provide can undermine the public’s trust and threaten the country’s national security. This requires the government to strike a balance between reducing risk and minimizing associated delays/costs. A core feature of TW 2.0 is finding ways to better identify risk while accounting for these tradeoffs, including the transition from a five-tier vetting model to a three-tier vetting model and the shift from periodic reinvestigations to continuous vetting.

Key Performance Indicators

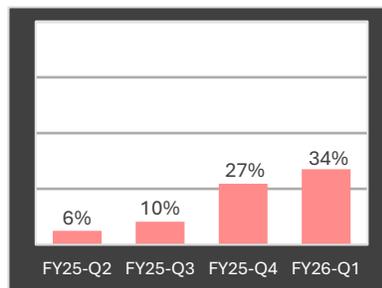
The PAC strives to continuously improve the efficacy of personnel vetting. This includes rolling out new investigative products and enhancing continuous vetting to ensure workers remain trustworthy.

Continuous Vetting Enrollment – All



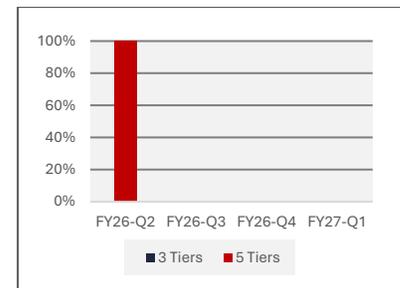
Continuous vetting enrollments continue to increase each quarter. Recent increases were the result of planned NSPT enrollments.

Continuous Vetting – NSPT



NSPT enrollments had modest growth since FY2025-Q4. Improvements are expected in Q2 with rapid growth in Q3 and Q4.

5-Tier to 3-Tier Transition



Early adopter ISPs are positioned to begin offering new products throughout FY2026. The first ISP is anticipated to start in FY2026-Q3.

Earlier Issue Identification

The transition to continuous vetting bolstered the ability of agencies to proactively monitor risks. On average, DCSA estimates that problematic behavior is identified three years earlier for high-risk positions and seven years for moderate-risk positions. For every hundred enrollees, continuous vetting identifies an average of about 1.13 new actionable alerts per quarter.

The PAC is currently working with agencies to finish enrolling their non-sensitive public trust workforces into the service. This will allow potential issues for this population to also be identified sooner in comparison to legacy PRs. Full enrollment for the NSPT is expected in FY2026.

Transition to New Products

All ISPs and agencies will continue efforts to expand continuous vetting to the full population and enhance services. In FY2026 early adopter ISPs are positioned to begin offering new investigative products. Remaining ISPs will start in FY2027.

Critical Milestone	Date	Status
Full NSPT population enrolled in CV	Sep-25	🟡
Expand NSPT CV to 1.5 maturity state	Mar-26	🟢
Begin Industry RapBack enrollment	Mar-26	🟢
Early adopter ISPs new product rollout	Apr to Sep-26	🟢
All ISPs begin offering 2022 INVS products	Sep-27	🟢
CV offered for low-risk population	Sep-27	🟢
Full population enrolled in CV	Sep-28	🟢



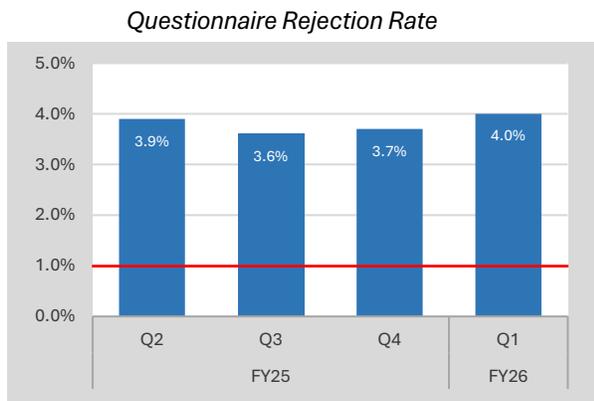
Goal #4 Strengthen Experience & Engagement

Status Assessment: Poor
 Limited data makes assessing the goal difficult, but anecdotal feedback suggests improvements are needed.

