

HR LINE OF BUSINESS

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**MESSAGE FROM OPM
DIRECTOR
LINDA SPRINGER**



The HR LOB at the U.S. Office of Personnel Management continues to transform HR service delivery throughout the Federal Government. The submission of the section 747 report to Congress as required by the Omnibus Act is a significant milestone for the initiative that will allow agencies to move forward with competitions to select an SSC. I am pleased to share this month's letter, which includes information about the Migration Planning Guidance deliverables for agencies and SSCs, HR LOB's participation at a major enterprise architecture conference, and information on the Integration Support Project.

HIGHLIGHTS FOR THE HR LOB

- The Office of Management and Budget (OMB) submitted the Fiscal Year 2008 Report to Congress on the HR LOB to the full Senate and House Appropriations Committees on June 27 and to the Government Accountability Office (GAO) on July 2
- Hosted the Multi-Agency Executive Strategy Committee (MAESC) monthly meeting on July 15
- Participated in the Enterprise Architecture GOV 2008 conference on June 23
- Posted the HR LOB Technical Model version 2 to QuickPlace on June 30

REGGIE BROWN PROVIDES HR LOB UPDATES

OMB transmits Report to Congress on the HR LOB

I am pleased to announce OMB transmitted the FY 2008 Report to Congress on the HR LOB to the full Senate and House Appropriations Committees Friday, June 27, 2008 and to the GAO on Wednesday, July 2, 2008. This satisfies the reporting requirement in Section 747, Division D, of the Omnibus Act for OMB to submit a report on the HR LOB to Congress and GAO.



Reggie Brown,
Director of Modernization and
HR Line of Business

Section 747 of the Omnibus Act placed a temporary moratorium on funds for conducting public-private competitions relating to the HR LOB until 60 days after the report is submitted. The Government Accountability Office is expected to review the report and brief the Congressional Appropriations Committees on its views concerning the report within 45 days after receiving the report. The report to Congress is available on OMB's website at http://www.whitehouse.gov/omb/egov/documents/2008_HRLoB_Report.PDF.

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

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

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REGGIE BROWN PROVIDES HR LOB UPDATES

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The central document in the MPG is the “Migration Competition Framework”, which establishes and describes the framework and process for an agency’s competitive selection of either a public or private SSC. This document is available on OMB’s website at http://www.whitehouse.gov/omb/memoranda/fy2007/business_migrations.pdf.

The MPG also includes the “Migration Roadmap” and its supporting tools to assist agencies in the selection and migration process. The roadmap documents a high-level approach that agencies may leverage to assist in their transformational efforts. The roadmap contains five phases—Assess, Define, Select, Migrate, and Operate & Improve. The MPG defines the objectives and high-level activities for each phase. The phases are further described in the report *A Collection of Practices for Shared Services and Service Delivery* report (available on OPM’s website at http://www.opm.gov/egov/documents/practices/Collection_of_Practices.pdf), which agencies should refer to for more detailed guidance.

The five phases of the “Migration Roadmap” are supported by migration tools organized as deliverables, information, and templates. These migration tools will help agencies and SSCs prepare for and manage migration of selected functions to the shared services environment. The migration tools also establish a consistent format for reporting migration information to the HR LOB Program Management Office (PMO). Of the three types of tools, agencies and SSCs are only required to use and submit the deliverables to the PMO. The information and templates are best practice documents that are recommended but not required for use by agencies and SSCs. The MPG specifies the submission responsibility and schedule for each of the defined deliverables. The deliverables include “Notice of Intent to Conduct a Competitive Migration”, “Solicitation to both (public and private) sectors”, “Service Level Agreement”, and “Migration Cost Reports” along with the other deliverables included in the MPG. Agencies and SSCs should ensure timely submission of all deliverables in the MPG during the selection and migration process.

OPM’s Human Capital Leadership and Merit System Accountability (HCLMSA) division presents at the July 2008 MAESC meeting

Dr. Shelley Thomas delivered remarks about the state of Human Capital Management (HCM), Proud-to-Be 6 (PTB 6), and 5 CFR 250 metrics at the July 2008 MAESC meeting. In her presentation on the state of HCM, Dr. Thomas reviewed operational strategies for addressing human capital challenges and presented the President’s Management Agenda (PMA) results for the Strategic Management of Human Capital. Dr. Thomas reviewed the changes in PTB 6, explaining that OPM’s goal was to create greater flexibility for agencies to determine PTB goals and minimize the number of governmentwide deliverables for agencies. The 5 CFR 250 implements provisions of the CHCO Act of 2002 by outlining metrics for evaluating human capital programs and instituting the annual Human Capital Management Report. The 5 CFR 250 is designed to support the integration of human capital plans and reports.

HR LOB participates in a panel discussion at the Enterprise Architecture GOV 2008 Conference

As part of our role on the Federal Segment Architecture Working Group (FSAWG), the HR LOB attended the Enterprise Architecture GOV 2008 conference in Hershey, PA, on June 23, 2008. At the conference the HR LOB participated in a panel discussion titled the “Next Generation Federal Segment Architecture Guidance Initiative.” The panel also included Colleen Coggins from the Department of the Interior, Marlene Howze from the Department of Labor, and John Teeter from the Department of Health and Human Services. Each panel participant gave an account of how their agency's or LOB's segment architecture has contributed to the next generation of guidance for developing segment architectures.

