OFFICE OF PERSONNEL MANAGEMENT

HR LINE OF BUSINESS

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E·GOV

MESSAGE FROM MICHAEL HAGER OPM ACTING DIRECTOR

As the Fiscal Year 2008 comes to an end, the HR LOB at the U.S. Office of Personnel Management continues to provide the Federal Government the infrastructure needed to modernize HR systems. This Fiscal Year yielded many HR LOB accomplishments, including the addition of private-sector Shared Service Centers and the development of many documents to assist Shared Service Centers and Agencies in realizing the vision and goals of the HR LOB. I look forward to continued success from this initiative.

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HIGHLIGHTS FOR THE HR LOB

- Hosted the Multi-Agency Executive Strategy Committee (MAESC) meeting on September 4
- Submitted the Fiscal Year 2010 Capital Asset Plan (CAP) on September 8
- Received the Leadership in Enterprise Architecture-Driven Results Award on September 10
- Hosted the Target Requirements Mapping workshop on September 23-26
- Hosted the Customer Council meeting on September 24
- Hosted the HR Benchmarking workgroup kickoff meeting on September 25

REGGIE BROWN PROVIDES HR LOB UPDATES

Fiscal Year 2008 was a great success for the HR LOB. We continued to make significant progress towards realizing the HR LOB vision and goals, while the HR LOB stakeholder community continued its active role in helping achieve these goals. This month's Communications Letter provides updates on the Separation Management CONOPS, Payroll Benchmarking Study, the private sector SSC open season, the September MAESC meeting, and the GAO report presented to Congress on the HR LOB. This letter will also provide a recap of the accomplishments of the HR LOB in the past fiscal year and update ongoing workstreams.

Reggie Brown,
Director of Modernization and
HR Line of Business

Separation Management Concept of Operations

The *Separation Management Concept of Operations* (CONOPS) was published on September 30, 2008. This CONOPS was developed using input from the MAESC and Separation Management workgroup. 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.

REGGIE BROWN PROVIDES HR LOB UPDATES   *Continued from Page 1*

The HR LOB will publish a Request for Information (RFI) based on detailed requirements in the CONOPS. The results of the RFI will be summarized in a market survey report.

Payroll Benchmarking Study

The 2008 *HR LOB Payroll Benchmarking Study* is complete, and a report to the MAESC was published September 30, 2008. The report describes the approach used to define and identify the payroll benchmarking measures; defines the selected measures; and provides Government aggregate results compared to industry measures, where applicable. The participating payroll providers were also given detailed reports resulting from the benchmarking study.

Private sector Shared Service Center (SSC) Open Season

OPM and GSA are conducting an open season that will close on October 10, 2008 to select additional private sector SSCs. This is the second open season for private sector offerors to qualify as SSCs. Information on this open season can be found on the Federal Business Opportunity website under Solicitation #2FYA-AR-060004-B. Attachments 18-21 pertain to the HR LOB.

The Multiple Award Schedule 738.X is for HR and EEO Services and HR LOB private sector shared service centers. For the HR LOB, Special Identification Numbers (SINS) 595-22 and 595-26 relate to the core and non-core respectively.

HR LOB hosts the September 2008 MAESC meeting

The MAESC held its monthly meeting on September 4, 2008 at OPM. The meeting covered an array of topics including updates on the FY 2010 HR LOB Capital Asset Plan and the Separation Management Concept of Operations (CONOPS) as well as a demonstration of the forthcoming Migration Planning Guidance version 2.0 website. The majority of the meeting focused on a discussion among the MAESC members concerning a proposed alternative for the HR LOB SSC assessment program. Representatives from the SSCs, Customer Agencies, and OPM presented their perspectives on the proposed alternative. The meeting ended with the majority of the members voting to move forward with a different alternative for the SSC assessment program.

GAO presents Report to Congress on the HR LOB

The GAO presented a report to Congress on September 10, 2008 which included a review of the HR LOB report submitted by OMB on June 25, 2008. The FY 2008 report OMB submitted to GAO satisfied the reporting requirement in Section 747, Division D, of the Omnibus Act for OMB. GAO's report is available at http://www.gao.gov/cgi-bin/getrpt?GAO-08-1163R.

