

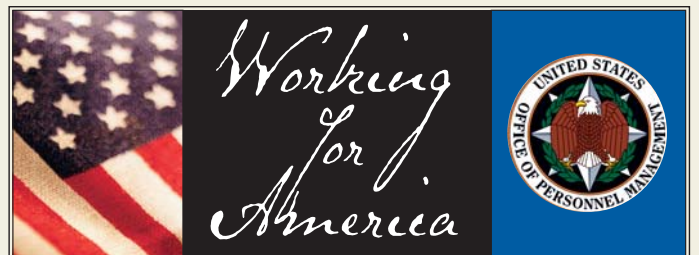


*UNITED STATES
OFFICE OF PERSONNEL MANAGEMENT*

**HUMAN RESOURCES
LINE OF BUSINESS**

**ENTRANCE ON DUTY
CONCEPT OF OPERATIONS**

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



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Introduction

HR Line of Business

The President's Management Agenda (PMA) requires Federal agencies to expand the use of electronic government (E-Gov) to improve the efficiency and effectiveness of the services provided to citizens. Under the PMA, several lines of business have been established to consolidate, improve and streamline business processes across the Executive Branch.

The Human Resources Line of Business (HR LOB) initiative was launched in 2004 to support the vision articulated in the President's Management Agenda. The HR LOB is expected to help the Federal Government realize the potential of electronic government by significantly enhancing human resources service delivery within the Executive Branch. The HR LOB Concept of Operations (CONOPS) proposes a near-term service delivery model, where HR services relating to human resources information systems (HRIS) and payroll operations, move from the agencies to HR shared service centers. Over time, as HR shared service centers evolve and expand their capabilities, more transactional and administrative activities may shift from the agency to the service center delivery model. This approach will allow agencies to increase their focus on core mission activities and the strategic management of human capital, while HR shared service centers deliver the HR services defined in the HR LOB CONOPS in an efficient and cost-effective manner with a focus on customer and service quality.

The HR LOB is developing an enterprise architecture in compliance with the Federal Enterprise Architecture (FEA) guidelines, that will form the basis for this delivery model. To date, the HR LOB and its member agencies have developed four of the five reference models that make up the FEA. One of the models, the Business Reference Model (BRM), describes a governmentwide view of the sub-functions, processes and activities that agencies perform to deliver HR services to employees of the Federal Government. "Entrance on Duty" (EOD) falls within the BRM sub-function "Staff Acquisition" and includes bringing on new hires and transferring Federal employees.

Six agencies established an EOD Executive Steering Committee to develop functional requirements for a standard governmentwide approach to Entrance on Duty. These agencies were: Department of Defense, Department of Education, Department of the Interior, Department of the Treasury, Department of Homeland Security and the Department of Health and Human Services. OMB guidance requires that in addition to having a CONOPS that describes the entire target architecture, lines of business should develop a CONOPS for each common solution. A need thus exists for a CONOPS for the EOD solution. The EOD CONOPS provides results of an EOD market analysis, describes the functional requirements for EOD, proposes a process and technology concepts model for delivering EOD services and recommends an overall strategy for acquiring and realizing the future solution.

The HR LOB is expected to help the Federal Government realize the potential of electronic government and significantly enhance human resources service delivery for civilian employees of the Executive Branch. The strategic objectives of the HR LOB are:

- improved management of human capital throughout the Federal Government
- increased operational efficiency

- lower costs
- enhanced customer service

The table below describes these four strategic objectives in detail:

Objectives	Goals
<p>Improved Management Improve the government wide strategic management of human capital</p>	<ul style="list-style-type: none"> ▪ Faster decision making ▪ More informed policy making ▪ More effective workforce management ▪ Improved resource alignment with agency missions
<p>Operational Efficiencies Achieve or increase operational efficiencies in the acquisition, development, implementation and operation of human resources management systems</p>	<ul style="list-style-type: none"> ▪ Improved servicing ratio/response times ▪ Reduced cycle times ▪ Improved automated reporting
<p>Cost Savings/Avoidance Achieve or increase cost savings/avoidance from HR solution activities</p>	<ul style="list-style-type: none"> ▪ Reduced duplicative software/hardware/operations/labor resources ▪ Increased competitive environment
<p>Improved Customer Service Improve customer services</p>	<ul style="list-style-type: none"> ▪ Increased accessibility to client and value ▪ Improved communication and responsiveness ▪ Enhanced quality ▪ Enhanced timeliness ▪ Enhanced accuracy ▪ Enhanced consistency

Table 1: HR LOB Strategic objectives

Federal Enterprise Architecture Reference Models

The HR service delivery approach proposed by the HR LOB is a new model for doing business in the Federal Government. The breadth of this initiative spans Human Resources for the entire Federal civilian workforce. A set of architectural blueprints is being constructed to provide a common picture and a common vocabulary for the business of HR in the Federal Government.

There are five models that comprise the HR LOB enterprise architecture (EA). OMB's Federal Enterprise Architecture (FEA) standards serve as a guide in their development. More information on these models can be found in the Consolidated Reference Model (<http://www.whitehouse.gov/omb/egove/a-2-EAModelsNEW2.html>):

- Business Reference Model
- Data Reference Model
- Performance Reference Model
- Service Component Reference Model
- Technical Reference Model

The HR LOB has published four of the five models in accordance with FEA guidance:

- Business Reference Model (BRM) version 2 – Completed in January 2006, The BRM is an end-to-end process view of human resources for the Executive Branch of the U.S. Federal Government. BRM version 1 was previously published in December, 2004. During the autumn of 2005, 47 HR subject matter experts representing 14 Federal agencies reviewed and refined the previous BRM and recommended a revised BRM consisting of 45 processes organized into 10 sub-functions. Each of these processes is further decomposed to the activity level definitions. (Report can be seen at <http://www.opm.gov/egov/documents/architecture/#brm>)
- Data Model version 1 – Completed in February 2006, the Data Model described two different views – a Conceptual Data Model (CDM) and the Logical Data Model (LDM). The CDM is a single integrated data structure that shows data objects along with high-level relationships among data objects. The LDM includes more detail for a subset of the CDM scope: The data to be shared across agencies and SSCs. It shows data entities, attributes and relationships between entities. (Report can be seen at <http://www.opm.gov/egov/documents/architecture/#drm>)
- Performance Model version 1 – Completed in June 2006, the Performance Model provides a framework for performance measurement that helps enable this philosophy of continuous improvement for the HR LOB. It identifies a common set of HR performance measures to be used throughout the Federal Government. This framework can be used to measure human capital strategic outcomes and agency mission results. Version 1 focuses on capabilities relating to the BRM sub-functions Compensation Management, Benefits Management and the BRM activities that result in a Personnel Action. (Report can be seen at <http://www.opm.gov/egov/documents/architecture/#pm>)
- Service Component Model version 1 – Completed in September of 2006, the Service Component Model describes the business capabilities that should be in place to operationalize BRM business processes. Version 1 focuses on capabilities relating to BRM sub-functions Compensation Management, Benefits Management and those BRM activities that result in a personnel action. Version 2, to be published at the end of June, 2007, will incorporate the remaining eight sub-functions and provides a complete view of HR LOB service components. (Report can be seen at <http://www.opm.gov/egov/documents/architecture#scm>)

Entrance on Duty

One of the HR LOB's goals is to "...identify and 'fill gaps' in the functionality of the identified Federal common HR solution(s) and the existing HR information systems."¹ Entrance on Duty (EOD) is an area where the collection and processing of new employee data can benefit from automation and enabling technology. EOD, in this report, specifically refers to the automated collection and distribution of initial employment and work information for Federal employees and contractors. It includes notifications to relevant Federal staff, the exchange of data between pre-employment certification providers, and communication around provisioning. It does not include the content and development of orientation or delivery of new employee orientation nor does it include socialization of the employee. In the Federal Government, agencies are typically collecting new or transferring employee information through activities that require the prospective employee to complete forms that require much of the same information repeatedly. Then the paper forms are reviewed and organized; some are manually input into a system, others are simply filed in a hard-copy folder for reference. The CONOPS describes a business capability that will leverage technology to bring efficiencies to this process; the implementation of such a capability will result in a return on investment that reflects both human capital and financial benefits.

EOD is part of the larger process of on-boarding. On-boarding can affect the organization's ability to bring a new employee up to an expected productivity level and retain employees. On-boarding includes the tasks involved in the EOD process -- data collection and provisioning materials for a new employee -- plus the socialization and training that occur to bring the employee up to full productivity. An improved EOD process will have a positive impact on the on-boarding process through the elimination of redundant data entry, reduced administrative burden, and an enhanced experience for the prospective employee. The EOD process described in this report begins with the employee's acceptance of the tentative offer and extends through the completion of data collection activities associated with the transfer of employee data including to primary data sources such as HRIS and eOPF.

From the cost savings perspective, Federal agencies have the opportunity to define a set of tasks that leverage existing capabilities, promote data exchange and information access, and reduce the time required for HR and other staff to collect and distribute the personal data and provision the appropriate resources. From the human capital perspective, evidence is growing that links the on-boarding process to retention. The initial on-boarding experience, including the EOD tasks, can affect an employee's decision to leave an organization in the first year. Federal agencies can design the tasks and leverage IT capabilities in a way that reduces the employee's time filling out forms and dealing with initial administrative tasks. The result is the employee can focus on becoming a productive member of the agency sooner.

EOD Best Practice Overview

EOD best practices focus on the necessary tasks, processes, and technology to ensure the new hire's integration into the organization. This overview is divided into two categories:

¹ HR LOB CONOPS

Process and Technology. Additional information is presented regarding organizational and cultural issues to consider when designing an overall on-boarding program.

The information supplied in this overview is a compilation of a HR literature review, Society for Human Resource Management (SHRM) reports and commercial case studies, The Aberdeen Group's "Onboarding Benchmark Report: Technology Drivers Help Improve the New Hire Experience", a market scan of existing commercial best practices, and information gathered from the RFI responses from commercial vendors.

A modern EOD process should be a formal process which tracks and coordinates the completion of vital tasks. It is recommended that the process be centralized and standardized for an entire organization. This centralization and standardization requires a functional review to resolve any differences between departments. Requirements such as office space and telecommunication needs of the workforce should be regularly reviewed and analyzed to ensure that needs can be met.

The EOD process should leverage technology. There are four primary areas where technology can be leveraged – collection and sharing of new hire data, communication, monitoring of the process, and employee provisioning. Data should be seamlessly and automatically shared between systems to provide a reduction of data entry and manual processing tasks. New hire access to systems for data entry should be designed to be user-friendly and intuitive. Data should not have to be entered more than once. A key consideration for data collection and data sharing efforts should be around the elimination of paperwork.

Communication should provide certain automated communication to the new hire and to personnel supporting the EOD process. The communication could be reminders to complete certain tasks or invitations to training or orientation. Once EOD tasks are completed, notifications should be sent to managers or HR as appropriate.

An EOD solution should allow managers and HR personnel to monitor the EOD process, preferably through a dashboard type view. Compliance with legal, regulatory, and policy requirements must be considered when designing what to monitor; the privacy and security of personal data must be carefully safeguarded. Issues around compliance could be tied to manager notifications or reminders. EOD tasks should be monitored for completion and the appropriate notifications should be sent when timelines are not met.

