OFFICE OF PERSONNEL MANAGEMENT

HR LINE OF BUSINESS

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SIGNIFICANT EVENTS

- Hosted Multi-Agency Executive Strategy Committee (MAESC) meetings on July 12 and September 14, 2011

- Hosted Shared Service Center Advisory Council (SSCAC) conference on August 23-24, 2011 and monthly teleconferences on July 19, August 16, and September 20, 2011

- Hosted Customer Council (CC) meetings on July 20 and September 21, 2011

- Hosted OPM Technology Integration Board (TIB) meetings on July 26 and September 27, 2011

LIZ MAUTNER—HR LOB HIGHLIGHTS

With the close of the government fiscal year on September 30th, I'd like to take this opportunity to highlight several of the HR LOB's FY 2011 accomplishments:

- **Provider Assessment** We completed assessments of all eight public sector HR and payroll providers and will be releasing final reports to MAESC members, Shared Service Center (SSC) customers, and the public in November 2011. The following providers were assessed during the program: the Bureau of Public Debt's Administrative Resource Center (ARC), the Department of Defense's Defense Civilian Personnel Advisory Service (DCPAS) and Defense Finance and Accounting Service (DFAS), the Department of the Treasury's HR Connect, the General Services Administration (GSA), the Department of Health and Human Services (HHS), the Department of the Interior's National Business Center (NBC), and the Department of Agriculture's National Finance Center (NFC).

Liz Mautner
Program Manager
HR Line of Business

- **Payroll Benchmarking** We completed the Payroll Benchmarking study of the four Federal payroll providers. The study documents the performance of Federal payroll providers and evaluates performance against comparable industry standards. A report outlining the results of the study will be available on the OPM website in November 2011. More information about Payroll Benchmarking is available at www.opm.gov/egov/documents/practices/index.asp.

- **SSC Selections** The Office of Management and Budget (OMB) and OPM approved six agency Exception Business Cases (EBCs) for the selection of and migration to HR SSCs for core HR services. More information about the selection process is available at www.opm.gov/egov/documents/MPG/selectionguidance.asp.

Liz Mautner—HR LOB Highlights

- **Migration Planning Guidance** The HR LOB provides managing partner oversight of agency migrations to SSCs to ensure that migrations are completed successfully and within planned cost and schedule. We are updating our Migration Planning Guidance to streamline the migration process for agencies that have been approved to migrate to an SSC. Currently, 99.2 percent of Federal agencies are serviced by a Federal payroll provider and 65.7 percent are serviced by or are in the process of migrating to a Federal HR SSC.

- **Governance** We hosted all of our planned meetings with HR LOB governance groups: the Multi-Agency Executive Strategy Committee (MAESC), the Customer Council (CC), and the Shared Service Center Advisory Council (SSCAC). We held 11 meetings with the MAESC, six with the CC, and 12 monthly conference calls with the SSCAC. In addition, we held three Joint CC-SSCAC meetings, three SSCAC conferences, and an all-day Joint CC-SSCAC Customer Forum. The Joint CC-SSCAC Customer Forum was successful in connecting agencies looking to migrate to SSCs or invest in new systems with SSCs to discuss service offerings, capabilities, and future plans. Governance meetings continue to play a key role in giving our stakeholders opportunities to exchange ideas and provide input on furthering the goal of achieving government-wide, modern, cost-effective, standardized, and interoperable HR solutions.

As we look ahead to FY 2012, we will continue to focus on engaging our stakeholders through our primary governance bodies and regular communication. We will increase our emphasis on enabling government-wide HR information technology (IT) transformation by conducting a current state data flow analysis, developing a government-wide HR Data Model, and establishing a Federal HRIT Requirements Board. Additionally, we will continue to oversee agency selections and migrations to SSCs and provide oversight of SSCs through our performance management and Provider Assessment initiatives.

The remainder of this issue of the HR LOB Communications Letter focuses on the status of our FY 2011 and FY 2012 workstreams. Please take the time to read about the progress we are making on the Modernization Roadmap, Provider Assessment Lessons Learned, SSC Selections, CBA / HRIT Inventory, and Data Flow Analysis. If you have any questions, please email me at HRLOB@opm.gov.

