

# HR LINE OF BUSINESS

ISSUE 23, AUGUST 2008



**MESSAGE FROM MIKE HAGER OPM'S ACTING DIRECTOR**



I am delighted to be leading the U.S. Office of Personnel Management and look forward to working with the HR LOB. I recognize that the HR LOB performs a critical role in transforming HR service delivery for the Federal Government. Implementing its vision will yield improved management, operational efficiencies, cost savings/avoidance, and improved customer service for HR at Federal agencies. I am proud to announce that this important initiative has again been recognized for its leadership in government transformation, and I look forward to continued success.

## HIGHLIGHTS FOR THE HR LOB

- Recognized for Excellence in Enterprise Architecture Results as the recipient of the Leadership in Enterprise Architecture-Driven Results Award
- Prepared to post the HR LOB *Migration Planning Guidance* Version 2 on OPM's website
- Participated in the Shared Service Center Advisory Council (SSCAC) Conference in Austin, Texas, August 19-20, 2008
- Hosted the Customer Council Meeting on August 13, 2008

## REGGIE BROWN PROVIDES HR LOB UPDATES

### HR LOB success recognized with the Leadership in Enterprise Architecture-Driven Results Award

I am pleased to announce the HR LOB received the Leadership in Enterprise Architecture-Driven Results Award at the Enterprise Architecture 2008 Conference and Exhibition on September 10, 2008. The HR LOB was recognized for its success in the implementation and management of EA best-practices to improve government operations that directly support business and mission outcomes. Information on this event is available at <http://1105govinfoevents.com/enterprisearchitectureevent/public/enter.aspx>.



Reggie Brown,  
Director of Modernization and  
HR Line of Business

### Migration Planning Guidance Version 2 will be posted on OPM's website shortly

Version 2 of the *Migration Planning Guidance* (MPG) will be available on OPM's website at <http://www.opm.gov/egov/documents/MPG/> shortly. Agencies planning to conduct a public-private competition to receive HR services through an HR LOB shared service center (SSC) should use the MPG as they prepare for migration to an SSC. The MPG provides the tools and guidance necessary for an agency to successfully select and migrate to an SSC.

The "Migration Competition Framework" provides guidance to agencies planning to upgrade or replace their agency's human resources management systems.

*(Reggie Brown Provides HR LOB Updates continued on page 2)*

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## REGGIE BROWN PROVIDES HR LOB UPDATES

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MPG version 2 includes two new sections (Service Delivery and Selection Guidance) to assist agencies' selection of an SSC.

Section 6, "Service Delivery," describes the offerings and services provided by the five public-sector SSCs and the four private-sector SSCs. This section also contains a Self-Evaluations Database in which each SSC and e-Payroll Provider evaluated its ability to meet the HR LOB *Target Requirements for Shared Service Centers*. Section 6, "Service Delivery," will be found on OPM's website at [http://www.opm.gov/egov/documents/MPG/.](http://www.opm.gov/egov/documents/MPG/)

Section 7, "Selection Guidance," in the MPG includes several attachments that act as templates and guidelines for agencies that are competitively selecting a public or private SSC. The attachments include Acquisition Tools and Templates, Guidance for Agency-Level Operational Capability Demonstrations (OCD), and Evaluation Templates. Agencies conducting a public-private competition are encouraged to use the Acquisition Tools and Templates in Section 7 to simplify their procurement efforts during the selection process. Section 7, "Selection Guidance," will be found on OPM's website at [http://www.opm.gov/egov/documents/MPG/.](http://www.opm.gov/egov/documents/MPG/)

### **HR LOB participates in the Shared Service Center Advisory Council Tri-annual Conference**

The Department of the Treasury hosted the tri-annual Shared Service Center Advisory Council (SSCAC) Conference on August 19-20 in Austin, Texas. The conference was well-attended and included updates on Enterprise Human Resources Integration (EHRI), the Provider Capability Model (PCM), the Integration Support Project, and HR LOB Benchmarking. The Conference also included presentations by OPM's Combined Federal Campaign (CFC) and BENEFEDS. Significant presentations at the SSCAC Conference included presentations from the National Business Center on Lessons Learned; Best Practices from the Department of Labor on acquisition; and, a briefing on the Department of the Interior's HR Modernization Blueprint.

Barbara McCuskey from the National Business Center presented Lessons Learned from the Department of Labor's acquisition operation in the areas of: what to do before receiving an RFP; responding to an RFP; what to do after the initial response to an RFP; and facing the challenges of SSCs when responding to an RFP.

Keith Tucker from the Department of the Interior gave an overview of the Department of the Interior's HR Modernization Blueprint. The blueprint is a decision making tool of great importance in the planning of capital assets and investment processes. DOI created the blueprint as a set of recommendations that can be leveraged by the investment board in its decisions. The blueprint measures progress and accountability and is an integral part of DOI's strategy to improve and maximize the delivery of services. It also recommends ways DOI can better leverage the existing HR e-Government initiatives managed by OPM. For more information, DOI's HR Modernization Blueprint is available on <http://www.doi.gov/ocio/architecture/modblue/hr/know.htm>.