An effective employee provisioning process ensures that the new hire has the resources necessary for his or her position on the first day. These resources could include: workstation, desktop computer, ID badge, desk phone, cell phone, business cards, and office supplies. If specific resources are associated with a position, the resources requirement should be triggered by a position code. Hiring managers should have an opportunity to tailor resource requirements during the provisioning process, allowing the manager to request specific items for the new hire, such as high-cost items or unique job-related resource requirements.

While the scope of this report specifically addresses EOD, organizations should ensure that the overall on-boarding process is in alignment and reflects the organization's mission,

values, and strategic objectives. EOD can be seen as the next step in the socialization and integration of new employees. This socialization first begins in recruiting, but continues through the EOD process and into orientation. Some commercial organizations are beginning to extend on-boarding beyond orientation, extending it out to as much as one year. The reason for the extension of time and inclusion of training activities and social activities is to provide more opportunities to reinforce the company values, increase retention and to give the employee every opportunity to become a productive member of the organization as soon as possible.

Objective of the EOD Project

The objective of this effort was to develop a CONOPS for a common EOD solution. The CONOPS describes an EOD solution through the following perspectives:

- Business capability description – this description includes:
 - A detailed task level description and process map;
 - Functional requirements for a solution;
 - Overview of data required by the employee and the agency;
 - Identification of the service components based on the FEA definitions; and
 - Performance measures.
- Service Delivery Model describing access to services
- Acquisition Approach Strategy

Existing HR LOB documentation has been leveraged and expanded to include Entrance on Duty. The results are compliant with OMB's Federal Enterprise Architecture guidelines. More importantly, the EOD CONOPS describes a solution that moves toward realization of the HR LOB enterprise architecture.

This CONOPS constitutes the EOD Executive Steering Committee's (ESC) recommendation to the Multi-Agency Executive Strategy Committee (MAESC), and the HR LOB Director. Approval by these stakeholders establishes the EOD CONOPS as the guiding document for agencies, groups of agencies or private sector enterprises to provide an EOD business case and eventually governmentwide solutions.

Approach

Scope of EOD

Using the HR LOB BRM version 2, the EOD process scope is defined within the Staff Acquisition sub-function, process 3.6 - Hire New Employee. The activities within this process from 3.6.3 to 3.6.7 are the scope for the EOD CONOPS. In the HR LOB BRM, the Staff Acquisition sub-function includes other planning and recruiting activities; however, this project's scope specifically deals with the activities that take a selected candidate from the time he accepts an offer through pre-certification to the day he reports for duty and the EOD data is transferred to the permanent system of record. The table below illustrates the scope using the BRM – from activities 3.6.3 through 3.6.7. The dark grey text in Table 2 indicates that this part of the activity is out of scope for the EOD CONOPS. This activity level was further deconstructed to the task level.

Process	3.6 Hire Employee	
ID	Activity Name	Activity Definition
3.6.3	Respond to Job Offer Role: HR Organization Prospective Employee	<u>Inputs:</u> Job Offers Extended to Selectees with Terms of Employment. Accept, decline and/or negotiate the terms of employment. HR receives and records the selectee's response to the offer of employment. <u>Outputs:</u> Selectee Decision to Accept (or Decline) Employment Based Upon Job Offer Terms
3.6.4	Initiate Pre-employment Processes Role: HR Organization Employee	<u>Inputs:</u> Governmentwide Laws, Rules and Regulations, Internal Guidelines, Selectee Decisions to Accept Employment Based Upon Job Offer Terms Build the prospective employee record or, if the prospective employee is already an employee or former employee of the Federal Government, obtain the employee's information from the previous agency or record center. Initiate administrative activities as required of the job (e.g. security clearance, suitability determination, drug testing, medical screening, polygraph, relocation paperwork). <u>Outputs:</u> Pre-employment Data for Review/Analysis (e.g., security process, suitability determination)
3.6.5	Certify Compliance with Pre-Employment Requirements Role: HR Organization	<u>Inputs:</u> Results of Pre-employment Data Review/Analysis Certify that prescribed pre-employment activities are complete and employment contingencies are satisfied. <u>Outputs:</u> Authorization to Hire
3.6.6	Bring Selectee On Board Role: Management HR Organization Employee	<u>Inputs:</u> Authorization to Hire, Employee Data Negotiate the Entrance on Duty date and provide notification to begin processes (e.g., orientation, work location and workstation, granting of security access). Conduct in-processing and enter employee information into automated systems. <u>Outputs:</u> Selectee Hired, Data Collection Complete
3.6.7	Close Out Case File Role: HR Organization	<u>Inputs:</u> Vacancy Case File Close the vacancy case file and audit as required. Notify remaining candidates they were not selected and flag them as non-selected in the applicant database for future reference and reporting, as applicable. <u>Outputs:</u> Notifications, Employee Files, Closed Vacancy Case File

Table 2: Entrance on Duty Scope

EOD Description Development

The EOD CONOPS utilizes the FEA guidelines to describe a business capability in common terms that can be used across the Federal Government. The use of the FEA

guidelines provides a framework for information regarding business capabilities in a format that promotes reuse and therefore maximizes investments. This architecture provides a common language for the government to use when describing a common process and how technology will enable a business capability. The common description enables agencies to look across the government to discover and leverage capabilities.

This CONOPS illustrates how the FEA models can be used to develop a common approach and description for a specific business service. This CONOPS builds on the work of the HR LOB over the past two-and-a-half years, including agreement on the HR LOB strategic objectives and HR processes. The EOD CONOPS leveraged the existing HR LOB enterprise architecture models as the agreed upon baseline for a starting point.

As an extension of the HR LOB interpretation of the FEA, the EOD project leveraged the approaches used by the enterprise architecture models that have been completed. These models include the Business Reference Model, the Service Component Model, the Data Model, and the Performance Model for HR Services. Additionally, the HR LOB Target Requirements for Shared Service Centers were utilized to develop requirements for this business capability. These reports are available for review at <http://www.opm.gov/egov>.

EOD CONOPS Development

Each of the work products used by the CONOPS was developed in working sessions by the EOD Workgroup (WG). Once consensus was reached by the EOD WG, the work products were presented to the ESC. The ESC then commented on and approved those work products. The work products are available in the appendices of this report.

The EOD Work Group was comprised of:

1. HR LOB Program Management Office (PMO): The HR LOB PMO Director served as the chairperson;
2. ESC Agency Representatives: Each ESC agency provided representatives necessary to effectively conduct the work of the EOD WG;
3. Non-ESC Agency Representatives: Other interested agencies supported the work of the EOD WG by providing representatives who assisted with the accomplishment of the work products.

Overall, a total of 38 participants representing 10 agencies attended the work sessions.

The EOD Executive Steering Committee was comprised of:

1. HR LOB PMO: The HR LOB PMO Director served as the chairperson;
2. ESC Agencies: At least one representative from each funding partner agency. Partner agencies ensured their representatives had sufficient latitude to provide the necessary support, including attending group meetings, coordinating agency input, and responding to action items.

ESC members provided resources and worked with the other project members to provide assistance, oversight, and guidance in development of the CONOPS. In particular, the ESC:

1. Identified resources to support the project;
2. Reviewed and approved the EOD WG recommendations; and

3. Approved and submitted final CONOPS to the MAESC.

For each Reference Model extension, the EOD WG and policy representatives worked together to produce information that was based on best practice and practical knowledge of the EOD process. Developed in conjunction with 10 agencies represented by 38 subject matter experts, the EOD CONOPS provided an opportunity for the agencies to voice their priorities and concerns regarding the solution description. Once consensus was reached in the EOD WG, the products were reviewed and approved by the consortium of agencies guiding this project – the EOD ESC. From these extensions, and based on guidance from the ESC, the CONOPS was developed and presented for review and approval by the HR LOB’s executive level governing body, the MAESC.

Additional information was gathered through a Request for Information (RFI). The purpose of this RFI was to collect information regarding EOD solutions or services that are being implemented by commercial companies. The RFI stated that:

Federal agencies have a potential requirement for an Entrance on Duty (EOD) solution that can automate labor-intensive, manual processes, seamlessly integrate with other government-wide services, and provide sufficient functionality and flexibility to meet the needs of all government agencies. Systems based on commercial or government off-the-shelf software will be considered.

OPM is engaged in preliminary market research and is currently consolidating and/or refining requirements from several federal agencies for an EOD solution. Accordingly, the purpose of this RFI is to solicit information from vendors regarding commercially available products and services which are capable of meeting Federal EOD needs.

Capability Statements must demonstrate ability to provide solutions with respect to the following six major BRM activities associated with Entrance on Duty:

1. Extending the job offer
2. Responding to a job offer
3. Initiating pre-employment processes
4. Certifying compliance with pre-employment requirements
5. Bringing the selectee on board
6. Closing out the case file

Eighteen commercial EOD solution providers responded to the RFI. The responses were used to understand current best practices and served as a reference for the EOD project team when developing the requirements. The RFI was issued under Fed Biz Ops RFI # OPM049-06-0053-RFI-RSS.

Initiatives and Programs Impacting the EOD Process

In developing the description of the EOD process, it became clear that there were existing governmentwide initiatives and programs that impact the EOD process. These initiatives and programs include: Personal Identification Verification (PIV), Investigative Services,

Unique ID Number, Enterprise Human Resources Integration (EHRI) and Electronic Official Personnel Folders (eOPF). Each of these initiatives and programs needs to be considered in the EOD process. The HR LOB EOD project team interviewed representatives from each of these initiatives and programs and identified common areas of interests where potential process improvements would maximize the electronic exchange of data and simplify the data entry burden on the prospective employee and government staff involved in the on-boarding process. The results of these discussions can be found in Appendix B and implications for the EOD business capability are noted throughout this report.

CONOPS

Business Capability Description

The Business Capability Description represents consensus on a common EOD solution by providing the basis for detailed solution design, identifying standard performance measures, providing a standardized governmentwide process perspective, and describing the solution in terms of FEA guidance.

Process Description

The HR LOB Business Reference Model (BRM) was the starting point for developing the detailed EOD process description. From the BRM activities 3.6.3 through 3.6.7, specific tasks were identified and organized to include both human and system roles. For example, where an HR staff member enters or approves information in a specific task, a parallel task shows the appropriate system capturing that information or approval. The detailed process results including descriptions of tasks and people and system roles can be found in Appendix C.

Three themes emerged from the work sessions as task descriptions were developed:

1. Data access has specific rules – there is a clear delineation between a prospective employee and a Federal employee’s access rights to enter and review personal data. Security requirements for each user are specific and need to be considered in the solution.
2. HR is the control point – managers have hiring authority, but HR needs to be involved to manage and ensure the prospective employee meets conditions of an offer.
3. Governmentwide initiatives and programs impact the EOD process – there are governmentwide initiatives and program requirements which need to be considered during the EOD process. They include personal identity verification required by the HSPD-12 regulation, the security clearance requirements fulfilled through Investigative Services, the creation of unique ID numbers, and the data exchange and requirements for EHRI and the eOPF programs.

Requirements Definition

The EOD WG developed functional requirements by reviewing three areas:

1. Task descriptions – tasks were grouped into categories. The tasks involved in the EOD project are repetitive; therefore it was useful to categorize the tasks and

develop requirements for each category. For example, tasks that required entering data were grouped together and the requirements were developed for those tasks in a group.

2. HR LOB Target Requirements for Shared Service Centers – Staff Acquisition and Personnel Action Processing requirements were reviewed and discussed. While the Target Requirements are stable, the review was focused on how or if the requirements could be more specific for the EOD process.
3. Previous EOD system projects – During the review of past EOD efforts, several requirement lists were leveraged. These requirements were reviewed, updated and added as appropriate.

