

# HR LINE OF BUSINESS

ISSUE 17, FEBRUARY 2008



**MESSAGE FROM OPM  
DIRECTOR  
LINDA SPRINGER**



The HR LOB at the U.S. Office of Personnel Management continues to receive recognition for its leadership in transforming HR service delivery throughout the Federal Government. I am pleased to announce that Joe Campbell has been recognized by Federal Computer Week as one of the top 100 people in Federal IT for 2008 by including him in the Fed 100 List. This recognition is a testament to Joe's leadership of the HR LOB and his impact on Federal HR transformation.

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## HIGHLIGHTS FOR THE HR LOB

- Hosted the Multi-Agency Executive Strategy Committee (MAESC) meeting on February 5
- Hosted Shared Service Center Advisory Council (SSCAC) bi-weekly calls on February 5 and 19
- Hosted the Federal Segment Architecture Working Group meeting and presented its Enterprise Architecture on February 6
- OMB published the HR LOB Enterprise Architecture Case Study on its website on February 8
- Hosted the Payroll Benchmarking Workgroup meeting on February 14
- Submitted HR LOB proposed revisions based on the Service Component Model to OMB on February 26

## UPDATES ON THE HR LOB

### Reginald Brown Tapped as Agency's Director of Modernization

*From the February 5 OPM News Release*—U.S. Office of Personnel Management Director Linda M. Springer announced the appointment of Reginald M. Brown as the agency's Director of Modernization and Human Resources Line of Business (HR LOB). In making the announcement Director Springer expressed her thanks to Joseph E. Campbell, who led the office of the HR LOB over the past five months in addition to his role as HR LOB Shared Services Center Coordinator.

"Reginald Brown brings to OPM a wealth of relevant experience, most recently at the Department of Defense (DoD), where he was Director of the Transformation Planning and Performance Directorate at DoD's Business Transformation Agency (BTA)," said Director Springer upon making the announcement.

For the full news release please visit the OPM website at <http://www.opm.gov/news/reginald-brown-tapped-as-agencys-director-of-modernization,1357.aspx>.

### Migration Planning Guidance version 1.0 Posted to HR LOB Website

The final *HR LOB Migration Planning Guidance version 1.0* (MPG v1.0) was completed on December 31 and is available on OPM's website at <http://www.opm.gov/egov/documents/mpg/>. (*Updates on the HR LOB continued on page 2*)

## UPDATES ON THE HR LOB

*Continued from Page 1*

The HR LOB Migration Planning Guidance (MPG) provides tools and guidance to agency human resources (HR) executives, their management teams, and staff to support migration of selected human resources functions to a public or private sector Shared Service Center (SSC).

The HR LOB is currently developing version 2.0 of the MPG. Version 2.0 will provide agencies with additional information, tools and templates to assist in an agency's selection of an SSC. Version 2.0 of the MPG will include:

- An overview of both the public and private sector SSCs and their service offerings including links to their full self-evaluations.
- Tools and templates to assist agencies in their SSC selection process, e.g., Statement of Objectives template, Operational Capability Demonstration template, Expanded Due Diligence Checklist, and Sample Evaluation template.

A draft of MPG v2.0 will be released for review and comment in March. The final MPG v2.0 is expected to be completed in the April/May timeframe.

### **Summaries of the HR LOB and EHRI Fiscal Year 2009 Capital Asset Plans Available on OPM Website**

Summaries of the HR LOB and EHRI Fiscal Year (FY) 2009 Capital Asset Plans are available on the OPM website at <http://www.opm.gov/budget/cap/>. OMB uses Capital Asset Plans to make both quantitative and qualitative decisions about budgetary resources consistent with the Administration's priorities and OMB policy and guidance.

