

HR LINE OF BUSINESS

ISSUE 15, DECEMBER 2007



**MESSAGE FROM OPM
DIRECTOR
LINDA SPRINGER**



The HR LOB at the U.S. Office of Personnel Management continues to successfully transform HR service delivery throughout the Federal Government, and is a testament to the success of the program's leadership in cross-agency collaboration. I am pleased to share the December 2007 Communications Letter which provides the HR LOB stakeholder community updates on the status of the program and its key initiatives.

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HIGHLIGHTS FOR THE HR LOB

- HR LOB Acting Director hosted the Technical Model Workgroup kickoff meeting on November 28-29
- HR LOB Acting Director hosted the Shared Service Center Advisory Council quarterly conference on December 4-5
- HR LOB Acting Director hosted the Multi-Agency Executive Strategy Committee (MAESC) meeting on December 11
- HR LOB Program Management Office participated in beta testing for the Federal Transition Framework online database on December 20

JOE CAMPBELL PROVIDES UPDATES ON THE HR LOB

Private Sector SSC Evaluations Completed

Director Springer is pleased to announce that the evaluations of private sector shared service center (SSC) candidates are completed. The cross-agency panel of Federal HR subject matter experts evaluating the vendor proposals has forwarded its recommendations to GSA, which is expected to announce the schedule. This is a major step for the Human Resources Line of Business (HR LOB), because agencies can start using the guidelines in the Competition Framework document to competitively select an SSC and more importantly, begin the migration process.



Joe Campbell,
Acting Director
HR Line of Business

Migration Planning Guidance Nears Completion

The HR LOB *Migration Planning Guidance* (MPG) is a document that will assist customer agencies in preparing for and managing the migration of their human resource functions to a shared service center. The final version of the MPG v1.0 will be completed by December 31 and subsequently made available to a broader audience on OPM's website.

The HR LOB will develop version 2.0 of the MPG in early 2008.

(Joe Campbell Provides Updates on the HR LOB continued on page 2)

JOE CAMPBELL PROVIDES UPDATES ON THE HR LOB

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Version 2.0 of the MPG will include:

- An overview of both the public and private sector SSCs and their service offerings
- Tools and templates to assist agencies in their SSC selection process, e.g., Statement of Objectives template, Operational Capability Demonstration template, and Expanded Due Diligence Checklist

A draft of MPG v2.0 will be released to the MAESC for review and comment in February 2008. The final MPG v2.0 will be completed by March 31.

December 2007 MAESC Meeting—E-Verify and Federal Employee Unique Identifier

The Verification Division of Citizenship and Immigration Services presented a briefing on the e-Verify tool, an on-line form used to verify an applicant's eligibility for employment, at the December MAESC meeting. The e-Verify tool was created through a partnership between DHS and SSA. The primary goals of e-Verify are to reduce unauthorized employment, minimize verification-related discrimination, be quick and non-burdensome to employers, and protect civil liberties and employee privacy. The e-Verify team informed the MAESC that it is currently working on reducing mismatches through the creation of a Monitor and Compliance office, and that Social Security Numbers are now optional on the I-9 form.

OPM's Phong Ngo updated the MAESC on the status of the Unique Employee Identifier (UEID) initiative. The UEID initiative was launched in support of the President's taskforce on identity theft. As a principal on the Taskforce, OPM plans to issue guidance to CHCOs on protecting employee Social Security numbers (SSNs), request to rescind an executive order that SSN is to be used as a unique ID, update 5 CFR 293 to improve SSN protection, and establish the Concept of Operations (CONOPs) for the UEID. A draft version of the UEID CONOPs is being circulated within the workgroup for preliminary review. Going forward, HR LOB will work closely with UEID workgroup to help it leverage HR LOB requirements, policies and concepts.

December 2007 SSCAC Quarterly Conference—HC Innovation and Transformation Summit

The Shared Service Center Advisory Council (SSCAC) held its quarterly conference December 4-5 in Annapolis. The conference included information on the HR LOB Benchmarking Study as well as presentations on topics including EHRI, RSM, Federal Case Studies, Migration Planning Guidance, TSP Tools, the UEID initiative.

OPM's Patsy Stevens presented to the Customer Council (CC) on the CHCO Council Human Capital Transformation and Innovation Summit. The Human Capital Transformation Summit brought together CHCOs from 22 agencies to engage them in a high-level discussion about the future of human capital as they begin to take on more strategic roles. The summit included comments from OPM Director Linda Springer, who spoke on the HR challenge in finding the right competencies to achieve success and innovation across the government. The summit also included discussion on the future of providing HR that supports a mission-driven culture, building HR leadership, interagency interaction and collaboration, technology innovation, performance management, and knowledge-sharing.