Once these requirements were compiled, the HR LOB Information Security Work Group (ISWG) and representatives from OPM's Strategic Human Resources Policy (SHRP) division reviewed the requirements. The ISWG added a few requirements that addressed security and SHRP comments were noted. See Appendix D for the requirements.

The EOD requirements differ from the HR LOB Target Requirements for Shared Service Centers, as the EOD requirements were developed from an end-to-end process view and did not specify roles (i.e. SSC, agency). The roles and the priority of the requirements will be defined by future EOD solution implementation teams. An implementation team is an agency or group of agencies and their EOD solution provider. It is expected that the agency or group of agencies acquiring an EOD solution would further decompose their agencies' specific requirements and business rules, as needed.

Data Definition

In order to enable data standardization across Entrance on Duty processes, four resources were used to identify a common EOD data definition:

1. Task descriptions – Tasks were grouped into two “timing of data capture” categories: pre-employment activities and in-processing. The task descriptions were also used to define data flow from system to system.
2. EODS work products – In fiscal year 2005, there was an Entrance on Duty System (EODS) workgroup that assembled detailed requirements for an EOD system. This workgroup created documents that listed EOD forms and began work on an EHRI Interface Control Document. These work products were leveraged and expanded upon for this CONOPS.
3. EHRI/eOPF input – Resources from EHRI and eOPF provided additional input into identifying data elements that would be captured and stored in EHRI and eOPF.
4. Data standards – The EOD data definition adheres to the guidelines set forth by EHRI and the HR LOB Data Model. The definition does not specify how the data will be physically implemented in a database. Instead, the CONOPS defines data needed to execute EOD business processes and provides structure, content and the purpose of EOD data.

The results of collecting data inputs from the four resources are outlined in a data summary report that contains three sections:

1. List of EOD forms – Governmentwide EOD forms are identified and grouped by category: “pre-employment activities” or “in-processing”. The form number, name and eOPF conversion rule are identified in the report.
2. Data elements found in eOPF – EOD data elements that are captured and transferred into the eOPF are listed according to the EHRI reference number, attribute name, and attribute description. Furthermore, each data element is cross-referenced with the EOD form.
3. Data flow descriptions – For each task description, data inputs and outputs are identified along with descriptions that identify the systems importing or exporting the data.

It is intended that the data definition will provide a framework for implementation teams to utilize during implementation. For example, agency-specific EOD forms are not identified in the report; however, the structure of the analysis report will provide guidance for implementing agency-specific data elements. Detailed data results are provided in Appendix E.

Performance Indicators

The Performance measurement indicators were developed with the same approach used to develop HR LOB Performance Model version 1. An analysis of the activities was performed by the EOD WG to identify relevant performance measures. These measures were then filtered to ensure alignment with the HR LOB strategic objectives. The result was a list of 11 potential measurement indicators. These indicators will be used to identify areas of the EOD process where performance improvements could be made.

BRM Process Linkage	Name	Definition	Purpose
	CYCLE TIME	This group of first five measures defines the time it takes between specific points within the process. These measures may indicate an opportunity for process improvement through analysis over time or comparison to other EOD process' cycle time results	
3.6.3	Time from recruiting to EODS	From the date of the tentative offer and acceptance to the date the record is built in EODS	May indicate opportunity for process improvement
3.6.4	Time to access EODS	From the time the record is built in EODS until the time the prospective employee has access to log on	May indicate opportunity for process improvement
3.6.5	Time to complete condition	The number of days from login notification to the date all conditions are met(note: it would be helpful to categorize by condition as well)	May indicate opportunity for process improvement. Indicates provider service level
3.6.6	Time from completing conditions to EOD date	The number of days from all conditions being satisfied until the Report for Duty date	May indicate opportunity for process improvement. Input for other governmentwide reporting
3.6.6	Time from acceptance to Report for Duty	The number of days from acceptance of formal offer by prospective employee to Report of Duty date	May indicate opportunity for process improvement. Input for other governmentwide reporting
3.6.4	Pre employment condition selection quality	The percent of pre employment conditions selected correctly the first time for each prospective employee processed	Could indicate that the system is applying rules incorrectly, i.e. business rules are built and processed correctly
3.6.5	Number of declinations	The number of prospective employees who accepted tentative offer and then declined during the pre-employment activities	Indicates one point at which qualified candidates drop out of process
3.6.5	Number of pre-employment failures	The number of prospective employees who fail to meet condition	Indicate point at which prospective employees drop out of process. May indicate opportunity for process improvement
3.6.6	Employee report rate	Percentage of prospective employees who actually report on Report for Duty date	Indicate point at which candidates drop out of process. May indicate opportunity for process improvement
3.6.7	Percent of notifications sent to Recruiting	Percent of notifications sent to recruiting that EOD is complete for the employee	Indicates success rate of selections
3.6.3 -3.6.6	Employee Survey Results	Percentage of employees that indicated a positive experience on the survey	Qualitative data that should answer the question: Did the employee have a positive experience?

Table 3: Performance Indicators

It is not expected that an agency or solution provider would attempt to use all of the indicators; rather, a small number of indicators would be selected for process improvement and business case validation purposes. Detailed performance indicator results are found in Appendix F.

Service Component Identification

A Service Component is a self-contained business capability that has the following attributes:

- It has the potential for re-use among different functions and processes.
- It can be shared across different organizations.
- New capabilities can be added with minimum ripple effects.
- It is provider-independent (i.e., the same service provided by a different provider can easily be replaced).
- It is product-independent (i.e., as long as the same business capability is provided, it does not matter what the product or underlying technology is).
- A customer would attach value to it and would be willing to purchase it; a provider would therefore consider offering it.

Service components are the business capabilities that must be in place to accomplish a business process. The EOD Work Group scrutinized the EOD Process Description to identify service components supporting the EOD process. Nine service components were identified:

Service Component	Defines the set of capabilities that
Manager Self Service	Allows managers to be self-sufficient in updating, retrieving and analyzing basic employee and organization data
Employee Self Service	Allows employees to be self-sufficient in updating and retrieving their data
Personnel Action Processing	Initiates, validates, approves, updates and documents personnel action and data
Data Exchange	Supports the interchange of information between multiple systems or applications; includes verification that transmitted data was received unaltered
Customer Support	Provides a wide range of support to various populations (e.g., resolving technical problems, responding to process and policy questions)
Reporting	Retrieves, manipulates, and presents information as needed
Knowledge Management	Organizes and manages information regarding policy and process for subsequent retrieval through knowledge sharing, collaboration and business reporting
Content Management	Supports the evolutionary life cycle of digital information through a set of processes and technologies. This digital information is often referred to as content or, to be precise, digital content. Digital content may take the form of text, such as documents, multimedia files, such as audio or video files, or any other file type which follows a content lifecycle that requires management
Records Management	Provides the capability to store, protect, archive, classify, retrieve and retire documents and information

Table 4: Service Component Definitions

Service Delivery Model

The identified service components were used to define a Service Delivery Model for EOD. The Service Delivery Model utilizes a four-tiered framework to identify common access channels for users:

- Tier 0:** The direct access tier enables the user to perform an action related to the task or activity without any direct involvement or guidance from another person. This environment provides the capability for managers and employees to receive accurate, consistent information and enter data and supports the processes that involve the distribution of content from a virtual integrated repository to the various users that access the integrated environment.
- Tier 1:** The general assistance/call center tier supports the processes that involve the management of content stored in the various repositories. HR generalists usually provide support to employees and managers, utilizing scripts and knowledge base. HR generalists can escalate questions and issues as necessary.
- Tier 2:** The subject matter expert tier interprets policy to respond to escalated issues and questions and populate a knowledge base repository. HR Staff with specific subject matter expertise can escalate for policy guidance or complex issue resolution. The subject matter expert usually has a specialized experience or knowledge in a specific topic that the service component is related to (e.g., benefits processing) and is typically empowered to make routine or low-risk decisions. The subject matter expert interprets policy and handles complex issues and questions.
- Tier 3:** The decision maker tier responds to complex issues, questions and critical incidents. The decision maker interprets policy and has decision-making authority around complex issues, questions and critical incidents. A Tier 2 subject matter expert may escalate a question or issue to the decision maker.



Figure 1: Tiered Service Delivery Model

As the Service Delivery Model indicates, most of the service components are delivered via Tier 0. The placement of a service component indicates the level of access for initial contact by most users. However, if a user has an issue which requires assistance, the user may move up through the tiers until the issue is resolved at the appropriate level of expertise. Some users may access the service at a higher level than most. For instance, Reporting and Records Management span all of the Tiers. In this case, the level at which the services are accessed is highly dependent on the user and the use of that capability. For example, an HR generalist may request a report that is defined and started by that generalist – accessing that capability at Tier 0. A high level manager may need a very specific, unique report that requires a specialist to generate – accessing the capability through a HR specialist at Tier 2 or 3.

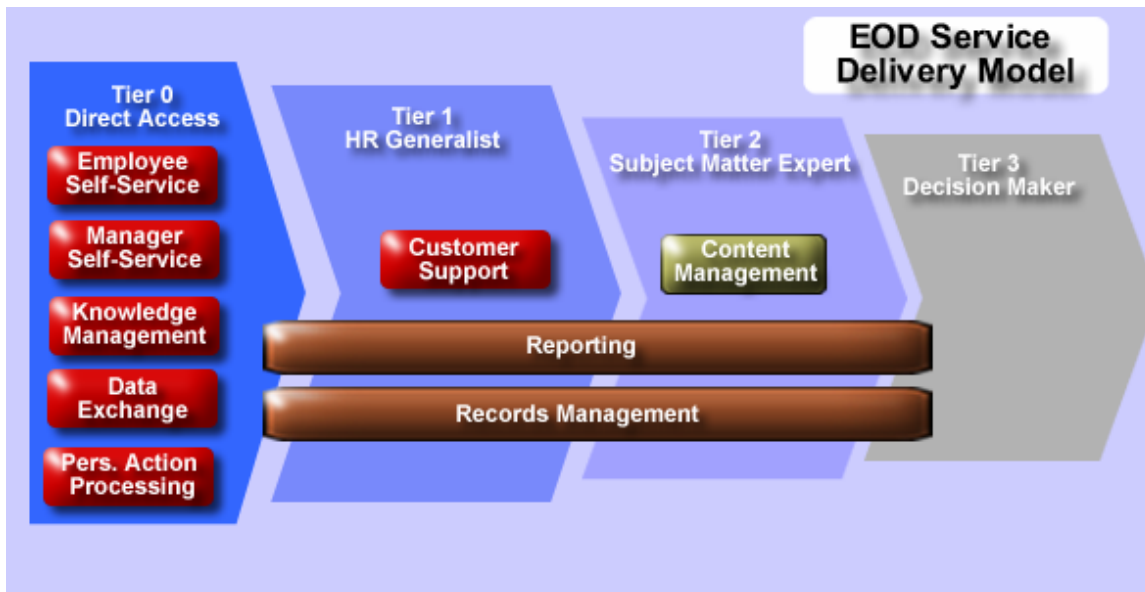


Figure 2: Entrance on Duty Service Delivery Model

Acquisition Approach Strategy

The Acquisition Approach Strategy includes the analysis and recommendations on the number of EOD solutions that should be offered, the EOD Delivery Model, and considerations for the delivery model.

