OFFICE OF PERSONNEL MANAGEMENT

HR LINE OF BUSINESS

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E·GOV

MESSAGE FROM OPM DIRECTOR LINDA SPRINGER

The HR LOB at the U.S. Office of Personnel Management continues to demonstrate leadership in transforming HR service delivery throughout the Federal Government. The recent CHCO Council Training Academy / LDAC meeting webcast through Second Life technologies is a great example of using innovation to conduct Federal business. I am pleased to share this month's letter, which includes information about the joint CHCO Training Academy / LDAC meeting along with other updates on the HR LOB .

HIGHLIGHTS FOR THE HR LOB

- Hosted the Separation Management process validation and requirements development workshop from June 10-12
- Hosted the Multi-Agency Executive Strategy Committee (MAESC) monthly meeting on June 17
- Hosted the joint Chief Human Capital Officers (CHCO) Council Training Academy and Learning and Development Advisory Council (LDAC) meeting on June 24
- Hosted the Customer Council monthly meeting on June 25

REGGIE BROWN PROVIDES HR LOB UPDATES

Farewell to Kunal Suryavanshi

Kunal Suryavanshi left the HR LOB at the end of June 2008. For the past five years, Kunal has provided innovative thought leadership in setting the direction for e-Government and the HR LOB. Significant accomplishments led by Kunal include development of the HR LOB business case, establishment of the governance structure, and development of the enterprise architecture and target requirements.

Reggie Brown,
Director of Modernization and
HR Line of Business

We at the HR LOB are grateful to have had the opportunity to work closely with such a dedicated and innovative professional, and are confident of his success in future endeavors. With agency support, the HR LOB will continue to work toward its original vision, first set out in the spring of 2004.

e-Training hosts joint CHCO Council Training Academy/LDAC meeting

The Learning Development Advisory Council (LDAC) partnered with the CHCO Council, the National Defense University (NDU), and the National Technical Information Service to host the June CHCO Training Academy on innovative training methods at the NDU. Dr. Susan Stucky of IBM's Almaden Research Center, presented the keynote presentation: "After the Hype and Into the Trenches: What are Organizations Doing with 3D Virtual Worlds and Why?"

REGGIE BROWN PROVIDES HR LOB UPDATES

Dr. Paulette Robinson, Assistant Dean of Teaching, Learning and Technology at the NDU and Bart Bartlett, Vice President of Forterra, Inc. provided an overview of the Federal Virtual Worlds Consortium and demonstrated the functional use of Virtual Worlds for Federal training through a simulation used to train emergency response teams.

Both presentations focused on the current state of virtual world technology and how it could augment e-training initiatives in the future by providing a platform that enhances effective collaboration and provides a virtual environment for "learning-by-doing" scenarios and activities.

Department of Justice publishes signed legal opinion on the admissibility of Electronic Official Personnel Folders

The Department of Justice (DOJ) has provided a signed legal opinion on the admissibility of Electronic Official Personnel Folders (eOPFs). DOJ found that paper printouts of the scanned electronic versions of documents would be admissible under Article X (Rules of Evidence), electronic records maintained in accordance with established standards will not be denied legal effect, and paper records are to be retained for one year after scanning for validation of accurate reproduction. Furthermore, OPM has the authority to designate the electronic record as the official record, provide operational guidance on the validation process, and issue updates to the Guide to Personnel Recordkeeping reflecting the eOPF as the official record for the Federal Government.

Department of Interior presents its HR Modernization Blueprint at the June 2008 MAESC meeting

Julia Laws and Colleen Coggins presented the Department of Interior's (DOI) HR Modernization Blueprint at the June 2008 MAESC meeting. The blueprint was jointly developed by DOI's Office of the Chief Information Officer and Office of Human Resources as a decision making tool for the investment board. The blueprint is a set of recommendations that measures progress and accountability, and is an integral part of DOI's strategy to improve and maximize the delivery of HR services. The blueprint is a methodology for business transformation that analyzes DOI's HR stakeholders, technologies, information stores, investments, applications, and business processes. The result can be used by both business owners and systems engineers to understand future requirements.

The blueprint addresses the issues and challenges facing DOI such as redundancy, automation gaps and HR stakeholder concerns. The blueprint recommends ways DOI can better leverage the current suite of HR e-Government initiatives managed by OPM, to ensure coordination across each and develop a holistic plan to manage Federal HR services more effectively. DOI's HR Modernization Blueprint is available on its website at http://www.doi.gov/ocio/architecture/modblu/hr/know.htm.