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## WORKSTREAM UPDATES

### **Open Season**

OPM and GSA plan to conduct an open season during the remainder of calendar year 2008 to select additional private-sector SSCs. Planning activities are well underway based on an indication of interest from the private sector to conduct this process.

*(Workstream Updates continued on page 3)*

## WORKSTREAM UPDATES

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### **Integration Support Project**

At the request of the Multi-Agency Executive Strategy Committee (MAESC), the HR LOB is performing an analysis to give an end-to-end view of common HR solutions and their interrelationships. This integration-support project includes the compilation of information and resources to help HR LOB SSCs and customer agencies effectively envisage, design and implement common HR solutions that are interoperable and contain agency-specific solutions.

The HR LOB is analyzing integration and interoperability for the common applications, systems, and initiatives in Government. For these common solutions, the HR LOB is:

- Compiling information and resources on governmentwide applications
- Building a set of end-to-end depictions that promote interoperability and data exchange
- Building communities of practices to promote information sharing across Government

The HR LOB is working with Enterprise Human Resources Integration (EHRI) to pilot the data-gathering process. System owners for other governmentwide OPM-led initiatives have been identified, and the HR LOB is reaching out to them and conducting the information-gathering process.

### **Separation Management**

The HR LOB has drafted the Concept of Operations (CONOPS) for Separation Management and will distribute it to the MAESC and Separation Management workgroup for final review in September 2008. The CONOPS describes a business capability in terms of business process, requirements, and performance indicators and specifies a component-based technical capability that can be put into place to meet business needs. The CONOPS will assist SSCs and customer agencies working together to deliver the business and technical capability described in the report—making the experience simpler and more efficient for separating employees, their managers and supervisors. The CONOPS is scheduled to be published September 30, 2008.

### **HR Benchmarking**

The HR LOB will begin an HR benchmarking study. This study will establish a baseline of performance results that can be used to drive improvements at agencies and SSCs. The HR benchmarking study will focus on measuring the transaction and administrative HR functions. The goal of the study is to advance SSC performance, in turn, helping agencies become more efficient, customer-service oriented, cost effective, and more strategically focused. Over time the performance results will be used to substantiate the progress of the HR LOB program—to “tell the HR LOB story.”

The HR LOB is still accepting agency and SSC participant nominations for the workgroup. The kick-off meeting has been rescheduled to September 25, 2008, and the workgroup will define and report on five to seven human resources performance measures.

### **Payroll Benchmarking**

The 2008 Payroll Benchmarking Report is currently under review by the members of the MAESC. The report describes the approach used to define and identify the measures; defines the selected measures; and, provides Government aggregate results compared to industry measures, where applicable. The final report will be published later this year.

## WEBSITE UPDATES

The July 2008 edition of the *HR LOB Communications Letter* has been developed and posted to OPM's 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 Letter is to provide stakeholders with monthly updates on the progress of the HR LOB initiative.

The Enterprise Human Resources Integration (EHRI) pages on OPM's website have been revamped. The new EHRI website includes several new pages, such as an eOPF Solution page and an EHRI Analysis and Reporting page. On the eOPF Solution page, eOPF is described as an electronic version of the paper OPF, providing web-enabled access for Federal employees and HR staff to view eOPF documents. The Analysis and Reporting page provides information on three strategic tools that can be accessed by HR Specialists, Report Writers, and Executives to assess current needs, forecast future requirements, and report on other HR-related issues. We encourage people to visit the updated EHRI web pages on OPM's website at <http://www.opm.gov/egov/e-gov/EHRI/index.asp>.

## UPCOMING EVENTS

DATE	EVENT
September 24, 2008	Customer Council meeting
September 25, 2008	HR Benchmarking Kick-Off meeting
October 1, 2008	Multi-Agency Executive Strategy Committee (MAESC) meeting
October 9, 2008	HR Benchmarking workshop
October 23, 2008	HR Benchmarking workshop
October 29, 2008	Customer Council meeting
November 4, 2008	Multi-Agency Executive Strategy Committee (MAESC) meeting
December 10, 2008	Multi-Agency Executive Strategy Committee (MAESC) meeting

## LOB IN THE NEWS

### *Bush picks Hager to lead the Office of Personnel Management*

President Bush has nominated Michael Hager, a human resources federal executive, to lead the Office of Personnel Management.

(<http://www.fcw.com/online/news/153383-1.html>)

### *Agencies raise grades in OMB scorecard*

Agencies scored the highest ranking on 80 percent of their progress measures in the latest President's Management Agenda scorecard. This is a slight increase from the previous report, which recorded more than 75 percent green.

(<http://www.fcw.com/online/news/153448-1.html>)

### *Senate IT oversight bill would refine OMB's role*

Legislation that would play a part in defining the Office of Management and Budget's role into the next administration and beyond could pass this year, according to some observers.

([http://www.fcw.com/print/22\\_27/policy/153583-1.html](http://www.fcw.com/print/22_27/policy/153583-1.html))

## 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 in addressing duplicative and redundant HR systems and processes across the Federal Government. The goal of the HR LOB initiative is 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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