Number of Solutions

In determining the recommended number of solutions that should be offered, the HR LOB Strategic objectives were reviewed and used as a basis for the recommendation. As mentioned in the introduction, the strategic objectives are:

- improved management of human capital throughout the Federal Government
- increased operational efficiency
- lower costs
- better customer service

In order to specify the number of solutions that should be offered, we used the following categories:

- One solution – one governmentwide solution.
- Limited number of solutions – a limited number of solutions should be offered. The HR LOB MAESC recommended that SSCs offer the EOD solution outlined in this CONOPS. This recommendation will be reflected through the addition of a core requirement to the HR LOB Target Requirements for Shared Service Centers v2.0. The requirement will be designated as a Critical Level Priority.
- Unlimited number of solutions – each agency retains this capability.

At the solutions level, a limited number of solutions were recommended by the ESC. This recommendation reflects the ESC's high priority on customer service, and its concern regarding a single EOD solution for all agencies. The concern reflected the cost to manage and the effectiveness of scale of a single solution across the government. If agencies use customer service as criteria for selection among EOD providers, competition among providers should also increase the quality of service. The ESC supports offering a limited number of solutions to ensure that agencies will have choice among solutions in order to find one that fits best with their mission and culture.

Additionally, the ESC recommended the number of solutions for the capabilities defined by the service components. The majority of the service components would be best aligned to the strategic objectives if a limited number were offered across the HR community. Two components -- data exchange and records management -- should follow one standard, regardless of how many solutions are offered. Content Management capabilities include providing agency-specific information, notably, agency-specific policies and policy interpretation. This capability should remain with the agencies – closest to the source of this information.

Limited Number	Unlimited Number
<ul style="list-style-type: none"> • Employee Self-Service • Manager Self-Service • Knowledge Management • Personnel Action Processing • Reporting • Customer Service • Data Exchange* • Records Management* 	<ul style="list-style-type: none"> • Content Management

Table 5: Number of Component Capabilities

* Regardless of the number of components developed, one governmentwide standard should be followed.

EOD Delivery Models

If a decision is made to maintain the status quo and not move toward this service component-based environment, agencies can use the business capability descriptions contained in the report to acquire and implement an EOD application, either independently or in collaboration with other agencies. In this scenario, the capabilities in one application would not be leveraged or reused for other applications – either in an intra-agency or extra-agency manner. This approach may or may not achieve efficient and automated exchange with other services and governmentwide programs (see figure below).

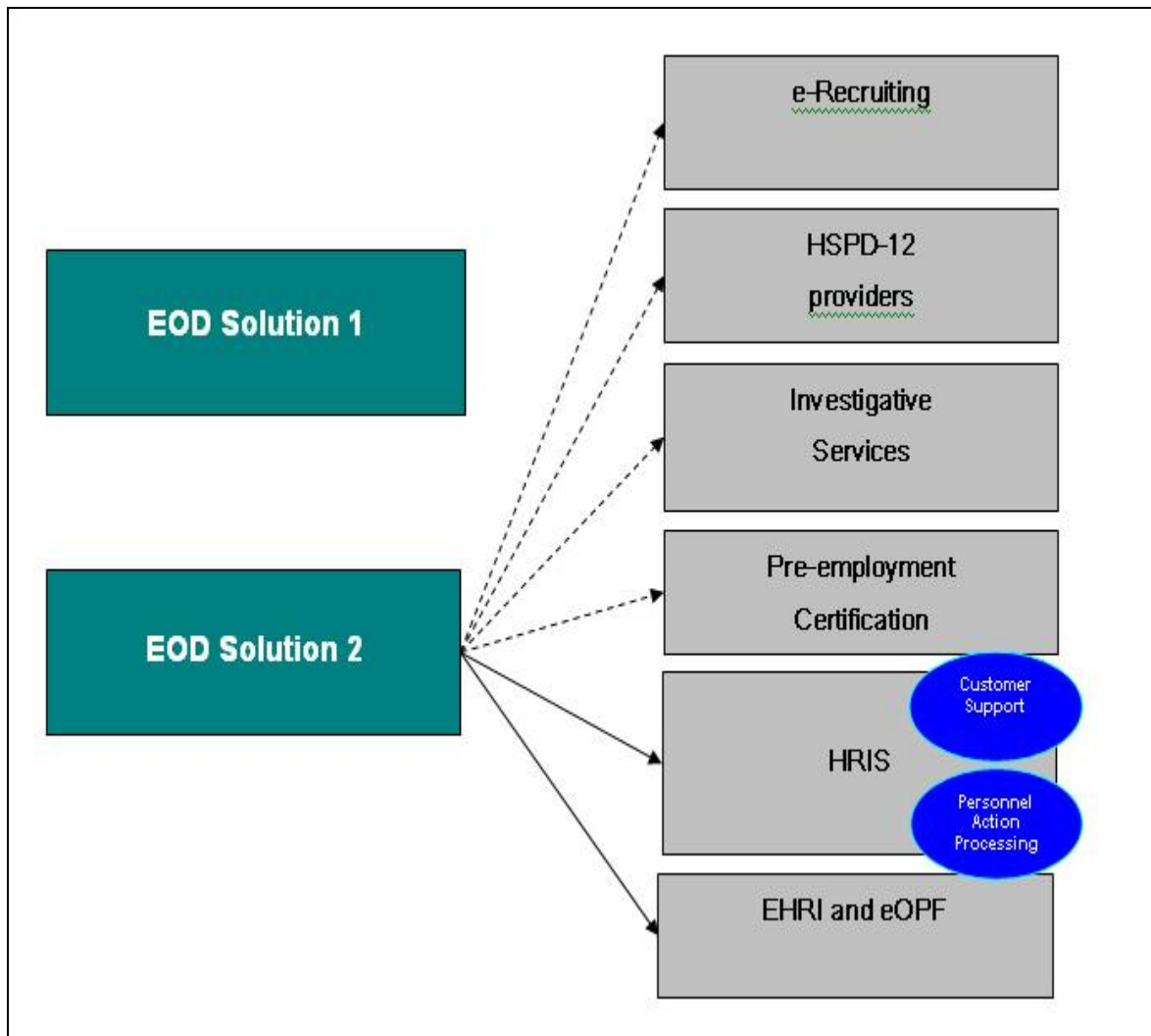


Figure 3: Status Quo Delivery Model

For example, in the figure above, EOD Solution 1 is a standalone module which is not connected to any governmentwide programs or existing capabilities. EOD Solution 2 leverages some of the Personnel Action Processing and Customer Support functionality provided by a shared service center's HRIS. Also in EOD Solution 2, connections may exist with other governmentwide programs relevant to EOD which provide a channel for data exchange.

If both solutions build interfaces to the governmentwide solutions, the result will be a tangle of interface development, complex implementation issues, and excessive maintenance costs. The result would have very limited, if any, reuse potential.

EOD Target Delivery Model

This model provides a point in the future toward which to aim and align development. While it is significant that the business capabilities described in this report represent the consensus of a group of agencies on an EOD solution, the recommendations outline these

capabilities in a target model based on the Service Oriented Architecture framework described in the Federal Enterprise Architecture guidance.

Based on a component view of an EOD solution, the recommended target solution model is seen in the EOD Target Delivery Model figure below. This model is the target for the future; each implementation team must define and invest in this model as appropriate for its mission, business requirements, and technical capabilities.

In this model, the service components identified across the top of the figure are necessary to fulfill the EOD service. These components may actually reside in an HRIS, EHRI, or other applications, but the capability is being reused for this service.

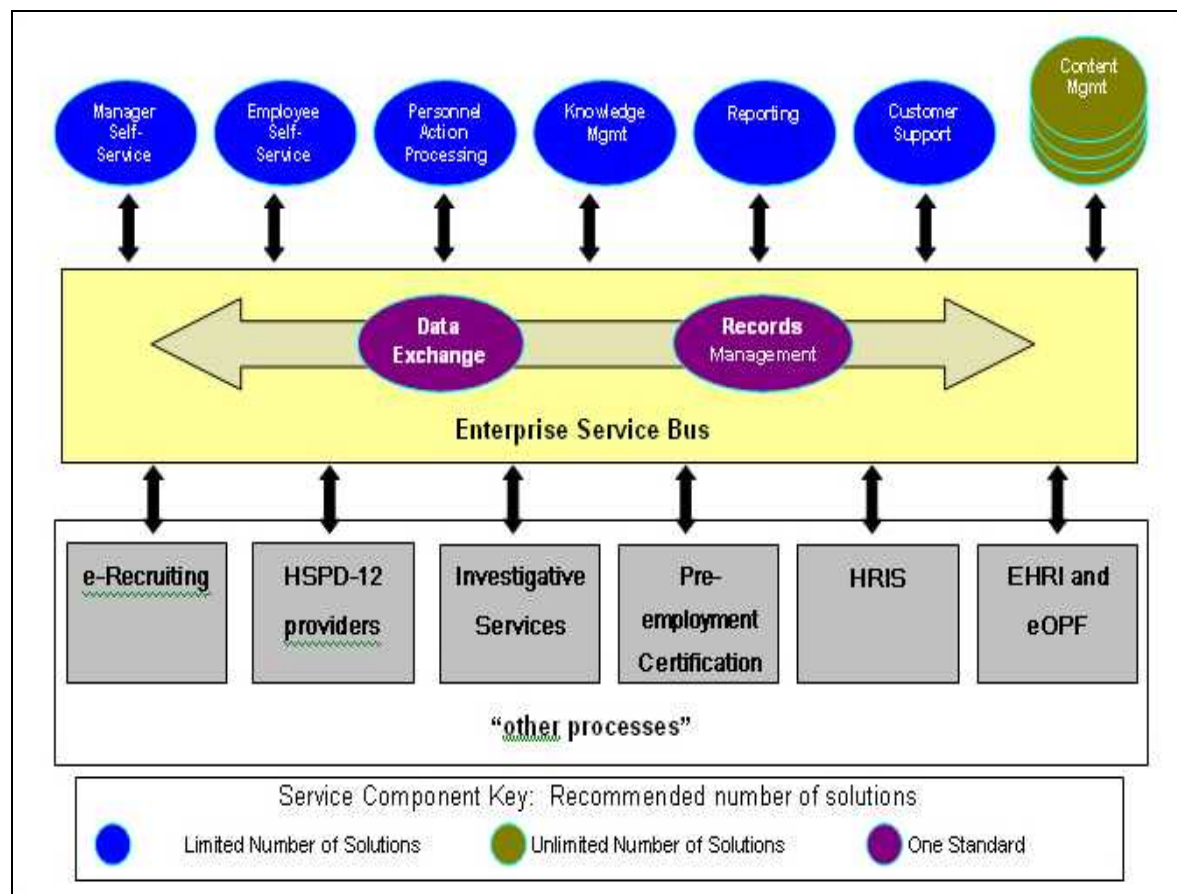


Figure 4: EOD Target Delivery Model

This model uses the concept of the Enterprise Service Bus (ESB) to provide the connectivity layer between services. The ESB invokes a service request to the component that can provide the requested service and broker relevant data among service components. The ESB provides the process engine that choreographs the flow of activities between services. For the purposes of our model, the ESB also includes a workflow capability. An ESB:

- Supports configuration of links that bridge capabilities
- Mediates the operations of the information flow between requestors and providers
- Does not include the logic of the services or applications
- Uses a policy which expresses anything a component/service offers

- Matches endpoints between requestor and providers

In this scenario, an agency or group of agencies would scan their environment to determine what service components or business capabilities could be leveraged to fulfill the EOD requirements and what new components would be required. Acquisition would be focused on filling in the component gaps and enabling communication between the components and other processes and acquiring in the missing components.