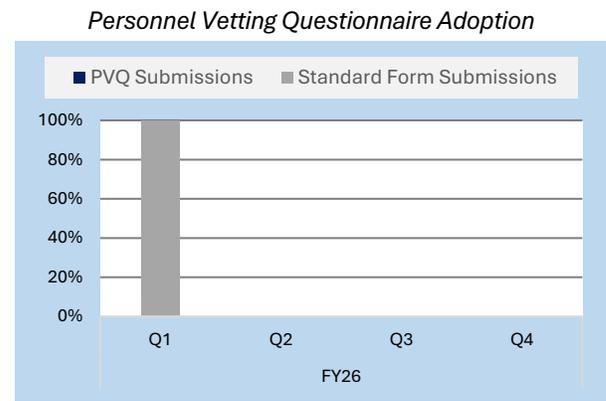
Traditionally, undergoing personnel vetting has been a long, slow, and overly bureaucratic process. Candidates must provide personal information, complete onerous paperwork, and often wait months before hearing whether they have received final approval. Having to complete duplicate copies of forms or repeatedly provide fingerprints makes the process burdensome and time-consuming. Many otherwise qualified candidates have foregone working for the government instead of suffering through the vetting experience.

Key Performance Indicators

TW 2.0 reforms attempt to address some of the worst facets of personnel vetting. While multiple projects will provide improvements, the PAC needs better data to evaluate performance. The QPR will be updated with additional metrics as data associated with experience focused initiatives are collected.



Issues with the submitted form can lead to the background investigation form being rejected by the ISP, causing frustration for the candidate. The PAC hopes to reduce these rejections under the TW 2.0 initiative. While the current rejection rate hovers around 4%, the goal is to reduce it to 1% as improved capabilities are deployed.



In FY2026-Q2 the first Personnel Vetting Questionnaire (PVQ) forms were collected, marking a significant milestone to begin the phased transition from the old forms to the new. FY2026 adoption is anticipated to be initially slow, accelerating as new investigative capabilities roll out capable of leveraging the new PVQ.

Need for Feedback Metrics

Anecdotal feedback frequently mentions the slow pace, confusing paperwork, poor guidance on what to expect, and a lack of status transparency as major pain points. However, these are hard to measure since quantitative data is not available. To obtain better insights, an *Individual Experience Survey* (IES) capability is being developed. Initial work is expected in FY2026 with deployment in FY2027.

Critical Milestone	Date	Status
ODNI and OPM as the Executive Agents establish a plan for IES requirements	Apr-26	●
DCSA operationally deploys the IES as part of background investigation process	Sep-27	●
DCSA begins collecting IES data	Sep-27	●

Capability Improvements

Efforts to improve the vetting experience include developing an *Individual Engagement Platform* (IEP), a one-stop shop for engagement with the process. Early capabilities include the ability to track status and to self-report. Additionally, the PVQ rollout has begun to replace the SF-86, SF-85, and SF-85P forms. The PVQ overhauls the legacy forms to make completing it less burdensome.

Critical Milestone	Date	Status
Initial PVQ capability deployed	Apr-25	Done
IEP provides vetting status	Mar-26	●
IEP provides self-reporting and five-year update of PVQ	Sep-26	●
PVQ used for all vetting scenarios	Sep-27	●



About this Document

A major cornerstone of the [President’s Management Agenda](#) is ensuring government accountability for the American people. The TW 2.0 initiative, which primarily falls under the agenda’s *Foster Merit-Based Federal Workforce* goal, must meet this standard. Consequently, the PAC Chair—who is responsible for overseeing personnel vetting reforms—plans to regularly publish these reports to keep the public and key stakeholders informed. While progress reports have been published previously, the format has been updated.

What’s Different and Why

Feedback on legacy TW 2.0 reporting indicated that while it included valuable information, it was often difficult to understand. In revising its report, the PAC wants to make it easier for the public and key stakeholders to gauge how well reforms are proceeding. Core changes to the report include anchoring it to four TW 2.0 goals, integrating operational performance metrics and progress within each goal, and including an overall “status assessment” for each goal.

How the “Status Assessment” is Determined

A status assessment can be found on the top right of each goal page. This reflects how TW 2.0 is progressing towards goal in the context of both milestone completion and enterprise performance. Since reform progress is often nuanced, this is intended to make the goals more measurable and trackable over time.

Excellent: Goal is exceeding its operational performance targets and hitting its reform milestones

Good: Goal is mostly meeting its performance targets and regularly delivers capabilities on schedule

Fair: Goal is inconsistently meeting performance targets or planned delivery dates

Poor: Goal is falling significantly short of its performance targets or delivery milestones

Unacceptable: Goal operational performance or reform progress is failing to make progress