Workstream Updates

Modernization Roadmap

We revised the Modernization Roadmap by incorporating feedback from agencies and providers who submitted comments throughout March and April 2011 and during the Modernization Roadmap work session on April 12, 2011. The HR LOB gave agencies and providers a final opportunity to comment on the revised Roadmap and comments are currently under review. The Modernization Roadmap is a guide for achieving government-wide HR IT modernization in line with the vision of the HR LOB. It describes modernization at a conceptual level and offers broad steps for achieving the interoperability and integration of HR IT. The Roadmap will be published on the OPM website when complete.

Provider Assessment Lessons Learned

As noted in our HR LOB Highlights section, we have successfully completed the assessment portion of the Provider Assessment program and are in the process of finalizing reports to distribute to relevant stakeholders. During the next stage of the program, the HR LOB will be initiating a Lessons Learned phase with the purpose of reviewing and evaluating the provider assessment process and revising the process based on our findings. More information on the Provider Assessment is available at www.opm.gov/egov/documents/provider_assessment/index.asp.

WORKSTREAM UPDATES

SSC Selections

We continue to engage agencies in the SSC selection process. In order to migrate to an SSC, agencies must draft and submit an Exception Business Case (EBC), which evaluates SSC options and makes a case for an SSC selection that will best match the needs and budget of the submitting agency. In order to make the research and selection process more efficient for both agencies and SSCs, the HR LOB has begun to identify and gather information across SSCs that is commonly requested by agencies during their EBC development efforts. This information, which will be published on the OPM website, will allow agencies to contrast and compare SSCs across consistent metrics and will reduce the burden on SSCs to respond to similar requests for information from multiple agencies.

CBA / HRIT Inventory

The HR LOB is continuing its progress toward completion of the CBA / HRIT Inventory. The HR LOB released a data call template to 27 government agencies with the goal of collecting information on Federal HR systems. The resulting data will drive the update of the Cost Benefit Analysis (CBA), which quantifies cost savings and cost avoidance associated with the migration of agency HR systems to SSCs by analyzing agency HR system plans and costs. The previous FY 2009 CBA calculated government-wide cost savings and cost avoidance of more than $1.3 billion.

The purpose of the HRIT Inventory is to develop a comprehensive inventory of current agency HR systems. HR system data collected through this inventory will help the HR LOB to understand the scope and complexity of HR system integration and interoperability challenges.

The HR LOB is currently collecting agency responses to the data call templates and meeting with agencies to clarify their responses and request additional information. Through the end of September 2011, the HR LOB met with 24 of the 27 participating agencies and is now working to collect outstanding templates from the remaining agencies and develop the CBA and HRIT Inventory.

Data Flow Analysis

We are preparing to launch our OPM Data Flow Analysis project, which is one of the Fiscal Year 2012 work packages that we presented to the MAESC in May 2011. The project aims to identify redundant data and data feeds sent by SSCs and agencies to OPM. The HR LOB will be executing structured data gathering through interviews with SSCs and agencies and will be performing a formal analysis of the collected information to develop practical recommendations for optimizing the data and data feeds.

UPCOMING EVENTS

DATE	EVENT
November 1, 2011	Multi-Agency Executive Strategy Committee (MAESC) meeting
November 15, 2011	Shared Service Center Advisory Council (SSCAC) monthly conference call
November 16, 2011	Customer Council (CC) meeting
November 30, 2011	OPM Technology Integration Board (TIB) meeting
December 6, 2011	Multi-Agency Executive Strategy Committee (MAESC) meeting
December 13-14, 2011	Shared Service Center Advisory Council (SSCAC) conference

About The HR Line Of Business

The vision of the HR LOB is government-wide, 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 leverages 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

AREA	NAME	PHONE	EMAIL
MAESC Co-Chair	Matt Perry	202-606-1416	Matthew.Perry@opm.gov
Program Manager	Liz Mautner	202-606-1121	Elizabeth.Mautner@opm.gov
SSC Coordinator	Daniel McKay	202-606-1451	Daniel.McKay@opm.gov
Agency Coordinator	Anita Murray	202-606-4262	Anita.Murray@opm.gov
Administrative Issues	Linda Vera	202-606-4185	Linda.Vera@opm.gov

Human Resources Line of Business

Office of Personnel Management
1900 E Street NW
Washington, DC 20415

Phone: 202-606-1800
Fax: 202-606-0530
E-mail: hrlob@opm.gov

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FOR MORE INFORMATION
VISIT US ON THE WEB:

WWW.OPM.GOV/EGOV