EOD Near-Term Delivery Model

The target solution described above represents a future end state, toward which agencies and providers will be encouraged to move. ESC members recognized the need for new approaches to the acquisition of technology – in this case, a “service component-based environment” and confirmed that as an ideal target. Since agencies and private sector vendors may be at various stages of implementing technology with this approach, nothing in this document should be construed to rule out agencies and vendors that have not established service component-based environments. Agencies may choose to take a partial step toward that end state by implementing a blended approach in which some service components remain embedded in an EOD application but the application is enabled to other applications, components, and processes via an ESB. The benefit of this blended approach is that while the EOD solution may be a self-contained application, implementation of an ESB is a significant step toward realizing the benefits of a Service Oriented Architecture.

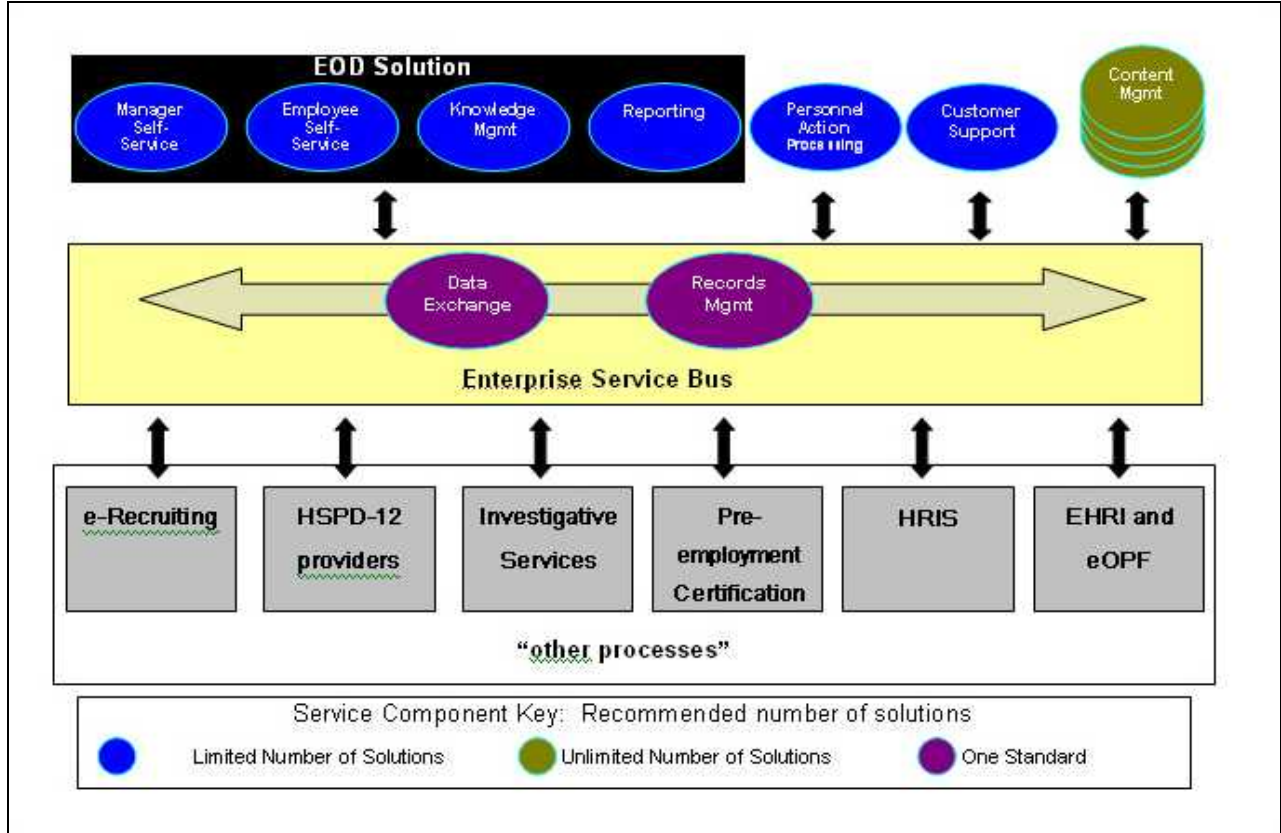


Figure 5: Near-Term Delivery Model for EOD

The acquisition focus for this type of model involves enabling communication between leveraged service components, other processes, and the EOD application.

The benefits of both the Target and the Near-Term Solution Models are comparable to the benefits that can be expected from Service Oriented Architecture in general:

- Reduced Cost – economies of scale are achieved through shared component use – elimination of redundancy, greater information sharing, data interoperability.
- Continuous Business Process Improvement – capabilities can be continually refreshed – new value from existing systems.
- Flexibility to Respond to Changing Legislation/Policy – components can be adapted or replaced with reduced ripple effects – flexible business model.
- Compliance – adheres to OMB’s Federal Enterprise Architecture guidelines – designed with the FEA Reference Architecture in mind.

The risks are comparable as well:

- Model is unfamiliar – while commercial companies are implementing and have seen benefits from this approach, there are very few examples of this type of model being implemented in the government space.
- Expertise is scarce – being a new approach, the skills and knowledge to implement a solution that is aligned to these models is not common.

- Initial investment larger due to ESB implementation – the ESB implementation may add cost to an EOD solution.
- Initial increased cost for the “other processes” as connections to the ESB are built.

While the risks are not to be overlooked, the benefits of moving toward a Service Oriented Architecture will accrue and, over time, begin accruing exponentially as more and more reusable assets are in place.

Recommendations

A basic premise that underlies the HR LOB is that investments that are made over time will support HR LOB strategic objectives and also be consistent with the ideals and assumptions implicit in the architectures the HR LOB has built over the past two and a half years. One of those ideals is that the Federal Government is moving towards a service component-based environment. In this environment, the technology that enables business processes is comprised of a collection of reusable, interoperable pieces. Moving toward a service component-based environment implies that the Federal Government is moving away from an application-based environment where traditional business information systems are linked to other business information systems through data interfaces.

This CONOPS moves the Federal Government towards a different means of acquisition. In a service component-based environment, information systems are not acquired and interfaced to other information systems. Rather, reusable components are assembled into a collection of capabilities that meets solution requirements:

- Already existing reusable components may be leveraged to support these new, additional requirements.
- New components may be developed to support these new requirements, with future reusability in mind.
- Functionality may be stripped from existing information systems and adapted to this reusable, interoperable environment.

In a service component-based environment, components are assembled into a solution that meets requirements. Early investments cost more, because there are fewer existing components to leverage. Over time, the return on investment is realized from reuse of the components; future solutions should cost less as fewer new components are required to support new solutions.

Embracing this future direction for the HR LOB, and concurring that the government is moving towards a service component-based environment poses tremendous implications for the EOD acquisition approach. Acquisition does not mean that an agency or group of agencies are evaluating the viability of the EOD applications and information systems available on the market today. Rather, it means an agency or group of agencies should think about how to "componentize" EOD into a set of components, acquire these components and assemble them into a service component-based EOD solution – filling in the missing components. As agencies move toward the recommended target model for EOD, they will evaluate existing capabilities that can be reused and can, thus, focus on filling in capability gaps; rather than a packaged solution with minimal potential to leverage the capabilities.

Specific recommendations for EOD Solution include:

1. A solution described in the EOD CONOPS should be met by any EOD solution under consideration.
2. A limited number of solutions should be offered:
 - a. Data Exchange and Records Management capabilities need to follow a governmentwide standard
 - b. Content management capabilities should remain at the agency
3. When evaluating EOD solutions, SSC offerings should be considered. When SSC offerings do not meet the needs of the agency, commercial vendors and existing Federal EOD solutions that meet the capabilities outlined in the EOD CONOPS should be considered.
4. An optimal solution is delivered in a manner consistent with the HR LOB Strategic objectives with a focus on:
 - a. Leveraging existing capabilities
 - b. Interoperability
 - c. Data exchange capabilities
 - d. Scalability
 - e. Alignment with FEA guidance
5. Consideration of the target delivery model should be included in acquisition efforts by an agency or groups of agencies evaluating EOD solutions.

Next Steps

The publication of this CONOPS results in a source of information that can be used to acquire an EOD solution. It is the recommendation of the HR community that agencies review their options to acquire a solution in a manner that is consistent with the principles of leveraging existing capabilities, promoting interoperability between existing and future systems, and maximizing the automation and exchange of data. The following steps should be explored by agencies developing an EOD solution:

1. Develop business rules and agency-specific requirements. Focus on the functionality and service levels. Be specific about the needs of the agency – using the CONOPS as a starting point, agency-specific requirements and objectives should be outlined in a business case.
2. Evaluate how well the HR LOB Shared Service Centers (SSCs) can meet the requirements and fulfill the objectives. SSCs have existing capabilities, such as existing data exchange with HR and payroll systems that can be leveraged for this process. Factors to consider could include levels of service and specific responsibilities of the agency and the SSC.
3. If the SSCs do not meet the agency EOD requirements, agencies should evaluate how well implemented, automated, Federal solutions meet the requirements and fulfill the objectives. During the development of the CONOPS, several agencies demonstrated their EOD process for the ESC. While the solutions were in various stages of implementation, it may be possible to replicate or share those solutions at other agencies.
4. During the development of the EOD CONOPS, several governmentwide programs, such as Investigative Services, EHRI, and Personal Identification Verification providers were discovered to have capabilities that can contribute to

an efficient EOD process. Agencies should be aware of these existing governmentwide programs as they select their EOD solutions.