### **January 2008 Customer Council – SSCAC Joint Meeting**

The Customer Council and Shared Service Center Advisory Council (SSCAC) held a joint meeting on January 30 at OPM. The joint meeting provided an opportunity for the Customer Council and SSCAC to collaboratively address areas of importance to the HR LOB and weigh in on systems implementation issues. The councils discussed several topics including: deployment of Time and Attendance systems; innovations in Employee Self-Service applications; enhancements to Personnel Action Processing; creating new Entrance on Duty systems; and open architecture approaches to promote interoperability.

Catherine Conner from the Department of Homeland Security briefed the joint council meeting on the Federal Users Network (FUN). The FUN is the central point of communication between the Federal government and Oracle Corporation's PeopleSoft Federal management team. The group consists of Federal agencies using PeopleSoft products. Currently, there are three open positions on the FUN's Board: Secretary, Human Capital Management Strategist, and Web Developer. Catherine provided an update on recent activity and requested that more agencies using PeopleSoft participate on the FUN. The FUN's next major event is the Alliance Conference, which is scheduled for March 10-13 in Las Vegas, NV. For more information on the Alliance Conference and the FUN please visit <http://www.federalusersnetwork.com/>.

### **February 2008 MAESC Meeting— HC Innovation and Transformation Summit**

OPM's Patsy Stevens spoke at the February 5 Multi-Agency Executive Strategy Committee (MAESC) meeting about the CHCO Council Human Capital Transformation and Innovation Summit. The Human Capital Transformation Summit, which took place in September 2007, brought together CHCOs from 22 agencies in high-level discussions on the future of human capital. At the Summit, OPM Director Linda Springer spoke about the challenges HR faces in finding the right competencies for achieving success and driving innovation across the government. The Summit also included discussions on the future of HR that supports a mission-driven culture, building HR leadership, interagency interaction and collaboration, technology innovation, performance management, and knowledge-sharing. *(Updates on the HR LOB continued on page 3)*

## ENTERPRISE ARCHITECTURE

### HR LOB Enterprise Architecture Case Study

The HR LOB recently submitted a case study on its Enterprise Architecture (EA) program for publication on the OMB FEA website at the request of OMB's Chief Architect, Kshemendra Paul. The HR LOB case study titled "*Case Study: OPM Transforms Federal HR with Enterprise Architecture—Human Resources Line of Business Uses EA to transform Federal Human Resources*", documents how the HR LOB is using EA to drive Federal HR transformation by defining shared services-based service delivery expectations for agencies and SSCs. The HR LOB EA Case Study is available on the OMB FEA website at [http://www.whitehouse.gov/omb/egov/documents/HRLOB\\_CaseStudy\\_Feb\\_2008.pdf](http://www.whitehouse.gov/omb/egov/documents/HRLOB_CaseStudy_Feb_2008.pdf). OMB profiles several best practice EA case studies, including HR LOB, at <http://www.whitehouse.gov/omb/egov/a-2-EAProfilesNEW2.html>.

### Federal Segment Architecture Working Group

The Federal Segment Architecture Working Group (FSAWG) was formed in January as a sub-team to the Architecture and Infrastructure Committee (AIC) of the Federal CIO Council. The purpose of the FSAWG is to identify and leverage segment architecture artifacts, documents and methodologies within the federal government that exemplify "best practice". The FSAWG, sponsored by OMB's Chief Architect, provides a collaborative work environment for federal agencies to develop segment architecture guidance and training materials, and establish a single, repeatable, best-of-breed approach to develop and use segment architecture as an element of an integrated, results-oriented enterprise architecture (EA) practice. The goal of the FSAWG is to establish a consistent approach to developing and using segment architecture that is applicable governmentwide.

The HR LOB is participating in the FSAWG to share best practices used in developing the line of business EA. HR LOB presented its methodology and best practices at the February 6 FSAWG meeting.

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## FEDERAL CASE STUDIES

The *Federal Case Studies* report presents two case studies showcasing Federal HR success stories. In advance of its publication on the HR LOB Web site, we plan to share excerpts from the report in this and future Communications Letters.

