

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 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

- HR LOB Director Norm Enger left Federal service on July 31, 2007
- Federal HR Best Practices Case Studies Workgroup kickoff meeting held on August 28, 2007
- Multi-Agency Executive Strategy Committee (MAESC) meeting held on September 6, 2007
- Vendor submitted proposals in response to Solicitation for Multiple Award Schedule (MAS) 738.X on September 6, 2007

HR LOB UPDATE FROM JOE CAMPBELL

Norm Enger, Director of the HR LOB left Federal service on July 31, 2007. The last five years under Norm's leadership were a very successful period for e-Government and the HR LOB.

I have assumed the role of Acting Director of the HR LOB until OPM selects Norm's replacement. I look forward to collaborating with the MAESC and the Federal HR community to continue the success achieved under Norm's leadership.

The HR LOB is currently active with several key initiatives. 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 (FedBizOpps) website on May 21, 2007 at <http://www.fbo.gov> under Solicitation number 2FYAAR060004B. OPM and GSA conducted a Pre-Proposal Conference on June 15, 2007 and vendor proposals were received on September 6, 2007. Vendor proposals will be evaluated by a cross-agency technical evaluation panel comprised of Federal HR subject matter experts. The recommendations of the technical evaluation panel are expected by mid-December 2007.



Joe Campbell,
Acting Director
HR Line of Business

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HR LOB UPDATE FROM JOE CAMPBELL

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This month's issue of the communications letter features several exciting topics. The HR LOB has developed *Migration Planning Guidance version 1.0* for agencies to use when selecting and migrating to a shared service center. The HR LOB has launched key initiatives in the areas of Strategic HR Transformation and Enterprise Architecture. This letter provides highlights of these initiatives, and the activities being performed under each. The letter also contains EHRI updates and an update on the HR LOB Entrance on Duty workstream.

MIGRATION PLANNING GUIDANCE

The HR LOB has developed an exposure draft of the *HR LOB Migration Planning Guidance* (MPG). Version 1.0 of the MPG exposure draft has been distributed to the Chief Human Capital Officers (CHCO) Council Subcommittee on the Human Resources Line of Business (HR LOB), the MAESC, and the SSC Advisory Council (SSCAC). The *Migration Planning Guidance* will assist customer agencies in preparing for and managing a migration of their human resource functions to a shared services environment under the HR LOB initiative. The MPG provides tools and guidance to agency human resources executives, their management teams, and their staff involved in agencies' migration to public and private shared service centers (SSCs).

The MPG includes the [Competition Framework](#) – an SSC selection and migration guidance issued by the Office of Management and Budget (OMB). The *Competition Framework* provides guidance to agencies on how to competitively select a shared service center when planning to upgrade or replace their agency's human resources management systems. The *Competition Framework* is an integral part of the *HR LOB Migration Planning Guidance* document.

The Competition Framework refers to the *Business Case Template*, which provides agencies justification for using a limited form of competition, such as public-public competition. The justification will allow agencies to directly select a Federal Shared Service Center, either prior to, or after the private sector schedule has been established.

The MPG also includes the *Migration Roadmap*, a five phase-methodology to assist customer agencies in their migration efforts and to help agencies transform HR into a more strategic role. This methodology is leveraged in the Shared Services and Service Delivery Best Practices report. The five phases of the methodology are Assess, Define, Select, Migrate, and Operate & Improve.

The *Migration Roadmap* is supported by a set of migration documents used by SSCs and agencies to report to the HR LOB to manage and facilitate the migration process. The tools include deliverables, templates, and information approved by the MAESC in Fiscal Year 2006. Examples of the tools include Service Level Agreement (SLA), Interconnection Security Agreement (ISA), Fit-Gap Analysis Report, and SSC/Agency Cost Reports.

STRATEGIC HR TRANSFORMATION

In November 2006, the Chief Human Capital Officers (CHCO) Council's Subcommittee on HR LOB recommended the HR LOB focus on identifying best practices for HR shared services and service delivery outside the Federal government. The Subcommittee also recommended the report focus on overall transformation rather than on more specific process reengineering.