Appendix A – Governmentwide Program Interview Results

EOD HSPD-12 Provider Meeting Summary

Attendees: National Business Center, General Services Administration, Office of Personnel Management (EHRI), Office of Personnel Management (HR LOB PMO)

Topics Discussed:

- Timing of Personal Identity Verification (PIV) within the EOD process
- PIV Card Management:
 - Timing to issue a card if all pre-employment conditions have not been met
 - Timing of card issuance and collection for transferring employees
- Areas where HSPD-12 providers can work with Investigative Services

Action Items

- Follow up meeting to discuss potential process improvement opportunities between Investigative Services and HSPD-12 providers

EOD EHRI Meeting Summary

Attendees: Office of Personnel Management – EHRI and HR LOB PMO

Topics Discussed:

- eOPF/EHRI objectives (replace paper, streamline and standardize government reporting, and data standardization)
- Capabilities of EHRI
- Capabilities that can be leveraged by eOPF agencies
 - Data Exchange opportunities
 - Compliance (certified by NARA) and data standards
 - Retrieval by eOPF for rehires and transfers

Action Items:

- Continue to follow up with EHRI representatives for data description consistency and opportunities to leverage existing capabilities

EOD Investigative Services Meeting Summary

Attendees: Office of Personnel Management – Investigative Services and HR LOB PMO

Topics Discussed:

- Discussion of Investigative Services structure, systems and capabilities
- Overview of the Investigative Services process and who is involved from agency and Investigative Service
- Data issues around receiving data from different sources
- Data collection and how that can be shared
- Result of investigations

Action Items:

- Follow up meeting to discuss potential process improvement opportunities between Investigative Services and HSPD-12 providers

Appendix B – EOD Task Description

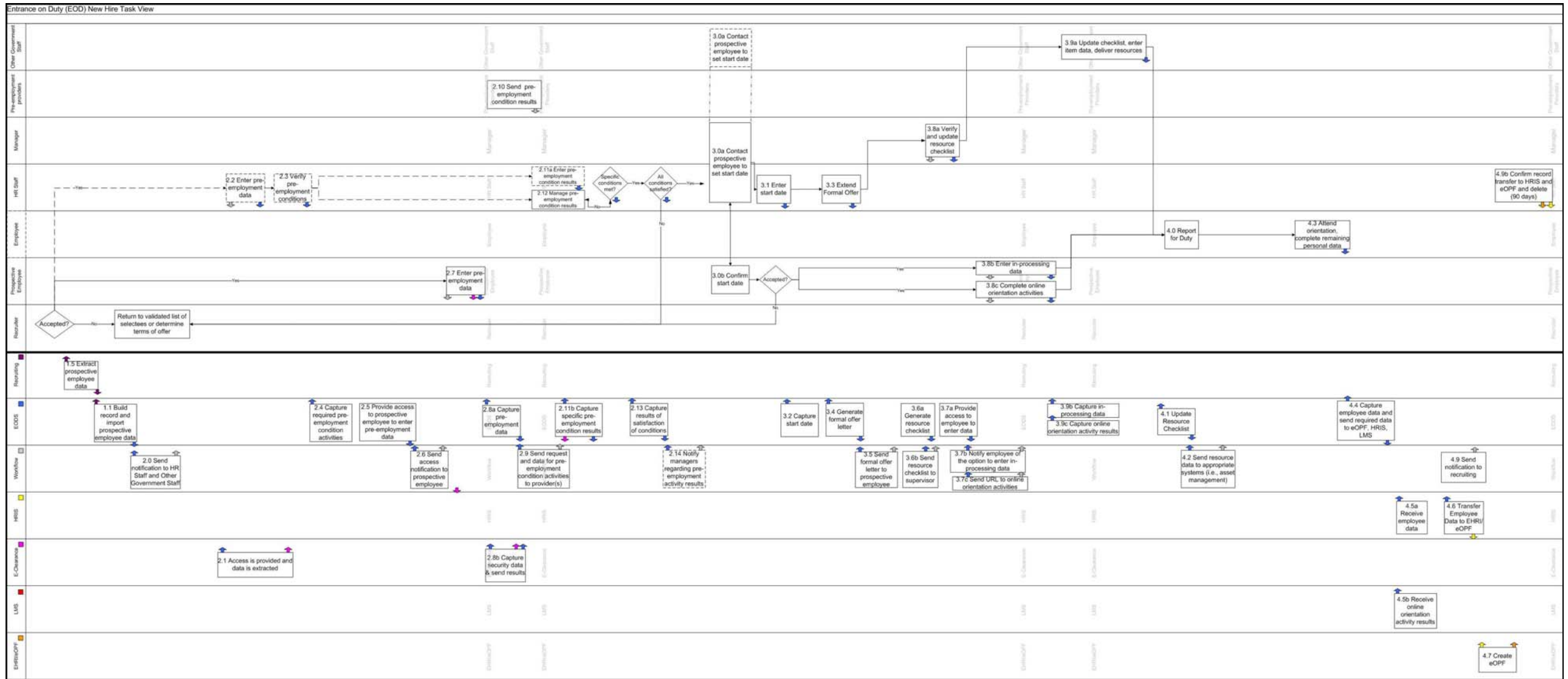
The following chart is a graphical representation of the EOD tasks. The process starts when the employee accepts the offer and the acceptance is entered. The process ends when the EOD data is deleted from a temporary database after confirming the transfer of the information to the e-OPF and HRIS systems.

Keys for reading the chart:

- Arrows indicate that data is being transferred or captured. Arrows are presented in pairs - representing where the data is entered and where the data is captured or transferred.
- The color of the arrow corresponds to the system the data is being transferred.
- Both system and people roles are presented in the graphic. Those roles above the bold line are people roles, those roles below the bold line are system roles.

User Role Definitions:

Other Government Staff	A non HR individual who uses HR products and services to assist in the performance of their official duties.
Pre-employment providers	Vendors or government initiatives that provide certification of pre-employment conditions.
Manager	Any individual who manages resources for the organization.
HR Staff	Individuals who are involved in developing and implementing HR policies, procedures and processes.
Employee	An individual occupying or who has been selected for a position in or under the executive branch of the US government.
Prospective Employee	An individual who is considering employment with the executive branch of the US government.
Recruiter	An individual who fulfills performs recruiting tasks for an organization.



NEW HIRE				
Ref. #	Task Name	Description	User Types	Steps
	Decision point	The prospective employee decides whether to accept or reject the tentative offer.	Recruiter	If yes, then the prospective employee's data is extracted out of the recruiting system and moved into the EOD system. If no, then return to BRM activities 3.5.7 or 3.6.1
NH - 1.0	Extract prospective employee data	A data extract of the prospective employee(s) who accepted the tentative offer, is generated to send to the EOD system.	Recruiting	The data extract is generated based on an accepted tentative offer trigger; data sent is the available personal data and position data.
NH - 1.1	Build record and import prospective employee data	A record in the EODS is built for the new prospective employee and the employee's data is imported into the EODS. HR Staff is provided access in EODS to the prospective employee's record.	EODS	A record is created in the EODS to accept the import data file from the recruiting system. Access rights are granted to HR Staff to access the prospective employee's record.
NH - 2.0	Send notification to HR Staff or other government staff	A notification is sent to alert the HR Staff that a new prospective employee is in the EODS.	Workflow	Notification is sent to the HR Staff or other government staff that a tentative offer has been made and accepted.
NH - 2.1	Provide access to the prospective employee and data is extracted	A username and initial password for the prospective employee is assigned to gain access to begin entering identity data. Extract prospective employee data.	HR Staff, Investigative Services, Other Government Staff	Investigative Services system generates the username and initial password for the prospective employee. NOTE: The HSPD-12 process is included in this step in coordination with Investigative Services.
NH - 2.2	Enter pre-employment data (optional)	The HR Staff can enter additional or missing data for the prospective employee's record in order to identify the appropriate pre-employment conditions.	HR Staff	HR Staff enters the necessary position data for the prospective employee's record into the EODS.
NH - 2.3	Verify pre-employment conditions (optional)	The HR Staff verifies that the appropriate pre-employment conditions are assigned to the prospective employee.	HR Staff	HR Staff logs into the EODS to verify the appropriate pre-employment conditions are flagged for the prospective employee.
NH - 2.4	Capture required pre-employment condition activities	The EODS captures the required pre-employment condition activities from either the generated list based on job information, or after the HR Staff designated the appropriate activities for the prospective employee.	EODS	The EODS generates the pre-employment condition activities list. The activities should have business rules which specify the data required from the prospective employee.

NEW HIRE				
Ref. #	Task Name	Description	User Types	Steps
NH - 2.5	Provide access to prospective employee to enter pre-employment data	The EODS provides access rights for the prospective employee to begin entering pre-employment data.	EODS	The EODS generates the username and initial password for the prospective employee.
NH - 2.6	Send access notification to prospective employee	A notification that contains a username and initial password is sent to the prospective employee to access the EODS.	Workflow	The notification contains all of the information required to access EODS including the usernames and initial passwords.
NH - 2.7	Enter pre-employment data	The prospective employee enters additional data for the pre-employment condition activities into the EODS.	Prospective Employee	The prospective employee should verify data from the recruiting system and enter any additional data via a self-service solution. The data will satisfy the requirements for the pre-employment condition activities.
NH - 2.8a	Capture pre-employment data	The EODS captures the pre-employment data provided by the prospective employee and/or HR Staff.	EODS	EODS captures the pre-employment data entered and sends notification of completion to prospective employee
NH - 2.8b	Capture security data and send results	Collect the identity data from the prospective employee. After the security process (external to EOD) is complete, the results are sent to the EODS. (includes HSPD-12)	Other government staff	Investigative Services and HSPD-12 providers collect identity data from prospective employee. After clearance process is performed, the results are sent to the EODS.
NH - 2.9	Send request and data for pre-employment condition activities to provider(s)	A notification to pre-employment providers is generated to inform these organizations that a new prospective employee needs to complete a pre-employment condition activity.	Workflow	One or more notifications are sent to the pre-employment providers concerning the prospective employee's pre-employment condition list that was generated by the EODS.
NH - 2.10	Send pre-employment condition results	Pre-employment providers supplies the pre-employment condition activity results to the HR Staff. This task may include manual and/or workflow notification.	Pre-employment Providers	Pre-employment condition results are provided to the HR Staff via EODS (preferred), phone, email, fax, letter, etc.
NH - 2.11a	Enter pre-employment condition results (optional)	After the HR Staff receives the pre-employment condition results, they are recorded into the EODS.	HR Staff	HR Staff enters the pre-employment condition results into the EODS for each activity.

NEW HIRE				
Ref. #	Task Name	Description	User Types	Steps
NH - 2.11b	Capture specific pre-employment condition results	The EODS collects each pre-employment condition activity result.	EODS	EODS collects the pre-employment condition results for each activity. The condition data is a pass/fail indicator.
NH - 2.12	Manage pre-employment conditions results	The HR Staff manages the pre-employment conditions after each result is received from the pre-employment providers.	HR Staff	HR Staff determines if the prospective employee can move forward to the next step in the process. A prospective employee may require an additional pre-employment condition activity.
	Decision point	Is the individual pre-employment condition met?	HR Staff	If yes, then identify that all conditions are satisfied and move to the next decision point. If no, then manage pre-employment condition results.
	Decision point	Are all pre-employment conditions satisfied?	HR Staff	If yes, then extend the formal offer. If no, then return to BRM activities 3.5.7 or 3.6.1
NH - 2.13	Capture evaluation of pre-employment conditions	The evaluation of all pre-employment conditions are captured in the EODS.	EODS	EODS captures satisfaction of all pre-employment conditions.
NH - 2.14	Notify managers regarding pre-employment activity results (optional)	A notification is sent to the prospective employee's manager regarding the status of the pre-employment condition results.	Workflow	Notification is sent to the prospective employee's manager.
NH - 3.0a	Contact prospective employee to set start date	The HR Staff, Manager and Other Government Staff agree to a projected start date for the prospective employee.	Other Govt Staff; Manager; HR Staff	The projected start date is entered into the EODS.
NH - 3.0b	Confirm start date	The prospective employee agrees to the start date and responds to the formal offer letter.	Prospective Employee	The prospective employee discusses the start date with the HR Staff and/or Manager and responds to the formal offer. Start Date is set.
	Decision point	Is the formal offer accepted?	Prospective Employee	If yes, then Start date is set and recorded in EODS. If no, then return to BRM activities 3.5.7 or 3.6.1.

