

HR LINE OF BUSINESS

ISSUE 16, JANUARY 2008



**MESSAGE FROM OPM
DIRECTOR
LINDA SPRINGER**



The HR LOB at the U.S. Office of Personnel Management continues to successfully transform HR service delivery throughout the Federal Government. I am pleased to share the January 2008 Communications Letter which provides the HR LOB stakeholder community updates on the program status including the establishment of private sector shared service centers and completion of migration planning guidance.

HIGHLIGHTS FOR THE HR LOB

- HR LOB Acting Director hosted the Multi-Agency Executive Strategy Committee (MAESC) meeting on January 8, 2008
- HR LOB Acting Director hosted the Payroll Benchmarking Workgroup kickoff meeting on January 16, 2008
- HR LOB Agency Coordinator hosted the Learning and Development Advisory Council (LDAC) meeting on January 22, 2008
- HR LOB Acting Director presented to University of Texas MBA Students conducting research for the Congressional Research Service on January 23, 2008
- HR LOB Acting Director hosted the Technical Model Workgroup meeting on January 23-24, 2008
- HR LOB Acting Director hosted the joint Customer Council-Shared Service Center Advisory Council meeting on January 30, 2008

JOE CAMPBELL PROVIDES UPDATES ON THE HR LOB

Private Sector SSCs Announced

The General Services Administration announced four companies have been awarded contracts as designated private sector HR LOB Shared Service Centers (SSCs). The four companies are Accenture National Security Services, Allied Technology Group, Inc., Carahsoft Technology Corporation, and International Business Machines, Inc. This is a major step for the Human Resources Line of Business (HR LOB). This will allow agencies to competitively select either a public or private sector SSC.



Joe Campbell,
Acting Director
HR Line of Business

Migration Planning Guidance Version 1.0 Completed

The *HR LOB Migration Planning Guidance* (MPG) is a document that will assist customer agencies in preparing for and managing the migration of their human resource functions to an SSC. *(Joe Campbell Provides Updates on the HR LOB continued on page 2)*

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The final MPG v1.0 was completed on December 31, 2007 and posted to QuickPlace. It will subsequently be made available on OPM's website. The HR LOB is currently developing version 2.0 of the MPG. Version 2.0 will provide agencies with additional information and 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 to the MAESC for review and comment in February 2008. The final MPG v2.0 is expected to be completed by April 30, 2008.

Federal Transition Framework (FTF) Catalog Website

The HR LOB participated in the beta testing of the Federal Transition Framework (FTF) Catalog website. The website allows users to view, update, and run reports on cross-agency information captured in the FTF.

The FTF is a catalog of architectural information and implementation guidance for cross-agency initiatives that uses a simple and familiar structure aligned with the Federal Enterprise Architecture (FEA). The FTF consists of a usage guide, a catalog, and a metamodel reference guide. The purpose of the FTF is not to provide policy, but rather a simple structure to:

- Organize existing information to enhance the quality and consistency of cross-agency initiatives.
- Increase the level and speed of adoption of cross-agency initiatives.
- Improve the overall effectiveness and efficiency of IT investments and programs related to cross-agency initiatives.

The HR LOB continues to work with the Office of Management and Budget (OMB) Federal Enterprise Architecture (FEA) Program Management Office (PMO) to keep our content up-to-date in the online database. Version 1.0 of the FTF catalog was released in December 2006 and included 18 Governmentwide initiatives. The FTF Catalog website is expected to go-live in February 2008. For more information on the FTF please visit the OMB FEA website at <https://www.whitehouse.gov/omb/egov/a-2-EAFTF.html>.

HR LOB Enterprise Architecture Case Study

The OMB Chief Architect requested the HR LOB submit a case study on its Enterprise Architecture (EA) program for publication on the OMB FEA website. The HR LOB submitted a case study titled "Case Study: Transform Federal HR Service Delivery with Enterprise Architecture—HR LOB enables agencies to use EA to transform Federal HR". This case study documents how the HR LOB is driving transformation of Federal HR by using EA to define shared services-based service delivery expectations for agencies. The HR LOB EA Case Study was accepted by OMB FEA PMO, and will be available on the OMB FEA website at <http://www.whitehouse.gov/omb/egov/a-2-EAProfilesNEW2.html>.

E-Gov Standards

The HR LOB submitted an updated list of E-Gov standards to the National Institute of Standards and Technology (NIST) for inclusion as validated standards on the "E-Gov Standards Resource Center" website at <http://ts.nist.gov/standards/e-gov/>. (*Joe Campbell Provides Updates on the HR LOB continued on page 3*)

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This portal is a central reference site for validated standards and provides information on E-Gov, general information on standards, and E-Gov standards validation. The goals of the E-Gov standards initiative are to ensure that the most effective standards are used in E-Gov applications, to institutionalize the use of non-government standards in E-Gov applications where available, and to document E-Gov initiative and LOB best practices. The validated E-Gov standards will be incorporated into policy/process for USG procurement actions.

