

HR LINE OF BUSINESS

ISSUE 9, JUNE 2007



MESSAGE FROM OPM DIRECTOR LINDA SPRINGER



The HR LOB at the U.S. Office of Personnel Management is revolutionizing the way HR services are delivered throughout the Federal Government, and is a testament to the success of cross-agency collaboration. I am pleased to share this communications letter which provides the HR LOB stakeholder community regular updates on the status of the program and its key initiatives.

HR LOB HIGHLIGHTS

- MAESC meeting held on May 1, 2007
- Competition Framework for HR LOB Migrations released on May 21, 2007 and is posted to the OMB website
- Entrance on Duty Request for Information (RFI) posted to Federal Business Opportunities (FedBizOpps) website, responses due June 15, 2007
- Solicitation for Multiple Award Schedule (MAS) 738.X posted to FedBizOpps website, responses due July 5, 2007

HR LOB UPDATE FROM NORM ENGER

It is with great sadness that we report the death of our colleague, Ms. Debra Chiles. Ms. Chiles served as the Deputy Program Manager for the Enterprise Human Resources Integration (EHRI) program since 2000. For the latter part of 2006, Deb not only performed her job but also vigorously executed the work of the Acting Program Manager. Her enduring belief in the mission and power of EHRI cannot be overstated and it is difficult to imagine anyone as determined, as creative or as hard working for the program as Deb. Ms. Chiles will be dearly missed by all of her friends and colleagues at OPM and throughout the HR LOB community.



Norm Enger,
Director HR Line
of Business

The HR LOB is currently active with several key initiatives, and I would like to share an update on the program. OPM in partnership with GSA is developing a schedule of private sector shared service centers (SSCs). The private sector SSCs, along with the Federal SSCs, will provide agencies with a wide selection of options for the delivery of HR services. The Solicitation to establish the schedule of private sector SSCs was posted to the Federal Business Opportunities website on May 21, 2007 at: <http://www.fbo.gov/spg/GSA/FSS/2FY/2FYA%2DAR%2D060004%2DB/listing.html>

The HR LOB has developed migration planning guidance for agencies migrating to SSCs. This guidance outlines the process for an agency to select an HR LOB SSC and migrate its HR operations, allowing the agency to focus its HR resources on more strategic activities. A draft of the HR LOB Migration Planning Guidance will be released for review and comment in late June.

A critical component of the Migration Planning Guidance is the Competition Framework for HR LOB migrations. The Competition Framework discusses the process agencies should use to select SSCs for HR systems and their associated services. *(continued on page 2)*

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HR LOB UPDATE FROM NORM ENGER

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OPM and OMB have jointly approved and released this document to agencies through the Chief Human Capital Officers Council (CHCOC). The Competition Framework is posted to the OMB website at: http://www.whitehouse.gov/omb/memoranda/fy2007/business_migrations.pdf

The HR LOB is concurrently developing a report on best practices in shared services and service delivery. The best practices will focus on the proposed migration and transformation methodology outlined in the Migration Planning Guidance. More detail is provided on the HR Shared Services and Service Delivery Best Practices report in the next section of this letter.

This month's issue of the HR LOB communications letter features EHRI announcements from Matt Perry, the EHRI Program Director. Mr. Perry outlines key initiatives at EHRI. This letter also contains information on the HR LOB Shared Services and Service Delivery Best Practices report and updates to the HR LOB website.

SHARED SERVICES AND SERVICE DELIVERY BEST PRACTICES REPORT

A draft version of the HR LOB Shared Services and Service Delivery Best Practices Report has been shared with the CHCOC HR LOB Subcommittee and posted to the QuickPlace website for review and comment. This report is the result of a research scan of published reports, white papers, empirical studies and websites. The report describes experiences other enterprises have gained that might be useful to Federal agencies as they move towards realizing the vision of the HR Line of Business.

One fundamental tenet of this report is that when an agency is going to invest the effort and resources to move some of its HR functions to a shared service center, it should step back and assess how HR supports the mission of the agency. The key recommendation of this report is for agencies not to simply migrate to a shared service center, but rather to leverage this migration to transform its HR function.

Since the agency's move to shared services may be just one piece of a larger HR transformation for the agency, this report places best practices and benchmarks into a *transformational context*, organizing the practices into five sections, each of which corresponds to a phase of an HR transformation. The five sections are:

- **Assess** – provides practices that support agencies in developing a vision for a new, more strategic HR organization and anticipating the effort required to realize the transformation within the agency, via shared services.
- **Define** – provides practices that support agencies in designing a future HR operation that mirrors the Assess phase strategy and operating models and moves the agency toward shared services in a manner that makes sense for the agency while meeting the overall vision of the HR LOB.
- **Select** – provides practices that support agencies in identifying a service provider that meets their needs and defining and establishing the strategic partnership between the two parties.
- **Migrate** – provides practices that support agencies in moving toward the future HR service delivery model, transferring selected operations from the agency to the shared services provider with no disruption of service to customers – agency employees, managers and supervisors – while simultaneously managing the impact of the change upon the customer agency.
- **Operate and Improve** – provides practices that support agencies in ensuring that providers are meeting service level expectations and leveraging performance experience to identify performance improvement projects.

