

Trusted Workforce 2.0

QUARTERLY PROGRESS REPORT



**FY2026
Quarter 3**

Security, Suitability, and Credentialing
PERFORMANCE ACCOUNTABILITY COUNCIL





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.



Jay Clayton

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 Kuper

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.

Permanent Director for DCSA

In May, the Department of War announced Joseph Tonon as the new Director of the Defense Counterintelligence and Security Agency (DCSA). His blend of high-level defense policy experience and private-sector cloud technology leadership makes him an ideal fit as the organization continues tackling modernization, including the National Background Investigation Services (NBIS) program.

New Strategic Framework & Improved Comms for DCSA

DCSA released a new [Strategic Execution Plan](#) that articulates how it will meet reform commitments. It outlines six priorities, including delivering remaining NBIS capabilities and improving vetting operations. Another priority is transitioning the agency into an increasingly customer-centric model. DCSA created the Office of Customer Success to engage stakeholders both strategically and tactically. It will be anchored through better integrated customer teams and centralized management. DCSA plans to steadily increase the team's capabilities during 2026.

Periodic Reinvestigations Retired

At the end of June, DCSA sunset legacy periodic reinvestigation (PR) investigative products. Instead, the agency—with only a few limited exceptions—will only facilitate enrollment into continuous vetting. The transition is a major step towards better mitigating risk in alignment with TW 2.0 policy.

FBI First to Conduct New TW 2.0 Investigations

The PAC previously introduced updated standards to improve background investigations. All agencies that conduct investigations—called Investigation Service Providers (ISPs)—will offer products using this new framework by the end of FY2027. In April, the FBI became the first ISP approved to offer background investigations under the new standards. The percentage of cases that use the updated standards will increase as additional ISPs make the change. Another four are seeking approval from ODNI/OPM to begin the transition.

More Rigorous Performance Standards are Here

Background investigation timeliness has traditionally been measured based on the “fastest 90% of cases” approach established by Congress in 2004. Starting this quarter, the PAC, in compliance with the Performance Management Standards and implementation guidance, is altering its reporting methodology to cover 100% of cases. The change leads to slower reported speeds but more accurately captures reality. This report uses the newest approach for Q3 data, while also referencing what timeliness would look like using the old method.

New Regulation Strengthening Workforce Accountability

In June, OPM finalized [5 CFR 731](#), modernizing the governmentwide suitability and fitness framework, clarifying how suitability concerns may be evaluated throughout an individual's federal career, strengthening the federal government's ability to uphold high standards of integrity, supporting TW 2.0 implementation, and providing agencies with additional tools to promote consistent, merit-based suitability decisions.

Enhanced Questionnaire Rollout Begun

Personnel vetting has used the same three forms to collect background investigation data for over 30 years. Under TW 2.0, the PAC introduced an improved, consolidated form called the Personnel Vetting Questionnaire (PVQ). The new document features simpler questions and is easier to navigate. As it matures it will also pre-fill data and offer greater automation. In April, DCSA began its internal rollout for collection of 5-year form updates. The agency will use this initial production to collect feedback and troubleshoot issues before coordinating the expansion of PVQ to additional ISPs.



Goal #1 Get People to Work Faster

Status Assessment: Fair

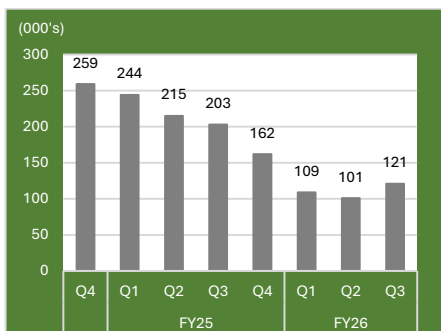
Timelines continued falling closer to targets, but the increase in DCSA case inventory is concerning.

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 provides 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

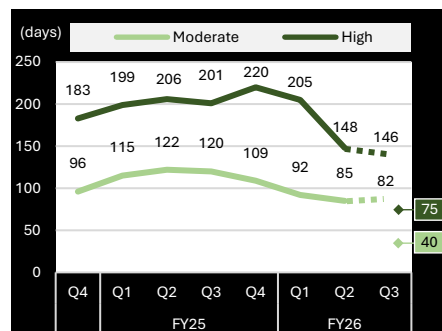
The PAC monitors how quickly agencies bring workers onboard through a series of metrics. Each provides unique insight. Current timeliness performance against future end-state targets is fair. The PAC is working with DCSA and agencies to accelerate personnel vetting processes that are impeding performance.