FY 2008 HR LOB ACCOMPLISHMENTS

Below is a list of the milestones the HR LOB achieved during FY 2008:

- Completed the evaluation of vendor proposals received to establish private sector SSCs and selected four companies to be included on GSA's MAS 738.X;

- Published version 1.0 of the *Migration Planning Guidance (MPG)*, which assists agencies in preparing for and managing a migration of their human resources functions to an SSC, and completed version 2.0 of the MPG, which includes updates and information pertaining to the establishment of the private sector schedule of SSCs (http://www.opm.gov/egov/documents/MPG/);

FY 2008 HR LOB ACCOMPLISHMENTS

- Published the *Federal Case Studies* document, which contains two case studies "Improving Federal Hiring Practices and Service Delivery" and "Evaluating and Improving Performance Management Systems" showcasing the practices and systems that have been put into place to improve the employee appraisal process and lay the foundation for improved performance management at Federal agencies (http://www.opm.gov/egov/documents/practices/index.asp#casestudies);

- Published version 1.0 of the *Technical Model (TM)*, which establishes a common view of technology and compiles government standards for each of the technology services identified, and completed version 2.0 of the TM, which expands upon version 1.0 by addressing the HR service components delivered to users via direct access channels (http://www.opm.gov/egov/documents/architecture/index.asp#tm);

- Developed a *Separation Management Concept of Operations* to describe the functional requirements for off-boarding an employee, propose a process and technology model for delivering these services, and recommend an overall strategy for agencies to acquire the future solution;

- Completed the *Payroll Benchmarking study* which includes payroll benchmark data for e-Payroll providers and provides an insight into current payroll operational performance;

- Launched the Integration Support Project which will provide an end-to-end view of common HR solutions and their interrelationships and compile available information and resources to help HR LOB SSCs and customer agencies effectively manage HR solutions; and

- Received the Federal 100 award for being in the top 100 for Federal IT for 2008, and the Leadership in Enterprise Architecture-Driven Results Award for success in implementation and management of Enterprise Architecture best practices.

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 twofold:

- To provide an end-to-end view of common HR solutions and their interrelationships; and

- To compile guidance 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 is analyzing integration and interoperability for the common applications, systems, and initiatives in the Government. For these common solutions the HR LOB has:

- Identified points of contact and gathered the available information and resources for the OPM-led governmentwide systems; and,

- Compiled guidance and diagrams summarizing system touch points.

The HR LOB is currently working with EHRI to pilot the information validation process for its Data Warehouse. Similar sessions will be conducted with the other governmentwide OPM-led systems such as USAJobs, Employee Express, Clearance Verification System (CVS), electronic Questionnaire for Investigations Processing (e-QIP), GoLearn, and electronic Official Personnel Folder (eOPF). Once confirmed, this information will be synthesized into the end-to-end view.

WORKSTREAM UPDATES

HR Benchmarking

The HR LOB hosted the HR benchmarking study kick-off meeting on September 25, 2008. 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, and in turn, help 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."

UPCOMING EVENTS

DATE	EVENT
October 1, 2008	Multi-Agency Executive Strategy Committee (MAESC) meeting
October 9, 2008	HR Benchmarking meeting
October 23, 2008	HR Benchmarking meeting
October 29, 2008	Customer Council meeting
November 4, 2008	Multi-Agency Executive Strategy Committee (MAESC) meeting
December 3-4, 2008	Shared Service Center Advisory Council (SSCAC) meeting
December 10, 2008	Multi-Agency Executive Strategy Committee (MAESC) meeting
December 17, 2008	Customer Council meeting

LOB IN THE NEWS

Hiring is high on new OPM Acting Director's agenda

During his first press briefing on Monday, September 15, Acting Director Mike Hager said one of his priorities is ensuring that agency leaders take responsibility for workforce issues, including the hiring process.

(http://www.govexec.com/ story_page.cfm? articleid=40974&dcn=e_gvet)

OPM issues guide to overhauling federal hiring process

On Friday, September 5, OPM launched an initiative designed to streamline the recruitment and hiring processes at federal agencies.

(http://www.govexec.com/ story_page.cfm? articleid=40913&dcn=e_gvet)

Management in Transition

Transition will play a major part in helping the next administration get up to speed on the government's most pressing management challenges.

(http://www.fcw.com/ print/22_31/management/153809-1.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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