*This first excerpt from the "Improving Federal Hiring Practices and Service Delivery" case study, summarizes some of the practices that have been put into place to improve hiring results at the Social Security Administration.*

Like other agencies across the Federal government, SSA continually strives to recruit and retain a well-qualified workforce. Hiring demands have increased substantially since the late 1990's; building and sustaining a 21st century workforce across over 1,300 SSA locations distributed throughout the United States represents an enormous challenge. Over the past several years, SSA has made significant efforts to improve its approach to recruitment and hiring.

The mission of SSA's recruitment and hiring program is to find and attract highly qualified applicants of diverse backgrounds, creating a talented and skilled workforce capable of serving the American public in the 21st century. To realize its recruitment and hiring mission, in 2002 SSA implemented a ten-point national recruitment strategy that included a broad range of initiatives aimed at realizing its recruitment and hiring mission.

SSA strives to provide an applicant experience that encourages people to consider SSA as an employer of choice. SSA's recruitment solution is a blended one, combining user-friendly automated tools and human interaction. SSA invested heavily in branding and marketing itself as a premier employer. They built a recruitment site that provides valuable agency-specific information closely linked to the resume builder and job search engine of USAJOBS. *(Federal Case Studies continued on page 4)*

## FEDERAL CASE STUDIES

*Continued from Page 3*

As they built out this capability, they emphasized the need to make automated products such as USAJOBS and USA Staffing user-friendly in the job search and application process. Various internal communication media were leveraged to provide information about the initiatives.

SSA recognizes that an effective recruitment and hiring approach supports its overall strategic management of human capital and has been successful in achieving desired end-state results. Federal Human Capital Survey results shows SSA ranked seventh out of 30 large agencies as being one of the best places to work in the Federal government. SSA was also recognized as one of the most improved agencies since the inception of the survey. Their ten-point recruitment strategy has helped yield cycle time mostly below the government average. And it has helped the agency realize management satisfaction and application satisfaction results that are above the government average.

The full case study will be available in the *Federal Case Studies* report. Next month's Communications Letter will include another excerpt from the "Improving Federal Hiring Practices and Service Delivery" case study, which summarizes practices put into place to improve hiring results at the United States Department of Agriculture.

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## E-TRAINING

The e-Training Initiative continues to move forward and supports two goals. The first goal, supported in partnership with OMB, is monitoring and guiding Federal agency migrations to Training Service Provider-contracted courses and interoperable Learning Management and Learning Content Management Systems (LMS/LCMS). Agencies' efforts to migrate have been largely successful, with 23 of 26 scorecard agencies completing the process to-date. As a result of migration, agencies are capturing training data on employees with the intent to use the information to measure effectiveness in training and managing the workforce.

To further showcase e-Training Service Providers and the cutting-edge technologies and training services they offer, the National Technical Information Service (NTIS) is hosting a Federal learning Webinar on March 13. This is an opportunity for agencies to learn about the options and choices available to meet OMB requirements for Learning Management System and Knowledge Solutions for training, evaluation, and tracking.

The second goal of the e-Training Initiative is helping to meet the Chief Human Capital Officers Council (CHCOC) Learning and Development Subcommittee's goal of identifying innovative training methods, learning standards, and learning best practices in the public and private sectors. In support of this goal, recent Learning and Development Advisory Council (LDAC) meetings have showcased DoD's Advanced Distributed Learning Repository and Sharable Content Object Reference Model (SCORM) standards.

The March 25 LDAC meeting will feature the American Society for Training and Development (ASTD) private sector Work Place Performance Scorecard (WLP Scorecard) and ASTD Competency Models for Learning and Performance. These products offer benchmarking and decision support tools to measure the effectiveness of training. Further information on the WLP Scorecard is available at <http://www.astd.org/content/research/WLPscorecard/> and information on the Competency Models for Learning and Performance is available at <http://www.astd.org/content/research/competencyStudy.htm>.