DCSA Inventory Level



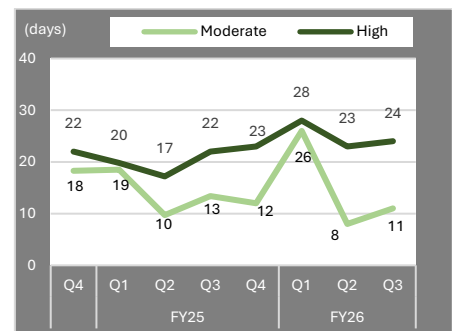
DCSA background investigations rose last quarter due to the combination of increased demand, including investigative follow-up on continuous vetting alerts. DCSA is reviewing actions to mitigate subsequent slower processing times.

End-to-End Timeliness



Q3 is projected to remain steady (ODNI is collecting complete data). Fasted 90% performance remains much too high compared to performance targets (75 days for High Risk and 40 days for Moderate Risk).

Preliminary Determination Timeliness



Timeliness is expected to fluctuate as both reporting and preliminary determination adoption expands. Metric shows lived experience for most of population is much faster than end-to-end timeliness otherwise indicates.

Investigation Timeliness Remains Steady

A shift to measuring 100% of cases reveals how the longest cases pull down average timeliness. Processing speeds have continued to decline quarter-over-quarter, as reflected in the table below, with traditional “90% fastest” reporting shown in grey. The increase to the inventory risks slowing background investigation timeliness in coming quarters.

Background Investigations		FY25 Q4	FY26 Q1	FY26 Q2	FY26 Q3
Tier / Method	Goal				
Initial Moderate Risk (90% Fastest)	(40 Days)	68	59	51	49
(100% Cases)	(15 Days)			61	57
Initial High Risk (90% Fastest)	(80 Days)	157	108	90	67
(100% Cases)	(45 Days)			108	82

Accelerating the Process

A reform priority is the complex consolidation of vetting records into a single “Low Side Repository” (LSR). DCSA anticipates closing gaps regarding agency needs, including Transfer of Trust, no later than September 2026, with continued troubleshooting for the remainder of the year to resolve unexpected issues that emerge from such a large data consolidation.

Critical Milestone	Date	Status
LSR updated to accept TW 2.0 products	Aug-25	✓
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	Sept-26	●



Goal #2 Eliminate Waste

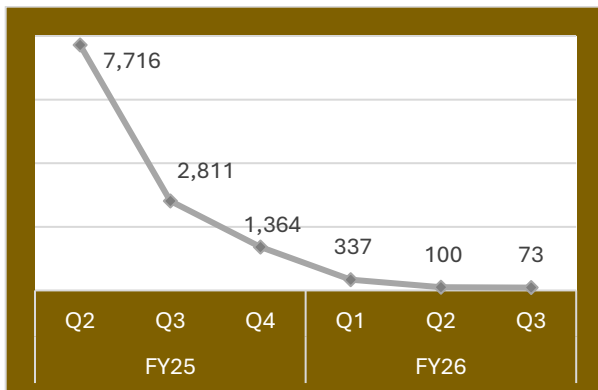
Status Assessment: Fair
DCSA struck a victory by sunset-
PRs, but momentum is limited until the
ePreliminary capability can be scaled.

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

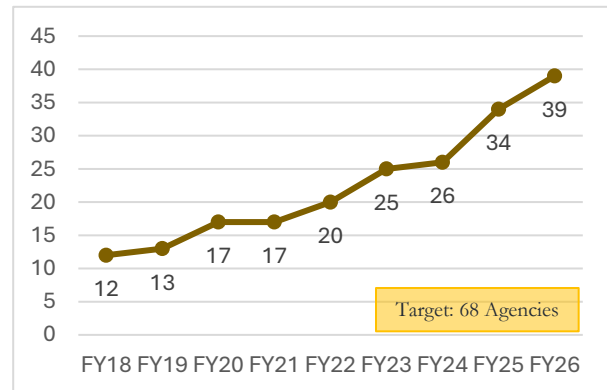
TW 2.0 reforms have made substantial progress in reducing inefficiencies. Below are sample initiatives. The QPR will be updated with additional metrics as data associated with waste-focused initiatives become available.