NEW HIRE				
Ref. #	Task Name	Description	User Types	Steps
NH - 3.1	Enter start date	The prospective employee's acceptance of the formal offer and start date are entered into EODS.	HR Staff;	Either the HR Staff enters the start date for the prospective employee.
NH - 3.2	Capture start date	The prospective employee's start date is captured by EODS.	EODS	The prospective employee's start date is captured by EODS.
NH - 3.3	Extend formal offer	A formal offer is extended to the prospective employee once all pre-employment conditions are met.	HR Staff	A formal offer is extended to the prospective employee. HR Staff will verify or enter formal offer terms.
NH - 3.4	Generate formal offer letter	The EODS generates the formal offer letter.	EODS	The formal offer letter is generated based on HR Staff input into a letter template.
NH - 3.5	Send formal offer letter to prospective employee	The formal offer letter is sent to the prospective employee.	Workflow	The formal offer letter is sent to the prospective employee via a notification based on business rules. This may be a letter, email, or fax.
NH - 3.6a	Generate resource checklist	The EODS generates a resource checklist based on job and position information.	EODS	The EODS generates a resource checklist.
NH - 3.6b	Send resource checklist to manager	A notification is sent to the prospective employee's manager (or delegate) to review the resource checklist which can be edited to reflect the position requirements.	Workflow	A notification that contains the resource checklist is sent to the prospective employee's manager.
NH - 3.7a	Provide access to prospective employee to enter data	The prospective employee is allowed access to enter in-processing data into the EODS.	EODS	The EODS allows the prospective employee access rights to enter in-processing data, which includes payroll information, benefits information (if possible), and other agency specific personal data. The prospective employee should verify existing information and enter only new data required for the orientation activities.
NH - 3.7b	Notify prospective employee of the option to enter in-processing data	A notification is sent to the prospective employee to begin entering in-processing data into the EODS.	Workflow	The notification alerts the prospective employee to log into the EODS to verify and enter in-processing data.
NH - 3.7c	Send online orientation activities URL to prospective employee	A notification is sent to the prospective employee with the prospective employee online orientation activities URL.	Workflow	The URL for the prospective employee online orientation activities is contained in a URL that is sent to the prospective employee.

NEW HIRE				
Ref. #	Task Name	Description	User Types	Steps
NH - 3.8a	Verify and update resource checklist	The manager verifies the resource checklist and makes any updates if necessary.	Manager	The manager logs reviews the resource checklist for the prospective employee via a self-service solution. If any updates are needed, they will be added at this time.
NH - 3.8b	Enter in-processing data	The prospective employee enters in-processing data into the EODS	Prospective Employee	The prospective employee enters in-processing data via a self-service application.
NH - 3.8c	Complete online orientation activities	The prospective employee completes online orientation activities that are located on the online orientation URL.	Prospective Employee	The online orientation URL directs prospective employees to an Internet site that houses the online orientation activities. The prospective employee will complete these activities, and the results will be sent to the EODS.
NH - 3.9a	Update resource checklist, enter item data, deliver assets	Other government staff updates the resource checklist in the EODS and assignment of assets.	Other Govt Staff	Other government staff updates the resource checklist in the EODS to reflect the resources have been delivered. Updates include asset management data and status of delivery. Includes HSPD-12 process for issuing badges.
NH - 3.9b	Capture in-processing data	Orientation data entered by the prospective employee is captured in the EODS.	EODS	The prospective employee continues to update the in-processing data over time in the EODS. This activity may extend past Start/Orientation dates.
NH - 3.9c	Capture online orientation activity results	The prospective employee's online orientation activity results are captured in the EODS.	EODS	The prospective employee continues to conduct the online orientation activities over time. The results are captured in the EODS. This activity may extend past Start/Orientation dates.
NH - 4.0	Report for duty	The prospective employee is now an employee. This task is the start date for the employee. NOTE: The entry on duty date and start date may not be the same date.	Employee	This is the transition from "prospective employee" to "employee". The service date is based on accession date. Verification of attendance is captured during time and attendance confirmation.

NEW HIRE				
Ref. #	Task Name	Description	User Types	Steps
NH - 4.1	Update resource checklist	The resource checklist is updated in the EODS by the Other Government Staff providing the resources for the employee when employee takes possession of resources/assets.	EODS	As the resources are allocated to the employee, the resource checklist is updated in the EODS to reflect the allocation.
NH - 4.2	Send resource data to appropriate systems (i.e. asset mgmt.)	The data captured from the resource checklist is sent to other agency systems for updates.	Workflow	Once the EODS is updated to reflect resource allocations, then other agency systems receive a data file to reflect the updates.
NH - 4.3	Attend orientation, complete remaining employment data	The employee attends Start orientation. The employee still has access to EODS to enter the in-processing data.	Employee	The employee attends Start orientation. If the employee has not completed the entry of in-processing data, he/she can continue to enter the data into EODS.
NH - 4.4	Capture employee data and send required data to eOPF, HRIS, LMS	The employee data is captured in the EODS. Once all of the in-processing data is entered into the EODS by the employee, it is sent to eOPF, HRIS, LMS ; eOPF is created	EODS	As the employee enters in-processing data into the EODS, the system captures the updates. After all data is entered, it is sent to the external systems; create eOPF
NH - 4.5a	Receive employee data and build record in HRIS	The HRIS receives the employee data feed from the EODS and a record is built. Furthermore, the employee has access to self-service which will flow data to HRIS	HRIS	The data extract from EODS is populated into the HRIS. The record is built and the appropriate access rights are granted to the employee in HRIS.
NH - 4.5.b	Receive online orientation activity results	The LMS receives the online orientation activity results for the employee from the EODS.	LMS	The data extract from EODS is populated into the LMS.
NH - 4.6	Transfer employee data to EHRI/eOPF	Employee data is transferred to the EHRI/eOPF systems from HRIS and EODS	HRIS	The data extract from HRIS is populated into the EHRI/eOPF systems.
NH - 4.7	Create eOPF	An eOPF for the employee is created in the eOPF system.	eOPF	The eOPF for the employee is created based on the data extract from the HRIS.
NH - 4.8	Send notification to recruiting	A notification is sent to the recruiting system.	Workflow	The notification alerts the recruiting system

NEW HIRE				
Ref. #	Task Name	Description	User Types	Steps
NH - 4.9	Confirm record transfer to HRIS and eOPF and delete	After 90 days, the HR Staff confirms the employee's record transferred to HRIS and eOPF. Once confirmed, the employee's record in EODS is deleted.	HR Staff	HR Staff confirms that the employee's record transferred to HRIS and eOPF. After confirmation, the employee's record is deleted in the EODS.

Appendix C – EOD Functional Requirements

The requirements below are the results of the EOD WG working session. There are three parts to this document.

1. Requirements: The following requirements are the results of a review of existing requirements and the EOD process analysis. The requirements are categorized based on the process task or concept addressed by the requirement.
2. Category definition and tasks: Definitions of the requirement categories and tasks alignment. A task may be referenced by more than one requirement category. A requirement may have more than one category.
3. Design Principles: Definitions of prioritized design principles. More than one design principle may be referenced by a requirement

Assumptions for the following requirements:

- All existing law and regulation will be immediately available, clearly understood, and followed by relevant EOD staff
- “HR LOB Target Requirements for Shared Service Centers” remain intact

ID	Category	Requirement	Design Principles					
			Data Redundancy	Info Access	Controls	Administration	Future Process	Simplicity
1	Global	Provide reporting capability for cycle time metrics for all administrative EOD users				x		x
2	Global	Allow designated administrator to add, change, and delete variables in system			x	x		x
3	Global	System must be 508 compliant				x		
4	Global	Use plain language						x
5	Global	Track the documents by version		x	x			
6	Global	Provide the capability to submit system problem report		x	x	x		
7	Global	Provide the capability to submit change request		x	x	x		
8	Global	Provide the user capability for help roles (System Admins; Help Desk) to view the EOD record		x				x
9	Global	Provide date/time stamps where appropriate		x	x	x		
10	Global	Update record in real-time		x	x	x		x
11	Global	Provide tiered help capability		x		x		x

ID	Category	Requirement	Design Principles					
			Data Redundancy	Info Access	Controls	Administration	Future Process	Simplicity
12	Access	Allow manual deletion of accounts			x	x		
13	Access	Provide role-based print capability				x		x
14	Access/ Build record	Automatically populate EOD required data elements from applicable sources	x		x			x
15	Access/ Enter	Enter data element once	x	x	x			
16	Access/ Build Record/Data Flow	Export data (real time or batch) from EOD solution to other applicable sources	x	x	x	x	x	
17	Access	Provide a web-based user friendly system for all EOD users (e.g., GUI Interface, style sheets, toolbars, drop down lists etc.)		x				x
18	Access	Provide links to page specific help content		x				x
19	Access	Provide reporting capability for access metrics concerning all EOD administrative users		x	x	x		x
20	Access	Allow designated administrator to set up role based access		x	x	x		
21	Access	Provide levels of secured access based on role of the user			x			
22	Access	Provide the capability to define the levels of role-based access			x			
23	Access	Provide user access that complies with Federal standards			x	x		
24	Access	Provide self-service password reset functionality			x			x
25	Access	Provide alternate means of access (e.g. In person, via telephone)		x	x	x		x
26	Access/ Capture	Group the data collection by category			x			x
27	Access	Provide the capability to house libraries (e.g. standard, agency-specific)		x	x	x		
28	Attend	Present agency-specific information		x		x	x	x
29	Attend	Produce orientation sign-in sheet based on specified criteria				x		
30	Build Record	Identify standard data elements in EOD record	x		x	x	x	
31	Build Record	Identify unique data elements in EOD record	x		x	x	x	
32	Build Record	Comply with EHRI data dictionary for mandatory elements		x	x		x	

ID	Category	Requirement	Design Principles					
			Data Redundancy	Info Access	Controls	Administration	Future Process	Simplicity
33	Enter	Use pre-defined selection options to minimize data entry	x	x	x			x
34	Enter	Display format requirement for data entry (e.g. mm/dd/ccyy)		x				x
35	Enter	Provide auto-save capability		x				x
36	Enter	Provide manual save		x				x
37	Enter	Provide user capability to determine reentry point			x			x
38	Enter	Provide the capability for an authorized user to enter data on behalf of an individual		x	x	x		
39	Enter	Provide edits when specified data is entered at field level		x		x		x
40	Enter	Provide summary page for edits prior to data submission		x				x
41	Enter	Display a list of errors associated with data submission, and provide hyperlinks back to page(s) to enable correction of errors		x		x		x
42	Enter/ Manage	Provide the capability to add documents to the library		x	x	x		
43	Enter/ Manage	Use pre-identified criteria (position-driven requirements) to define the data collection					x	x
44	Enter/ Capture	Allow designated user to enter effective dates		x	x			
45	Enter/ Capture	Provide the capability to edit appropriate data	x	x				x
46	Capture	Capture statistical data for reports		x	x	x		
47	Capture	Archive statistical data		x	x	x		
48	Capture	Capture data entries		x	x	x		
49	Capture	Overwrite existing data		x	x	x		
50	Capture	Provide notes capability for designated users		x	x			x
51	Capture	Determine ownership of data			x			
52	Data Flow	Provide secure transfer of data		x	x			
53	Data Flow	Capture date of record transfers		x	x			
54	Data Flow	Provide capability to track data exchange		x	x			
55	Data Flow	Provide capability to determine data transfer performance (e.g. System performance, measure the transfer of data from one system to another)		x	x			