The scope of this version of the report is predominately private sector *HR shared services* and *HR service delivery* practices, benchmarks, and case studies. The HR LOB intends to extend this report in the coming months with Federal experience. Next month we will begin accumulating case studies and insights on Federal shared services transformations. This content will be published in a separate report to be released in December 2007. The HR LOB will be looking for volunteers from the MAESC to form a working group around this activity. During Fiscal Year 2008, a new best practices initiative will be launched; its aim will be to help agencies prepare their HR workforce to leverage these new operational models. We look forward to your ideas and insights as we develop and extend the best practices report.

EHRI ANNOUNCEMENTS

EHRI is transforming the collection, handling, and reporting of the Federal government's human resources data. EHRI technology is replacing the paper personnel folder with an electronic Official Personnel Folder (eOPF) providing a central data repository that allows workforce analysis and analytics across the entire Federal government.

Tiger Team Formed to Improve eOPF Conversion Process

In an effort to continue to improve the eOPF conversion process and quality of the product delivered, EHRI announced the formation of a Tiger team to review the standard conversion business rules with the goal of improving quality and efficiency. These revised business rules will achieve a higher success rate and improved image quality by creating processes and standards for the entire image processing system.

EHRI is committed to ensuring that all permanent documents are delivered in accordance with the standard business rules, that the best available image is delivered, and that there are no missing documents. EHRI will ensure that standardization and consistency are integral through the completion of the process. For additional information, please contact Ms. Gladys McKenzie at 202-606-1699.

Additional eOPF Version 4 Enhancements Announced

Among the enhancements to eOPF version 4, users can look forward to a new interface called "MyProfile," which consolidates Change Email, Emergency Contact Update, Security Questions, and Change Password buttons into a single, user-friendly format. The workflow process map will also be updated for each agency to administer the new cancellation feature. Improved security features include a new Self-Service module with additional security questions. The eOPF Version 4 Release Notes are currently under review, and a full roll out schedule will be provided once the Unit Acceptance Testing has been completed. For additional information, please contact Ms. Gladys McKenzie at 202-606-1699.

eAuthentication Now Accepted

EHRI has successfully completed its eAuthentication (eAuth) testing and is now capable of accepting clients that are eAuth enabled in the production eOPF environment. The eAuth implementation is expected to significantly reduce the number of help-desk calls by users with ID and password problems. EHRI is considering an incentive based pricing model for early adopters of eAuth. For additional information, please contact Mr. Peter Bautista at 202-606-1691.

Items of Interest

For more information on federal recordkeeping, please review the Guide to Personnel Recordkeeping (GPR) online at <http://www.opm.gov/feodata/recguide2006.pdf>

To view NARA regulations and use of electronic records guidance, please visit <http://www.archives.gov/about/regulations/part-1234.html>

EHRI STATUS UPDATE

eOPF Snapshot

The number of agencies evaluating and implementing eOPF continues to grow:

- Pre-Assessment: 7
- Assessment: 5
- Post-Assessment: 5
- Deployment: 5
- Conversion: 6
- Production: 19

EHRI Governance

The governance bodies established to assist EHRI include:

- eOPF User Group
- OPF Policy Workgroup
- eOPF Workflow Subgroup
- Analytics Integrated Product Team (IPT)

If you would like to participate in any of these groups, please contact Mr. Michael Peart at 202-606-1626.

HR LOB WEBSITE UPDATES

A number of updates have been made to the HR LOB website over the past two months. First, an HR LOB Frequently Asked Questions (FAQs) document has been prepared to provide high-level information on the HR LOB transformation effort. The FAQs document has been posted to: http://www.opm.gov/egov/HR_LOB/FAQ/.

Second, an HR LOB Status page has been created, which lists HR LOB deliverables and their associated completion dates. The Status page indicates accomplishments and planned accomplishments. Please view the HR LOB Status page at: http://www.opm.gov/egov/HR_LOB/status/.

Since its inception in 2004, the HR LOB has worked closely with many government Human Resources practitioners. A number of subject matter experts were asked to provide their unique perspectives on the HR LOB and its future. The discussions conducted to-date have been published to the HR LOB website at: http://www.opm.gov/egov/news_info/news/interview.asp.

In the coming months we will post the HR LOB Service Component Model version 1 and HR LOB Entrance on Duty Concept of Operations report. Please continue to regularly check the HR LOB website for up-to-date information on the HR LOB.

UPCOMING EVENTS

DATE	EVENT
June 5, 2007	Multi-Agency Executive Strategy Committee (MAESC) monthly meeting
June 19-20, 2007	Shared Service Center Advisory Council (SSCAC) quarterly conference
June 28, 2007	Requirements Board meeting
July 10, 2007	Multi-Agency Executive Strategy Committee (MAESC) monthly meeting
August 7, 2007	Multi-Agency Executive Strategy Committee (MAESC) monthly meeting
September 11, 2007	Multi-Agency Executive Strategy Committee (MAESC) monthly meeting
September 27, 2007	Requirements Board meeting

LOB IN THE NEWS

OMB details approach for HR Line of Business migrations

The Office of Management and Budget late last week gave agencies the how-to guide for moving to a human resources shared service provider. (<http://www.fcw.com/article102850-05-31-07-Web>)

GSA to offer HR service on schedules

As agencies reorganize their human resources duties, the General Services Administration is soliciting contractors to offer related services on its multiple-award schedules. (<http://www.fcw.com/article102768-05-22-07-Web>)

OPM issues FAQ guide to human resources LOB

The Office of Personnel Management has issued a new guide to the federal Human Resources Line of Business initiative in a frequently-asked-questions format. (<http://www.fcw.com/article98205-04-11-07-Web>)

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 that are 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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