Periodic Reinvestigations Scheduled



Under TW 2.0, the federal government moved away from legacy periodic reinvestigations (PRs) to continuous vetting. Last quarter DCSA sunset the product, although previously ordered PRs will continue being processed.

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. In FY2026-Q3 two new agencies adopted the service.

Target Opportunities for Greater Efficiency

Initiation Rejection Loop – Issues in the case initiation sub-process, such as incomplete packages, missing fingerprints, or incorrect investigation levels, continue to cause delays. Each rejected case takes an average of 12.5 days to resolve. Rejection rates improved from 3.4% in FY2026-Q2 to 2.9% in FY2026-Q3, reducing days lost by 15%.

Unexplained SACs – An analysis of data between 2024-2026 identified greater use of the Special Agreement Checks (SACs) product than anticipated. Early analysis to identify the reasons behind unexplained SACs indicates opportunities to reduce duplicative fingerprint collection and improve links between fingerprint and investigation records, which will reduce waste and the frustration some individuals experience with having to submit fingerprints multiple times.

Expansion and Adoption of Shared Services

Shared services help streamline processes across agencies and save resources from duplicative systems. In FY2026, DCSA continues to update plans for deploying an end-to-end suite of shared services so agencies can begin making adoption decisions.

Critical Milestone	Date	Status
Begin applying error reduction opportunities to legacy forms	Mar-26	✓
NBIS updated with changes needed to support consolidation to single LSR	May-26	●
Deploy biometrics channeling for print reuse	Sept-26	●
Begin offering performance management	Sept-26	●
Consolidation to a single LSR	Sept-26	●
Full agency adoption of eVetting capabilities	Oct-26	●
Eliminate unnecessary form requests when a valid form is already on file	Dec-26	●



Goal #3 Optimize Risk Management

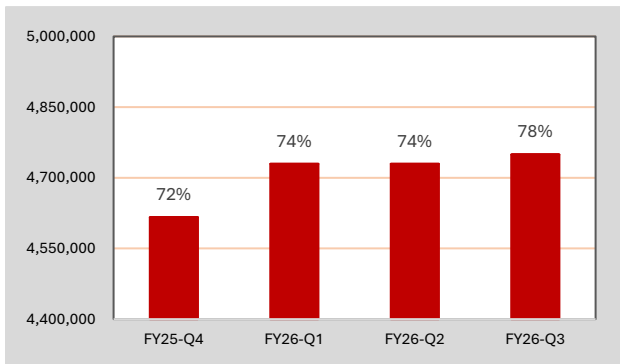
Status Assessment: Poor
 Introducing new investigation products is a big step, but continuous vetting enhancement delays limit effectiveness.

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

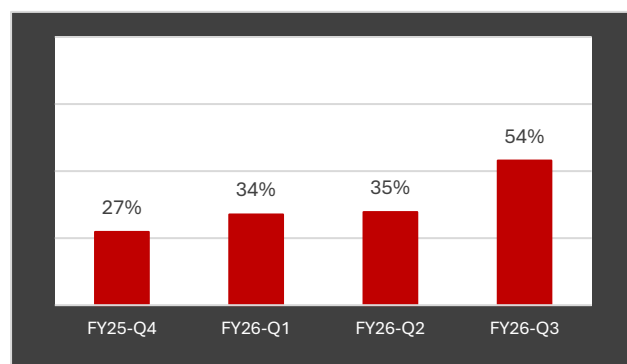
The PAC strives to continuously improve the efficacy of personnel vetting. This includes rolling out new investigative products and enhancing continuous vetting to ensure workers remain trustworthy.

Continuous Vetting – All



Closing NSPT gaps in FY2027-Q1 and beginning Low-Risk enrollments in FY2027-Q4 will increase continuous vetting adoption rates.

Continuous Vetting – NSPT



NSPT enrollment has seen modest growth over the last year but is expected to be mostly completed by the end of 2026.

NSPT Enrollment in CV

Enrolling the nonsensitive public trust (NSPT) population in CV is critical to ensuring effective risk management and sunseting the legacy periodic re-investigation process.

In FY2026-Q3, engagements to address impediments to enrollment showed progress, including DHS agreeing to ramp up enrollment next quarter. This should substantially affect the adoption percentage.

