OFFICE OF PERSONNEL MANAGEMENT

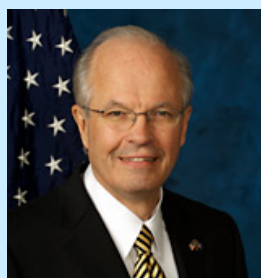# HR LINE OF BUSINESS

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MESSAGE FROM MICHAEL HAGER OPM ACTING DIRECTOR

The efforts of the HR LOB Multi-Agency Executive Strategy Committee continue to drive the success of the HR LOB initiative. Creating performance measures and metrics for the MAESC to track the success of the SSC delivery model is of great importance. These measurements should be implemented and tracked on an ongoing basis to identify trends. Shared services are a great value to the Federal Government and the taxpayer, and I look forward to following the HR LOB's progress in implementing shared services.

INSIDE THIS ISSUE:

HIGHLIGHTS FOR THE HR LOB

- Hosted the Tri-annual Shared Service Center Advisory Council (SSCAC) Conference on December 3-4

- Hosted the Multi-Agency Executive Strategy Committee (MAESC) meeting on December 10

- Hosted Customer Council meeting on December 17

- Updated the "Business" and "Data" layers of the Federal Transition Framework Catalog on December 15

- Hosted HR Benchmarking meetings for the agency sub-group on December 4 and 18

- Hosted HR Benchmarking meetings for the SSC sub-group on December 9

REGGIE BROWN PROVIDES HR LOB UPDATES

The month of December was an extremely active month for the HR LOB. As an example, the SSCAC, MAESC, and Customer Council as all three governance bodies met during the month to propose ideas to help the HR LOB lead the modernization and transformation of HR in the Federal Government. Agency participation in these governance bodies continues to be the driving force behind the success of the HR LOB.

Reggie Brown,
Director of Modernization and
HR Line of Business

Although these councils and committees met to address many significant topics at their meetings in December, the one common thread was provider assessment. The SSCAC and Customer Council provided feedback on the proposed provider assessment program from both the SSC and customer perspective. Bringing a balanced perspective to the development of HR LOB programs is key to our successful collaboration, and I look forward to continuing our work together.

The SSCAC Tri-annual Conference is an important mechanism for SSCs to share perspectives and exchange ideas. We hosted the conference on December 3-4 to discuss significant topics in Federal HR from the SSC perspective.

REGGIE BROWN PROVIDES HR LOB UPDATES

The topics at the meeting included updates on EHRI, RetireEZ, the End-to-End Hiring initiative, OPM Policy, and the OPM Background and Security Investigations process, along with discussion about ongoing HR LOB activities.

The MAESC meeting on December 10 was well-attended and included a presentation by the OPM Acting Director, Mike Hager. Acting Director Hager commended the MAESC for their efforts and stated that "SSCs are a proven model that work effectively and provide real value and savings to both the Federal Government and taxpayers." The meeting also included updates on Requirements Mapping, the Cost-Benefit Analysis (CBA), and Provider Assessment activities.

The Customer Council meeting on December 17 was a great opportunity for the customer agencies to address issues from the customer perspective. At the meeting the council discussed Provider Assessment and reviewed customer requirements and their relationship to assessment-related activities already in place at the SSCs.

As a reminder, Partner Agency Contributions for the HR LOB are still urgently needed. A special thanks to those of you who have already signed the MOU and 1616, or are working with your agencies to make it happen. Your financial contributions are essential for our confirmed progress.

WORKSTREAM UPDATES

Provider Assessment

Both the SSCAC and Customer Council contributed to the progression of the Provider Assessment Program this month. The assessment analysis, which includes the customer requirements against assessment-related activities currently performed at the SSCs, was presented at the SSCAC Conference and Customer Council meeting. Both the SSCAC and the Customer Council had the opportunity to review, analyze, expand and elaborate on what was in the assessment analysis. As we move forward with the design and implementation of the Provider Assessment Program, the following guiding principles are considered:

- Reuse of existing methods and available documentation to reduce the burden of assessment on providers

- Standardization of assessment models across all providers

- Development and implementation of an assessment incrementally

- Continuous communication of assessment project results to the providers and customers

- Guarantee that provider and customer points of view are reflected in the current assessment approach

The HR LOB is finalizing a Provider Assessment Interim Status Report that includes the assessment analysis and the detailed information collected from both customer agencies and SSCs over the last three months. The report will be released after the MAESC is briefed on the report and Provider Assessment next steps at the January 2009 meeting.

Cost–Benefit Analysis

The HR LOB is in the process of updating the original HR LOB cost-benefit analysis (CBA). The updated CBA will allow us to establish a new baseline for total cost savings/avoidance and measure total cost savings associated with the initiative.

The methodology for updating the CBA was presented to the MAESC at the November meeting. The HR LOB also presented status updates at the December SSCAC Conference and December MAESC meeting. *(Workstream Updates *

WORKSTREAM UPDATES

In November, the HR LOB issued a data call template to every agency with an HR-related Exhibit 53 line item to collect and validate agency HR system information. By December 15, each agency was asked to complete and return the template to the HR LOB.