The June 24, 2008 LDAC meeting will include a National Defense University (NDU) presentation on the Federal Consortium for Virtual Worlds and an International Business Machines (IBM) presentation on the use of Virtual Worlds technology to support global training. For more information on the Federal Consortium for Virtual Worlds please visit <http://www.ndu.edu/irmc/fedconsortium.html>.

## WEBSITE UPDATES

A number of important documents are now available on the HR LOB website <http://www.opm.gov/egov>.

The *HR LOB A collection of practices for Human Resources shared services and service delivery* has been posted to the website at <http://www.opm.gov/egov/documents/practices/>. The collection of best practices identifies practices for Federal agency transformation through a shared services delivery model, providing both customer agencies and service providers a compilation of current, relevant shared services and service delivery practices and sample benchmarks.

The *HR LOB Migration Planning Guidance version 1.0*, provides tools and guidance to agency human resources (HR) executives, their management teams, and staff to support migration of selected human resources functions to a public or private sector SSC, has been posted to the website at <http://www.opm.gov/egov/documents/mpg/>.

The January 2008 edition of the *HR LOB Communications Letter* has been developed and posted to the website at [http://www.opm.gov/egov/news\\_info/communications/index.asp](http://www.opm.gov/egov/news_info/communications/index.asp). The purpose of the *HR LOB Communications Letter* is to provide stakeholders with monthly updates on the progress of the HR LOB initiative.

## UPCOMING EVENTS

| DATE              | EVENT   |
|-------------------|---|
| February 27, 2008 | Customer Council monthly meeting                                  |
| March 4, 2008     | Multi-Agency Executive Strategy Committee (MAESC) monthly meeting |
| March 6, 2008     | Payroll Benchmarking Workgroup meeting                            |
| March 20, 2008    | Payroll Benchmarking Workgroup meeting                            |
| March 25, 2008    | Learning and Development Advisory Council (LDAC) meeting          |
| March 26, 2008    | Customer Council monthly meeting                                  |
| April 1, 2008     | Multi-Agency Executive Strategy Committee (MAESC) monthly meeting |
| April 3, 2008     | Payroll Benchmarking Workgroup meeting                            |

## LOB IN THE NEWS

### *GovExec: OMB touts savings from e-gov initiatives*

President Bush's electronic government initiatives saved agencies \$508 million in costs during the 2007 fiscal year, according to the Office of Management and Budget.

([http://www.govexec.com/story\\_page.cfm?articleid=39253&sid=1](http://www.govexec.com/story_page.cfm?articleid=39253&sid=1))

### *Federal Computer Week: Officials seek information on departing employees*

The Federal Acquisition Institute has been trying to learn where agencies' employees go when they switch jobs.

(<http://www.fcw.com/online/news/151638-1.html>)

### *GovExec: Management Matters—The Tides of Time*

The numbers from the Office of Personnel Management's FedScope data system have revealed, year after year, a steady and manageable retirement rate across the federal government.

(<http://www.govexec.com/dailyfed/0208/022008mm.htm>)

## ABOUT THE HR LINE OF BUSINESS

The vision of the HR LOB is Governmentwide, modern, cost-effective, standardized, and interoperable HR solutions providing common, core functionality to support the strategic management of human capital that will address duplicative and redundant HR systems and processes across the Federal government. The goals of the HR LOB initiative are to allow the Federal civilian HR workforce to focus on providing improved management, operational efficiencies, cost savings or avoidance, and improved customer service.

The HR LOB common solution takes a phased approach to delivering HR services through shared service centers based on common, reusable architecture that leverage open architecture concepts. These solutions will enable the Federal Government to standardize HR business functions and processes, as well as the systems that support them. The HR LOB common solution will enable a shift in emphasis within the agencies from administrative processing to customer service and strategic planning.

The shared service center approach is designed to encourage competition among Federal and private sector providers, and to maximize private sector involvement; this competition in turn should result in improved quality, efficiency, and customer satisfaction. Economies of scale will help reduce costs and improve efficiencies. A focus on performance results will improve quality and customer satisfaction.

## HR LOB KEY POINTS OF CONTACT

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