The SSCAC will participate in the next Customer Council meeting at OPM on January 30 to jointly discuss issues identified by both councils. The next SSCAC conference is scheduled for April 2008.

(Joe Campbell Provides Updates on the HR LOB continued on page 3)

JOE CAMPBELL PROVIDES UPDATES ON THE HR LOB

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December 2007 Communications Letter Features

- Strategic HR Transformation—Benchmarking Study and Federal Case Studies
- Technical Model
- Website Updates

STRATEGIC HR TRANSFORMATION

Benchmarking Study

HR LOB is preparing to collect benchmark data for Shared Service Centers (SSCs), e-Payroll providers, and agencies as part of the HR LOB Benchmarking Study in Fiscal Year (FY) 2008. The benchmarking study will consist of two phases: payroll benchmarking and core HR benchmarking.

The payroll benchmarking will leverage and update the previous 2004 payroll baseline study. The payroll benchmark data will provide valuable information to:

- Provide a snapshot of current payroll operational performance
- Show how the landscape has changed from 2004 to 2008
- Satisfy customer request

HR LOB will establish agency and provider workgroups to develop the conceptual and detailed design of the benchmark study. The workgroup kickoff and conceptual design work session is tentatively scheduled for January 16.

Federal Case Studies

HR LOB is nearing completion on the Federal Case Studies initiative. The Federal case study on “Improving Federal Hiring Practices and Service Delivery” explains the practices, processes and systems that have been put into place to reduce hiring times and improve applicant and manager satisfaction at the Social Security Administration and the U.S. Department of Agriculture. The Federal case study on “Evaluating and Improving Performance Management Systems” explains how the Department of Defense, the Department of Homeland Security, and the General Services Administration have established new employee appraisal systems that operationalize the performance management policies and practices provided by OPM. The *Federal Case Studies* report will be made available to the MAESC for review and comment in early January 2008.

TECHNICAL MODEL

The Technical Model Workgroup (TMWG) met on November 28 and 29 to discuss the Technical Model version 1 and agree on the approach for working together to validate versions 1 and 2 of the Technical Model. The group agreed that version 1 should have a complete structure for core business services, including identifying and defining the technical services that support the SCM service components that correspond to the core areas of HR, payroll, and benefits. Version 1 will also provide sample technical standards. Version 2 will provide a completed structure for remaining non-core services. The standards contained in version 2 will focus on promoting interoperability of technical services.

Based on direction of the workgroup, a detailed approach and project plan is being created for the development of the Technical Model version 2. A detailed example of a component of the Technical Model will be developed to illustrate the approach. The workgroup will meet again on January 23 and 24.

A number of important updates have been made to the HR LOB website <http://www.opm.gov/egov>. The HR LOB Target Requirements for SSCs version 3, updated through multi-agency collaboration, will be posted to the website at <http://www.opm.gov/egov/documents/requirements/>. The Target Requirements document defines target requirements for both “core” and “non-core” services that may be offered by HR LOB SSCs.

The November 2007 edition of the HR LOB Communications Letter has been developed and posted to the website at http://www.opm.gov/egov/news_info/communications/index.asp. The purpose of the HR LOB Communications Letter is to provide stakeholders with monthly updates on the progress of the HR LOB initiative.

UPCOMING EVENTS

DATE	EVENT
January 8, 2008	Multi-Agency Executive Strategy Committee (MAESC) monthly meeting
January 16, 2008	Payroll Benchmarking kickoff meeting
January 23-24, 2008	Technical Model Workgroup meeting
January 30, 2008	Customer Council monthly meeting
February 5, 2008	Multi-Agency Executive Strategy Committee (MAESC) monthly meeting
February 27, 2008	Customer Council monthly meeting
March 4, 2008	Multi-Agency Executive Strategy Committee (MAESC) monthly meeting
March 26, 2008	Customer Council monthly meeting

LOB IN THE NEWS

Ahead of the Bell: E-Government

The government may adopt a technical standard that will make public records more accessible through search engines.

(<http://www.businessweek.com/ap/financialnews/D8TF779G0.htm>)

OMB Promotes Young to Deputy Administrator

The Office of Management and Budget (OMB) promoted Tim Young to deputy administrator in the Office of E-Government and Information Technology.

(<http://www.fcw.com/online/news/151055-1.html>)

ASCI: E-Gov Losing Ground with Citizens

The latest American Consumer Satisfaction Index, released by the University of Michigan, shows that citizens' enthusiasm for e-government is tempering a bit. But they are still more satisfied with e-government than with the Federal government overall.

(<http://www.fcw.com/online/news/151068-1.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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