The *HR LOB Shared Services and Service Delivery Best Practices Report* describes experiences other enterprises have gained that might be useful to Federal agencies as they move toward realizing the vision of the HR LOB, and places best practices and benchmarks for shared services and service delivery into a transformational context. 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 their HR function.

(Strategic HR Transformation continued on page 3)

STRATEGIC HR TRANSFORMATION

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During the development of the report, there were several presentations to the MAESC of case studies on HR and HCM transformation as a preview of content included in the report. These presentations contributed to a shift of the report's focus from operations and architecture to more strategic concepts and issues contained within.

The presentation of case studies on HR and HCM transformation also helped the MAESC realize that the best practices report was a starting point for agency transformation, and recognized opportunities for the HR LOB to build on the existing report. As a result, the MAESC identified several initiatives around strategic HR transformation for the HR LOB. The first of these initiatives is a report that compiles case studies on Federal HR best practices. The Federal Case Studies report will serve as an addendum to the existing best practices report and will document case studies of Federal HR practices, insights, and supporting data in order to share lessons learned across a variety of functional areas and service offerings.

ENTERPRISE ARCHITECTURE

The HR LOB Enterprise Architecture (EA) builds upon the Federal Enterprise Architecture (FEA) and consists of a set of five inter-related models that present a common view of and vocabulary for the Human Resources function across the Federal government. The models collectively provide an objective basis for realizing the HR LOB vision: modern, cost-effective, standardized, and interoperable HR solutions that support the strategic management of human capital and address duplicative and redundant HR systems and processes across the Federal government.

Through cross-agency collaboration, the HR LOB mapped HR business processes (*Business Reference Model*), identified the data needed to execute these processes (*Data Model*), and identified performance measurement indicators (*Performance Model*) for measuring success against HR LOB goals. The collaboration that took place to create and validate these EA results has been described as "a model for other cross-government initiatives."

This collaboration continues to take place as the HR LOB program produces the two remaining models. In June 2006 the HR LOB kicked off a work group to develop the *HR LOB Service Component Model (SCM)*. The SCM identifies the business services that support *Business Reference Model* processes. This common view of business services will help providers conceive their services portfolio and help them differentiate their service offerings. The SCM can be used by customer agencies to compare service offerings across providers. Additionally, the SCM includes a "service delivery model" that depicts how these services should be delivered to the different types of users, and provides a basis for negotiating the delivery of HR services.

In July 2007, the HR LOB began work on the *HR LOB Technical Model (TM)*. The TM will have two components. It will provide a technical framework that identifies all of the technical services required to deliver the business services identified in the SCM. The TM will also provide a set of standards for each of the technology services identified. These standards will serve to ensure effective levels of reusability and interoperability, key concepts proposed in the HR LOB Concept of Operations.

ENTRANCE ON DUTY

In 2006, Federal agencies identified an opportunity to improve the Federal Entrance on Duty (EOD) process. Falling within scope of the BRM sub-function "Staff Acquisition," EOD is an important part of the larger process of on-boarding a Federal employee. An EOD solution supports an end-to-end process beginning with initial offer acceptance and extending through completion of in-processing. An improved EOD process will have a positive impact on the Federal on-boarding process through the elimination of redundant data entry, reduced administrative burden, and an enhanced experience for the prospective employee. The implementation of a more efficient EOD capability will result in a return on investment that reflects both human capital and financial benefits.

(Entrance on Duty continued on page 5)

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.

EHRI Announces Post-Implementation Support & Training

The Enterprise Human Resources Integration (EHRI) Office introduced two key efforts to support Agencies in eOPF implementation. The first is a Post-Implementation Support Group (PISG), a team that will assist agencies with ongoing requirements after conversion to eOPF. The second is Computer-Based Training (CBT) to assist Agencies with the migration to Version 4.0 and address ongoing training for new employees. Consisting of seven modules, the CBT is targeted to all users of eOPF—HR specialists, system administrators, supervisors, investigators and employees, and will provide eOPF user training from scanning and indexing to records transfer. HR Specialist and System Administrator modules are anticipated by year-end.

Version 4.0 Available in Training Environment

In preparation for the upcoming release of Version 4.0, the program has been uploaded for Agency use in the training system. V4.0 provides human resources personnel greater functionality and significant enhancements that will save time, offer administrative ease and, for the first time, help standardize the transfer process across agencies. Although transfer functionality is not included yet in the training system, it is planned to be added to the training system in the near future.