Technical Model

The HR LOB completed the *HR LOB Technical Model (TM) version 1* and posted it to QuickPlace on January 15, 2008. This completes the HR LOB target enterprise architecture. The TM establishes a common view of technology for the HR LOB and compiles a set of standards for each of the technology services identified. Version 1 identifies and defines the technical services that support the Service Component Model (SCM) service components corresponding to the core areas of HR, payroll, and benefits and provides a structure and sample technical standards for these core HR business services.

The Technical Model Workgroup met on January 23-24, 2008 to discuss TM version 2. Version 2 will provide a completed structure for remaining non-core services and will include technical standards around interoperability focused on HR LOB-specific services for all ten sub-functions. The objective of the meeting was to discuss the interoperability framework and guidelines as they apply to the HR LOB.

The workgroup also reviewed two examples of Service Delivery Process-Action chains for the services Employee Self-Service and Compensation Management. Service Delivery Process-Action chains are visual representations of how technology components deliver a service to users/user types. HR LOB will be providing Service Delivery Process-Action chains for the remaining 31 service components defined in the HR LOB SCM. The HR LOB TM v2 is expected to be released for review by the end of March 2008.

BENCHMARKING STUDY

The HR LOB is preparing to collect benchmark data for Shared Service Centers (SSCs), e-Payroll providers, and agencies as part of the HR LOB Benchmarking Study in Fiscal Year (FY) 2008. The benchmarking study will consist of two phases: payroll benchmarking and core HR benchmarking.

The payroll benchmark data will support four important outcomes:

- Provide a snapshot of current payroll operational performance – revealing successes and providing visibility into improvement opportunities
- Help show how the payroll landscape has changed from 2004 to 2008 and from 2008 onward (an e-Payroll benchmarking study was conducted in 2004 under the e-Payroll initiative)
- Provide a basis (the raw data) that can be summarized and / or used to satisfy requests for performance data
- Begin to shape messages that highlight the benefits of the HR LOB program

The HR LOB has established a payroll benchmarking workgroup with membership from agencies and payroll providers. The workgroup consisting of payroll subject matter experts will assist in selecting and socializing measures, defining calculations and data sets, and rolling out the payroll survey to a larger group of agencies.

The payroll benchmarking workgroup met for its kickoff meeting on January 16, 2008 at OPM. The payroll benchmarking workgroup will meet again on January 31, 2008 to identify a practical number of measures to include in the payroll benchmarking study.

WEBSITE UPDATES

A number of important updates will soon be available on the HR LOB website <http://www.opm.gov/egov>. The *HR LOB Migration Planning Guidance version 1.0*, a guide to assist customer agencies prepare for, and manage, a migration of their human resource management operations to a shared service environment, is planned to be posted to the website shortly. The *HR LOB Target Requirements for Shared Service Centers version 3.0* is also expected to be posted to the website at <http://www.opm.gov/egov/documents/requirements/> shortly.

The December 2007 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. 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
January 31, 2008	Payroll Benchmarking Workgroup meeting
February 5, 2008	Multi-Agency Executive Strategy Committee (MAESC) monthly meeting
February 14, 2008	Payroll Benchmarking Workgroup meeting
February 27, 2008	Customer Council monthly meeting
February 28, 2008	Payroll Benchmarking Workgroup meeting
March 4, 2008	Multi-Agency Executive Strategy Committee (MAESC) monthly meeting
March 26, 2008	Customer Council monthly meeting
April 1, 2008	Multi-Agency Executive Strategy Committee (MAESC) monthly meeting

LOB IN THE NEWS

GovExec: GSA awards governmentwide contracts for human resources technology

The General Services Administration awarded contracts to three systems integrators at the end of December that will support agencies' human resources IT management initiatives.

(http://www.govexec.com/story_page.cfm?articleid=38940&dcn=e_gvet)

Federal Computer Week: GSA adds IBM to line of business schedule

The General Services Administration added IBM to the list of vendors approved to provide services under the Human Resources Line of Business.

(<http://www.fcw.com/online/news/151303-1.html?type=pf>)

Federal Computer Week: Office of Management and Budget names Paul as Chief Architect

The Office of Management and Budget today named Kshendra Paul as its new Chief Architect. Paul had been acting on a three-month detail since October when Dick Burk retired.

(<http://www.fcw.com/online/news/151315-1.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 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.

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