Agencies have been asked to provide updated figures for their NSPT population, following reductions in the federal workforce. These are expected to lower the total NSPT population being enrolled.

Transition to New Products

All ISPs and agencies will continue efforts to expand continuous vetting to the full population and enhance services. Over the last several months the first two early adopter ISPs transitioned to offering new investigative products, with other early adopters expected to transition in Q4 and the remaining ISPs in FY2027.

Critical Milestone	Date	Status
Full NSPT population enrolled in CV	Sept-25	●
Begin NSPT CV move to 1.5 maturity state	Mar-26	✓
Begin Industry RapBack enrollment	Mar-26	✓
Early adopter ISPs new product rollout	Sept-26	●
Complete NSPT CV move to 1.5 maturity state	Dec-26	●
All ISPs begin offering new products	Sept-27	●
CV offered for low-risk population	Sept-27	●
Full population enrolled in CV	Sept-28	●



Goal #4 Strengthen Experience & Engagement

Status Assessment: Fair

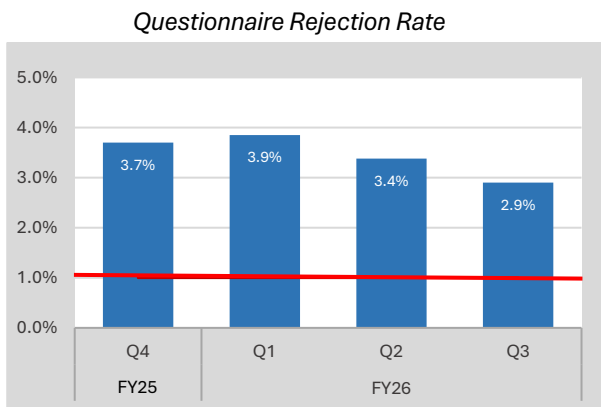
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Several new capability deployments have increased confidence, but substantial work remains.

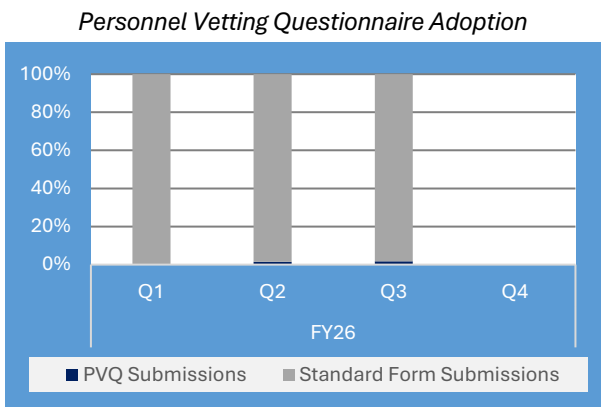
Traditionally, undergoing personnel vetting has been a long, slow, and overly bureaucratic process. Candidates must provide personal information, complete onerous paperwork, and often wait months before hearing whether they have received final approval. Having to complete duplicate copies of forms or 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. The PAC hopes to reduce these rejections under TW 2.0. While the current rejection rate exceeds the 1% target, it has fallen by a percent during FY2026.



In FY2026-Q3 more than 300 Personnel Vetting Questionnaire (PVQ) forms were collected. Adoption of the PVQ will progress slowly at first as functionality is improved during the initial rollout.

Need for Improved Communication

Feedback from agencies, industry, and individuals in the vetting process regularly cites inconsistent guidance on process requirements, system changes, and an overall lack of status transparency as major pain points. DCSA proposed addressing this problem by becoming more consumer centric in its [Strategic Execution Plan](#) and standing up a new Office of Customer Success.

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

Capability Improvements

Efforts to improve the vetting experience include the *Individual Engagement Platform* (IEP), a one-stop shop for engagement with the process. Launched in FY2026-Q2, the IEP includes status tracking for applications, self-reporting, and a secure communications portal. In Q3, PVQ rollout expanded incrementally, consolidating legacy forms, modernizing questions, and reducing applicant burden by leveraging prior investigations.

Critical Milestone	Date	Status
Initial PVQ capability deployed	Apr-25	✓
IEP provides vetting status	Mar-26	✓
IEP provides self-reporting and five-year update of PVQ	Sep-26	●
Begin USAStaffing integration with eApp	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