The HR LOB continues to work with the FSAWG to develop a high-level five process-step methodology for developing segment architecture blueprints and transition plans. The HR LOB led the development of the activities for process-step four “Define the Conceptual Solution Architecture”. The FSAWG has reached a general consensus and will finalize the methodology in August. The next step is to work with OMB’s Federal Enterprise Architecture (FEA) PMO to release the methodology for governmentwide review.

HR LOB WORKSTREAM UPDATES

Integration Support Project

At the request of the Multi-Agency Executive Steering Committee (MAESC), the HR LOB is pursuing a project to provide e-Gov / HR initiative integration support. The objective of the project is to provide an end-to-end view of common HR solutions and their interrelationships. As part of the project HR LOB will also compile information and resources to help HR LOB SSCs and customer agencies effectively envisage, design, and implement common HR solutions that will interoperate with one another and with agency-specific solutions.

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

- Compile information and resources on governmentwide applications
- Build a set of end-to-end depictions that promote interoperability and data exchange
- Build communities of practice that will promote information sharing across the Government

The HR LOB is currently working with EHRI to pilot the data gathering process. The next step is to reach out to the other governmentwide OPM-led initiative and system owners to begin gathering data.

Separation Management

The HR LOB continues to develop a Concept of Operations (CONOPS) for Separation Management. The Separation Management CONOPS repeats the approach used to develop the Entrance on Duty CONOPS and provides:

- Solution level architecture and detailed requirements for Federal separation management solutions
- Guidance to agencies and SSCs to ensure separation management solutions are in alignment with HR LOB architecture and requirements

The Separation Management workgroup validated the process models, descriptions, and requirements. These key workshop products were sent for MAESC review and comment on July 11, 2008, and will be incorporated into the Separation Management CONOPS. Additionally, the HR LOB continues to review the service components related to Separation Management for inclusion in the CONOPS. The CONOPS will be sent for MAESC review in September 2008.

HR Benchmarking

The HR LOB is launching an initiative aimed at benchmarking HR performance. This initiative will establish a baseline of performance results that can be used to drive improvement at agencies and SSCs. The overall objective of HR benchmarking is to demonstrate the return on the investment SSCs and agencies have achieved.

The HR LOB has reached out to the Chief Human Capital Officers Council (CHCOC) HR LOB Subcommittee, HR LOB SSCs, and the MAESC for their views on what performance measures they would like to focus on and determine what measures are currently being captured. The groups have been asked to nominate participants for the HR Benchmarking workgroup. The HR LOB is currently working with the members of the MAESC to obtain agency and SSC nominations for participants in the HR Benchmarking workgroup. The workgroup kick-off meeting is scheduled for August 14 and the workgroup will define and report on five to seven human resources performance measures.

Payroll Benchmarking

The HR LOB is currently finalizing the 2008 Payroll Benchmarking Report. The report will describe the approach used to define and identify the measures; define the measures; and provide Government aggregate results compared to industry measures where applicable. The report will be published later this year.

TECHNICAL MODEL VERSION 2

The HR LOB developed the *Technical Model* (TM) to complete its 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. The TM version 1 was completed in January 2008 and is available on OPM's website at <http://www.opm.gov/egov/documents/architecture/HRLOBTMv1.pdf>.

The TM version 2 expands upon version 1 by addressing the HR service components that are delivered to users via direct access (Tier 0 access) channels as defined in the *Service Component Model version 2*. Developed in accordance with OMB's FEA guidance, the TM version 2 outlines the standards, specifications, and technologies that collectively support the secure delivery, exchange, and construction of service components that may be used or leveraged in a component-based or service oriented architecture.

The HR LOB TM version 2 places special emphasis on interoperability-related issues and identifies the technologies for the HR LOB that support the information technology transition towards interoperable HR Government solutions. Interoperability in this context means the capability of HR LOB business processes and services—and the solutions that implement these business processes and services—to exchange information meaningfully. The interoperability guidance in the HR LOB TM will help in achieving reusability and interoperability for HR solutions in the Government.

UPCOMING EVENTS

DATE	EVENT
August 14, 2008	HR Benchmarking workgroup kickoff meeting
August 19-20, 2008	Shared Service Center Advisory Council (SSCAC) conference
September 4, 2008	Multi-Agency Executive Strategy Committee (MAESC) meeting
September 24, 2008	Joint Customer Council-SSCAC meeting
October 1, 2008	Multi-Agency Executive Strategy Committee (MAESC) meeting
November 4, 2008	Multi-Agency Executive Strategy Committee (MAESC) meeting

LOB IN THE NEWS

Agencies progress on human resources LOB

Agencies have made progress in moving to standard human resources systems and processes, while the Office of Personnel Management continues to add more substance to the consolidation effort.

(<http://www.fcw.com/online/news/153128-1.html>)

OMB cuts number of IT projects on high-risk list

The Office of Management and Budget reported on July 23 it had again reduced the number of Federal information technology projects deemed high risk because of their complexity and cost.

(http://www.nextgov.com/nextgov/ng_20080723_6599.php)

OMB, FSIO publish financial standards

The Office of Management and Budget and the Financial Systems Integration Office (FSIO) have published standard business processes that agencies will use for funds and payment management.

(<http://www.fcw.com/online/news/153262-1.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.

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