In order to help agencies complete this template, the HR LOB held four conference calls for questions and distributed Frequently Asked Questions after each call for the agencies reference. The HR LOB also held individual meetings with several agencies to help with the process.

To-date eight agencies have provided full or partial submissions, while six agencies have requested an extension due to the size of their Exhibit 53 or the complexity of the effort to collect and validate this information within their organization. After all the templates are completed by the agencies, the HR LOB will analyze the collected information and update the CBA. The updated CBA results will be issued at the end of Q2 FY 2009. We look forward to working with agency representatives to complete this important initiative.

Integration Support Project

The objective of the Integration Support Project is to provide an end-to-end view of common HR solutions and compile available information and resources to help HR LOB SSCs and customer agencies effectively implement them. In the near term, the HR LOB is building an end-to-end view of the current as-is environment of Governmentwide systems. Over time, this view along with the Federal Segment Architecture Working Group methodology will be leveraged to build a conceptual solution architecture based on the HR LOB enterprise architecture. This conceptual solution architecture will help move the Government toward interoperability and the realization of the HR LOB vision.

The HR LOB has reviewed and updated the following information content of application systems (Enterprise Human Resources Integration, Clearance Verification System, Electronic Questionnaires for Investigations Processing, Employee Express, GoLearn, and USAJOBS) under consideration for the ISP end-to-end view report:

- Introduction and contact information
- System touch points and context diagram
- System data interfaces
- Integration guidance

The HR LOB is finalizing Version 1 of the report which depicts the "as-is" end-to-end view. The report contains detailed information on each OPM-owned HR system and will be released to the MAESC for review at the end of December 2008.

The HR LOB will begin developing Version 2 of the report in January 2009. Version 2 will expand the scope of Version 1 to include systems such as e-Verify and e-Travel. This version will also include a high-level conceptual solution architecture to provide agencies a roadmap for integration.

Target Requirements Mapping

The HR LOB presented its initiative to map the HR LOB target requirements of SSCs to the service components identified in the HR LOB Service Component Model (SCM) version 2.0 at the December SSCAC and MAESC meetings. Mapping the target requirements to service components will complete the link between the requirements and the enterprise architecture. Completing the mapping will provide the customers and SSCs a common understanding of HR services. This will serve as a basis for negotiating service delivery expectations and will help reduce risk.

To validate the mapping, the core SCM workgroup met from September 23-26 and again from October 21-24 to review the 34 service components and the requirements that mapped to them. As part of the mapping validation, the workgroup made several recommendations for requirements changes.

WORKSTREAM UPDATES

All of the proposed requirements changes will be forwarded to the Requirements Board and MAESC for approval before they are finalized and published.

The HR LOB will walk through an example of the mapping at the January MAESC meeting and then distribute the mapping file for review and feedback. The mapping will initially be published as a separate document from the updated Target Requirements Report.

HR Benchmarking

The HR Benchmarking study is currently under way. This study will establish a baseline of performance results that can be used to drive improvements at agencies and SSCs. The goal of HR Benchmarking is to provide agencies information that will help them become more efficient, customer service-oriented, cost effective, and more strategically focused.

The workgroup is comprised of representatives from four HR LOB SSCs and five agencies. The purpose of the HR Benchmarking workgroup is to provide advice and recommendations to the HR LOB on benchmarking measures. The Benchmarking workgroup will also provide a snapshot of where we stand currently, set a baseline of performance in 2009, provide raw data that can be used to satisfy requests for performance data, and continue to shape messages that highlight the benefits of the HR LOB. The workgroup is currently working to finalize three measures which include HR Servicing Ratio, HR Cost, and HR IT Spend. The detailed design phase should be complete by the end of January 2009. The data gathering phase will begin in February 2009 and the final report will be released for review and approval in Spring/Summer 2009.

UPCOMING EVENTS

DATE	EVENT
January 6, 2009	Multi-Agency Executive Strategy Committee (MAESC) meeting
January 28, 2009	Joint Shared Service Center Advisory Council—Customer Council meeting
February 10, 2009	Multi-Agency Executive Strategy Committee (MAESC) meeting
February 25, 2009	Customer Council meeting

LOB IN THE NEWS

Agencies close in on goals for faster security clearance processing

Agencies stand a good chance of meeting or even exceeding the next round of goals for speedier security clearance processing set in a 2004 intelligence reform law.

(http://govexec.com/story_page.cfm?articleid=41680&dcn=todaysnews)

Transition Watch: Obama's egov vision will take time

Barack Obama's presidential campaign and transition team effectively used Web 2.0 tools to engage his supporters, but it remains to be seen how and if those methods will translate to electronic government, according to a PC World report.

(http://www.fcw.com/online/news/154677-1.html)

Transition Watch: Human resources officers face familiar, new challenges

Recruiting, hiring and retaining a diverse and skilled workforce will remain a priority for chief human capital officers during the next administration, the CHCO Council chairman said in a report released Dec. 19.

(http://www.fcw.com/online/news/154749-1.html?CMP=OTC-RSS)

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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