Introduction

Enterprise Human Resources Integration (EHRI) is one of five OPM-led e-Government initiatives along with e-Clearance, e-Payroll, e-Training, and Recruitment One-Stop. OPM's vision for these initiatives, when combined with OPM's Retirement Systems Modernization initiative, is that of an interlocking enterprise system based on the employee lifecycle. These interrelated initiatives streamline and improve processes for moving Federal employees through the employment lifecycle. Collectively, these initiatives help make Government more citizen-centered and results oriented in line with the President's Management Agenda.

EHRI is a collaborative e-Government initiative designed to transform the way Federal HR Specialists and Managers access human resource information and the way all Federal employees access their personnel file information. As part of the initiative, EHRI provides a set of value-added products and services offered to customer agencies on a fee-for-service basis.

Overview

One of the 24 QuickSilver e-Government initiatives designed to support the President's Management Agenda (PMA); OPM's Enterprise Human Resources Integration (EHRI) will support human resources management across the Federal government at all levels from front-line employee to senior management. When fully implemented, EHRI will replace the current Official Personnel Folder (OPF) with an electronic employee record for all Executive Branch employees, resulting in a comprehensive electronic personnel data repository covering the entire life cycle of Federal employment.

In addition to streamlining personnel management actions, EHRI will provide HR managers and specialists with powerful workforce analytic and planning capabilities. EHRI users will be able to query workforce data from a variety of perspectives. Users can determine statistical counts, averages, correlation, etc., and conduct workforce planning under a variety of scenarios. Trends can be determined for retirements, promotions, reassignments, and other significant personnel actions. Together, these analytical tools will enable a level of strategic human capital planning that has, up to now, been difficult if not impossible to conduct.

To support expanded electronic government, a fully implemented EHRI solution will:

> Provide Federal Executive Branch employees with direct access to their employment folders on-line;

Develop a system for the strategic management of human capital through a repository for Federal HR data, standardization of that data, and a suite of analytical tools;

Use an agency partnership model in the development of the EHRI systems. Realize efficiencies and eliminate stovepipe systems by creating a centralized record and hosting environment, eliminating paper folders, and reducing the time for record transfer from weeks and months to near real-time.

Save the Federal government almost $740 million over a 10 year period.

Description

As hard-pressed Federal HR managers can attest, conducting workforce planning and analysis on a large scale is virtually impossible today because personnel data is stored on paper within the OPFs, and a subset of that data is stored in a jumble of legacy systems of varied levels of functionality and integration. EHRI enables managers to forecast employee movements (promotions, retirements, etc.) and ensure qualified personnel are in place. When complete, EHRI will improve the efficiency of moving employees through the full employment lifecycle. It will take minutes, not days, for agencies to examine the official electronic records of employees transferring into their organizations.

EHRI's e-Government solution is comprised of three major components:

1. A central repository for all Executive Branch employee data;
2. An electronic employee record securely accessible to individual Federal employees via EHRI's Portal; and
3. A set of analytic tools to support HR and Federal managers in forecasting human capital requirements, identifying trends, aggregating HR data across agencies and managing HR knowledge.

EHRI Products and Services

The Electronic Employee Record

The purpose of the Electronic Employee Record is to provide a consolidated image and data view that digitally documents the employment actions and history of individuals employed by the Federal government.

The Electronic Employee Record is built on the re-creation of the paper personnel folder in a digitally imaged format as well as the going-forward collection of personnel actions from the agency human resource systems.

The Business Intelligence Tool

Business intelligence reporting provides on-demand and user defined query and drill down reporting and analysis capabilities. Ad-hoc queries can be executed on a number of subject areas including (but not limited to): Age, Agency, Contact Information, Employee, Investigation Security Clearance, Payroll, Performance Appraisal, Personnel Action, Position, and Retirement. In addition, a number of standard reports are also provided to the end-user.

The business intelligence reporting tool manages a semantic layer, or metadata, that maps complex data definitions into familiar, more easily understood terms. The business intelligence reporting tool automates the creation of the metadata, performing data integrity checks throughout the process.

The Workforce Analysis Support System

The Workforce Analysis Support System (WASS) provides access to a civilian personnel data warehouse that will contain 30 years of historical Federal employee data. Sophisticated statistical analysis routines (SAS scripting) are used to retrieve data from the data warehouse. The tool provides access to data files for strength data, Nature of Action (NOA) files for specialized studies, and edited gains and losses files. Through the WASS, information can be determined regarding turnover, aging workforce, retirements, and many more workforce statistics.

The Civilian Forecasting System

The Civilian Forecasting system (CIVFORS) provides forward-looking analytical data and seven year projections based on five years of historical data. The forecasting tool includes manpower target data, projections for accession requirements and separations (by type), and optimizes to target levels or runs "as is". The tool also supports multiple dimensions or areas of data for focusing on different populations.

Paper Folder Imaging and Indexing

To help Agencies meet the objective of eliminating paper folders, EHRI also provides folder organization, scanning, and image indexing for storage within the electronic personnel file application.

Advanced Reporting and Analysis

As some Agencies are not equipped with their own HR statisticians or reporting software developers, Agencies can contract with EHRI to provide custom reporting and data analysis services in conjunction with its workforce analysis, forecasting and business intelligence tools.

Status

The EHRI system is being developed in phases, or releases, with a progressively robust data model and greater functionality included with each new release. Release 1 was completed September 30, 2003, and provided 15 agencies with access to the EHRI analytics and forecasting tools. Release 2 was operational at the end of June 2004 and new agencies are being migrated to the enhanced and more robust web tools. The full suite of EHRI base products and services is available for agency use now through EHRI's Portal (https://ehr.opm.gov). Agencies will be added to the migration schedule as memorandums of understanding are executed and schedules agreed upon.

2004 EHRI Accomplishments

- Published data standards and transmission requirements to expand types and frequency of data received by OPM for HR, payroll, and training.
- Developed and integrated a set of tools leveraging the data contained in the data warehouse to assist in the management of human capital. These tools can be used for workforce planning, analysis, forecasting and ad hoc querying and reporting. All tools are accessible via the web. The EHRI portal also includes Executive Dashboard statistics and graphics.
- Established a robust and secure technical infrastructure to support the EHRI environment.
- Completed an EHRI Agency benefit analysis which determined that a mixed data and image solution is a necessary precursor to the elimination of paper intensive HR processes and the consolidation & minimization of HR system solutions & providers.
- Established an EHRI demonstration and training database for the electronic personnel file.
- Deployed EHRI Release 2 including expanded EHRI data requirements, additional canned workforce analysis, forecasting and business intelligence reports, as well as the electronic personnel file and refreshed EHRI portal image and branding.

In the words of Project Manager Rhonda Diaz, "EHRI will allow records to follow employees from agency to agency in near real time, and provide federal HR employees and managers with an impressive array of workforce analytical and planning capabilities - all important components of the strategic management of human capital."