The transfer demonstration will detail three unique eOPF instances for the losing agency, National Personnel Records Center (NPRC), and the gaining agency. These scenarios will prepare HR specialists and administrators to send and receive files from Agencies with either eOPF or paper OPFs.

EHRI Releases Incident Reporting Guide

In the wake of a number of high profile data breaches reported in the media, EHRI released an official Data Breach Incident Notification Guide to assist Agencies in the event of a data breach. The guide details the step-by-step processes Agencies should take to notify OPM quickly if a breach is detected to mitigate and contain any data losses. The guide also contains contact information for NBC, EHRI, and the Helpdesk. For copies of the Data Breach Incident Notification Guide, contact Tyrone Sykes via email (Tyrone.Sykes@opm.gov) or phone (202-606-4809).

Items of Interest

eOPF v4.0 (without the transfer functionality) is available on the Training System at <https://eopf.nbc.gov/training/>. Contact Dion Anderson for a User ID via email (dion.anderson@opm.gov) or phone (202-606-8153)

The governance bodies established to assist EHRI with their POCs include: eOPF User Group (Michael Peart 202-606-1626); eOPF Workflow Workgroup (Angela Ponmakha 703-272-5425); eOPF Change Management Toolkit Workgroup (Dion Anderson 202-606-8153); and Workforce Analytics Users Group (Dave Williams 202-606-4892).

eOPF Snapshot

In two surveys of HR specialists, supervisors, and investigators who regularly log into eOPF, users were asked to rate overall service and/or eOPF implementation.

The surveys found:

- 30% reduction in time to process Security clearances
- 78% of users were extremely satisfied or satisfied (2,384 users polled)

ENTRANCE ON DUTY

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The EOD Concept of Operations (CONOPS) report, completed in January 2007, describes a business process to leverage technology for increasing efficiencies in the EOD process. The report also recommends an overall strategy for Agencies to acquire and realize the future solution.

One of the recommendations in the EOD CONOPS was to issue a Request for Information (RFI) to assess how vendor EOD solutions comply with the architecture and requirements in the EOD CONOPS. The HR LOB issued an RFI in May 2007 and received responses from eleven organizations. The HR LOB is currently analyzing the responses and developing an EOD Market Survey Report to assist agencies in their acquisition of EOD solutions.

UPCOMING EVENTS

DATE	EVENT
September 20-21, 2007	Shared Service Center Advisory Council (SSCAC) quarterly conference
September 27, 2007	Requirements Board meeting
September 29, 2007	Customer Council monthly meeting
October 2, 2007	Multi-Agency Executive Strategy Committee (MAESC) monthly meeting
November 6, 2007	Multi-Agency Executive Strategy Committee (MAESC) monthly meeting
December 4-5, 2007	Shared Service Center Advisory Council (SSCAC) quarterly conference
December 11, 2007	Multi-Agency Executive Strategy Committee (MAESC) monthly meeting
January 8, 2008	Multi-Agency Executive Strategy Committee (MAESC) monthly meeting

LOB IN THE NEWS

OPM's Enger leaves legacy of e-government

The Office of Personnel Management's leader for the Human Resources Line of Business and E-Government efforts left Federal service July 31. Norm Enger, who came to government after retiring from the private sector, left after more than five years at the helm of five e-government initiatives and the Human Resources LOB.

<http://www.fcw.com/article103430-08-06-07-Web>

OPM issues Entrance on Duty RFI

The Office of Personnel Management is looking for vendors to provide a second piece to the Human Resources Line of Business effort. In a request for information issued on the Federal Business Opportunities Web site July 30, OPM said it wants information on companies that could provide a standard approach to entrance on duty functions.

<http://www.fcw.com/article103380-08-01-07-Web>

OMB's chief architect Burk to retire

Richard Burk, the Office of Management and Budget's chief architect is retiring after more than 35 years in government. Burk has been OMB's chief architect since 2005 and spent 29 years at the Housing and Urban Development Department. His last day will be Sept. 30, Burk said in an interview with Federal Computer Week.

<http://www.fcw.com/article103513-08-15-07-Web&newsletter=yes>

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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