HR LOB WORKSTREAM ACTIVITIES

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 improvements at agencies and SSCs. The overall objective of HR benchmarking is to demonstrate the return on the investment that SSCs and agencies have achieved.

The HR LOB will ask 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 which measures are currently being captured. The groups have been asked to nominate participants for the HR Benchmarking workgroup.

WORKSTREAM ACTIVITIES   *Continued from Page 2*

The workgroup, which is expected to kick-off its efforts this summer, will define and report on five to seven human resources performance measures.

Payroll Benchmarking

The payroll benchmarking data call was distributed to the four e-Payroll providers on May 13, 2008. The data call contains nine measures with detailed definitions along with a list of narrative information to provide background on each provider. The providers had until June 13, 2008 to complete the data call.

Separation Management

The HR LOB continues to develop a Concept of Operations (CONOPS) for Separation Management. The Separation Management CONOPS will leverage the Entrance on Duty CONOPS approach and work products to provide:

- enterprise architecture, detailed requirements, and recommended acquisition strategies for Federal separation management solutions

- guidance to agencies on ensuring separation management solutions are in alignment with HR LOB enterprise architecture models and requirements

The HR LOB established a workgroup of subject matter experts to participate in the development and review of the Separation Management CONOPS. The workgroup met on May 13-15 to develop the process models for separation. More recently, the workgroup met on June 10-12 to validate the process models and develop task level requirements. The Separation Management CONOPS is expected to be completed by September 30.

FEDERAL CASE STUDIES

The *Federal Case Studies* report presents two case studies showcasing Federal HR success stories. This third excerpt from the "Evaluating and Improving Performance Management Systems" case study, summarizes some of 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 the General Services Administration (GSA).

> GSA began to develop its new Associate Performance Plan and Appraisal System (APPAS) in early 2004. The three main drivers in play at the time were:
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> - A general governmentwide push – as a result of the President's Management Agenda (PMA) – for measurable results and for correlating individual performance with enterprise performance. Up until this time, there had been no real incentive to invest heavily in performance management. The PMA provided an incentive.
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> - The notion of "making meaningful distinctions". The previous pass/fail system did not provide for this.
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> - Communication between managers, supervisors, and employees. Communication was insufficient and did not focus on performance. There was support for this initiative from the very top of the agency. The GSA Administrator at the time had come from the private sector and had experience with robust performance management systems. He influenced GSA to become more measurement-driven and results-focused.
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> APPAS covers all GSA employees including SES, non-SES, the bargaining unit, and the Office of Inspector General. It emphasizes collaboration at all phases of the performance management cycle: planning, monitoring and developing, rating, and recognizing.

FEDERAL CASE STUDIES

Implementation of the new APPAS employee performance management system included two milestones. The first involved developing and deploying the new system. On December 31, 2003, the GSA signed the APPAS order. The agency used the remaining nine months under the pass/fail performance period – January through September – to develop the new system and provide training and tools. Employees received performance plans using the new system in October 2004 and appraisals were performed against those plans in October, 2005.

The second milestone involved automating the process. Although the GSA wanted to automate from the beginning, there were time and resource constraints and thus the automated system was not deployed until the end of fiscal year 2005. The first use of this Oracle-based system was for the 2005 appraisal and the 2006 performance plans. A contractor was hired to input all of the previous year's performance plans so that they could be used for the automated appraisal process. In April 2006, the GSA added the awards functionality and the system now supports the end-to-end process. Having implemented some system enhancements, the GSA currently has no further enhancements planned.

The full case study is available in the *Federal Case Studies* report at http://www.opm.gov/egov/documents/practices/FederalCaseStudies_022808.pdf.

UPCOMING EVENTS

DATE	EVENT
July 15, 2008	Multi-Agency Executive Strategy Committee (MAESC) meeting
July 30, 2008	Customer Council monthly 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

LOB IN THE NEWS

OPM fills in the tech details behind HR Line of Business

OPM released a 73-page technical document on a governmentwide consolidation initiative, the HR LOB. The document is intended for information technology managers, procurement officials and program sponsors responsible for the initiative.

(http://www.fcw.com/online/news/152792-1.html)

Lines of business predicted to survive

The LOB initiative will stay in place, regardless of which presidential candidate wins in November, according to predictions by the market research firm Input.

(http://www.fcw.com/online/news/152806-1.html)

Springer: Council has made major strides

The Chief Human Capital Officers Council has made significant gains in the management of human capital, a key piece of President Bush's Management Agenda, since the council was launched in 2003, Office of Personnel Management Director Linda Springer has said.

(http://www.fcw.com/online/news/152807-1.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 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 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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