ID	Category	Requirement	Design Principles					
			Data Redundancy	Info Access	Controls	Administration	Future Process	Simplicity
56	Data Flow	Provide capability to define data elements exchanged between applicable systems		x	x	x		
57	Data Flow	Allow for import of scanned documents (i.e. medical documents)		x	x	x		
58	Data Flow	Provide the capability to export a summary to a personal file		x	x	x		
59	Data Flow/ Access	Automatically terminate temporary accounts after notification of successful record transfer			x	x		
60	Generate	Generate documents from templates		x		x		
61	Generate	Provide the capability to develop document templates		x	x	x		
62	Generate/ List	Provide the capability to generate checklists from templates		x		x		
63	Generate	Provide the capability to generate documents in multiple formats		x		x		
64	Generate	Provide the capability to generate reports		x		x		
65	List	Provide the capability to produce checklists		x		x		
66	List	Provide the capability to develop checklist templates		x	x	x		
67	List	Update the checklist		x		x		
68	List	Provide the capability to link checklist to hyperlinks		x	x	x	x	x
69	List	Provide the capability to produce a progress/status view of process (dashboard)		x		x		x
70	Manage	Provide the capability to allow manual intervention at various points in the process		x	x			x
71	Notify	Generate email to notify designated personnel of status (e.g. pre-employment condition, information submission)		x		x		
72	Notify/ Manage	Notify designated personnel that intervention may be required		x	x			
73	Notify	Provide the capability to notify designated personnel of EOD changes		x	x	x		
74	Global	Accommodate mass hires						
75	Security	Adheres to all federal standards and executive regulations that include NIST SP, Federal Information Security Management Act of 2002 (FISMA), and the Office of Management and Budget (OMB) Circular A-130		x	x	x		

Requirement Categories:

Category	Definition	Task Example	Tasks
Global	applies across the EOD solution		all
Access	providing system access to prospective employee, HR staff, or other government staff	provide access to prospective employee	2.1, 2.5, 3.8a
Attend	relates to the activities when a new hire reports for duty	report for duty	4.0, 4.3
Build Record	building a record in the relevant system	build record and import prospective employee data	1.1, 4.5a, 4.7
Capture	the capture of data by an automated system	capture pre-employment data	2.4, 2.8a, 2.8b, 2.11b, 2.13, 3.2, 3.9b, 3.9c, 4.4
Data Flow	exchange of data between systems	transfer employee data to eOPF/EHRI	1.0, 1.1, 2.1, 2.8b, 2.9, 2.10, 4.2, 4.5a, 4.5b, 4.6, 4.7, 4.8, 4.9
Enter	the input of data	enter pre-employment data	2.2, 2.7, 2.11a, 3.0b, 3.1, 3.3, 3.9a, 3.9c, 4.3
Generate	produce a defined product such as a report, checklist, or letter	generate resource checklist	3.4, 3.6a
List	relates to the activities around reviewing and updating checklists	update resource checklist	2.3, 3.9a, 4.1
Notify	send communication to appropriate person(s)	send notification to HR Staff or other government staff	2.0, 2.6, 2.9, 2.14, 3.0a, 3.3, 3.5, 3.6b, 3.7b, 3.8b, 3.8c
Manage	reviewing, analyzing, and deciding on events – a level of user expertise is assumed	manage pre-employment condition results	2.12

Design Principles (prioritized)

Simplicity: The user should be logically led through the EOD process. Employee experience should be positive.

Controls: Define appropriate level of approval. Level of approval correlates to the task.

Information Access/Data Exchange: Make necessary information available online to those employees, service providers, third party administrators, managers, ITS, facilities, related systems and suppliers – on a need to know basis and given appropriate data access limitations and security. Multiple methods for input and obtaining information should be available; however the preferred exchange of data is electronic.

Administration: provide authorized functional personnel the ability to change system parameters. Reduce reliance on IT personnel

Data Redundancy: Enter data once, at the point of origin. Make employees responsible for the accuracy and integrity of their own data. Data is reused as appropriate.

Reflect Future Process: Process innovation should not be constrained by current policy. Conflicts will be acknowledged. Interim solutions are expected.

Appendix D – EOD Data Summary

EOD Forms: This table describes the Federal forms used for EOD. When reviewing the worksheet, please pay close attention to the "Timing of Data Capture" designation.

Definition of Data Capture:

Pre-employment Activity refers to tasks NH 2.0 through NH 2.14

In-processing refers to tasks NH 3.0 through NH 4.9

Form No.	Form Name	Timing of Data Capture
OPM 1468	RNO for Hawaii	In-processing
OPM 632a	Educational Data Update	In-processing
SF-181	ETHNICITY AND RACE IDENTIFICATION	In-processing
SF-2809	Federal Employees Health Benefits Election	In-processing
CIPMS	Life Insurance Election	In-processing
TSP-1-C	TSP Catch-up	In-processing
INS-9	Immigration & Naturalization Service Employment Eligibility Verification	In-processing
OF-306	Declaration for Federal Employment	Pre-employment Activity
SF-1199A	Direct Deposit/Financial Allotments	In-processing
SF-144	Statement of Prior Federal Service	Pre-employment Activity
SF-15	Application for 10-pt Veteran Preference	Pre-employment Activity
SF-256	Self-Identification of Handicap	In-processing
SF-278	Executive Branch Personnel Public Financial Disclosure Report	In-processing
OGE 450	Confidential Financial Disclosure Report	In-processing
SF-3109	Federal Employees Retirement System Election of Coverage	In-processing
SF-312	Classified Information Nondisclosure Agreement	In-processing

Form No.	Form Name	Timing of Data Capture
SF-61	Appointment Affidavit	In-processing
SF-813	Verification of a Military Retiree's Service In Non-wartime Campaigns or Expeditions	In-processing
SF-85	Questionnaire for Non-Sensitive Positions	Pre-employment Activity
SF-85P	Questionnaire for Public Trust Positions	Pre-employment Activity
SF-85PS	Supplemental Questionnaire for Selected Positions	Pre-employment Activity
SF-86	Questionnaire for National Security Positions	Pre-employment Activity
TSP-1	Thrift Savings Plan Election	In-processing
TSP-50	Investment Allocation	In-processing
W-4	Federal Tax Withholding	In-processing
	State Tax Withholding Forms	In-processing
	Employee & Emergency contact info form	In-processing
	Privacy Act Notice	In-processing
	Check Mailing Address Form	In-processing
	Checkbook/Plan Smart Choice	In-processing
	Savings Bonds	In-processing
DG 60	FEHB Prem. Conversion Waiver	In-processing
SF 189	CLASSIFIED INFORMATION NON-DISCLOSURE AGREEMENT	In-processing
DD 1617	Transportation Agreement Outside CONUS	Pre-employment activity
DD1618	Transportation Agreement within CONUS	Pre-employment activity
DD2760	Qualification to Possess Firearms or Ammunition	In-processing
Foreign Language Proficiency	Foreign Language Proficiency Self Certification	In-processing
SF-2823	Designation of Beneficiary-FEGLI	In-processing
SF-1152	Designation of Beneficiary-Unpaid Compensation of Deceased Civilian Employee	In-processing

Form No.	Form Name	Timing of Data Capture
OPM 632a	Educational Data Update	In-processing
SF-78	Certificate of Medical Examination	Pre-employment activity
TSP-3	TSP Designation of Beneficiary	In-processing
TSP-19	If employee has TSP-19 and changing payroll office	In-processing
AF3598	Civilian Employee Military Reserve/Guard/Retiree Category	In-processing
	State Criminal History Acknowledge	In-processing
	Release/Consent Statement	In-processing
	Residence Info for State Criminal History Check	In-processing
	Supplemental Questionnaire for Positions covered by Crime Control Act of 1990	In-processing
	Notification of Requirement for Completion of Certificate of medical Examination	In-processing
	Conditions of Employment Acknowledgement - Drug Testing Position	Pre-employment activity
	Obligated Position Statement of Understanding	In-processing
	Permanent Intermittent Employment Statement of Understanding	In-processing
DD-2365	Emergency Essential Position Agreement	Pre-employment activity
	Key Position	In-processing
	Supervisory/Managerial Conditions of Employment	In-processing
	Term Employment Statement of Understanding	In-processing
	Mobility Agreement-Career Broadening	Pre-employment activity
	Career Position Mobility Agreement	Pre-employment activity
	Condition of Temporary Limited Appointment (NTE One Year) Statement of Understanding	In-processing
AFRC121	Air Reserve Technician (ART) Program Certificate of Understanding	In-processing

Form No.	Form Name	Timing of Data Capture
CIPMS	Statement of Understanding - Initial CIPMS Appointment	Pre-employment activity
	Recruitment Incentive Service Agreement	Pre-employment activity
	Health Insurance Info Acknowledgement Form	In-processing
	Life Insurance Info Acknowledgement Form	In-processing
OPNAV5100/15	Medical Surveillance Questionnaire	In-processing
DD-2807-1	Report of Medical History	In-processing
DD1172-2	Application for DoD Common Access Card	In-processing
DD-Form 93	Record of Emergency Data	Pre-employment activity
DeCA Form 50-62	Civilian Personnel Data Bank Supplemental Information	In-processing
	Military Security Safeguarding Military Info	In-processing
DLA 462	Personnel Management Systems Supplemental information	In-processing
DD2005	Privacy Act for Health Care Records	In-processing
	Personal Data Questionnaire	In-processing
	Standard of Conduct	In-processing
	Statement of Living and Working conditions Acknowledgement	In-processing
SF 2808	Designation of Beneficiary CSRS	In-processing
SF 3102	Designation of Beneficiary FERS	In-processing

Data Flow by Task: This table describes the data flow and provides general statements regarding data elements captured at the various tasks.

Ref. #	Task Name	Description	Input	Output
	Decision point	The prospective employee decides whether to accept or reject the tentative offer.		
NH - 1.0	Extract prospective employee data	A data extract of the prospective employee(s) who accepted the tentative offer, is generated to send to the EOD system.		Personal and position data is extracted from recruitment. Data elements such as name, address, pay plan, grade, and series are included in the data exchange.
NH - 1.1	Build record and import prospective employee data	A record in the EODS is built for the new prospective employee and the employee's data is imported into the EODS. HR Staff is provided access in EODS to the prospective employee's record.	Personal and position data is moved into EODS.	
NH - 2.0	Send notification to HR Staff or other government staff	A notification is sent to alert the HR Staff that a new prospective employee is in the EODS.		Email
NH - 2.1	Provide access to the prospective employee and data is extracted	A username and initial password for the prospective employee is assigned to gain access to begin entering identity data. Extract prospective employee data.		Data elements are extracted from Investigative Services into EODS. NOTE: Further discussion with Investigative Services is needed regarding the data elements and data flow.
NH - 2.2	Enter pre-employment data (optional)	The HR Staff can enter additional or missing data for the prospective employee's record in order to identify the appropriate pre-employment conditions.	Data elements such as position information and missing personal data is manually entered into EODS.	

Ref. #	Task Name	Description	Input	Output
NH - 2.3	Verify pre-employment conditions (optional)	The HR Staff verifies that the appropriate pre-employment conditions are assigned to the prospective employee.	Pre-employment criteria is automatically generated based on position; however, this is a manual select or de-select of the pre-employment conditions.	
NH - 2.4	Capture required pre-employment condition activities	The EODS captures the required pre-employment condition activities from either the generated list based on job information, or after the HR Staff designated the appropriate activities for the prospective employee.	Pre-employment criteria is generated based on position and may include selections by HR Staff.	
NH - 2.5	Provide access to prospective employee to enter pre-employment data	The EODS provides access rights for the prospective employee to begin entering pre-employment data.		EODS access data is sent to the prospective employee which may include username and password.
NH - 2.6	Send access notification to prospective employee	A notification that contains a username and initial password is sent to the prospective employee to access the EODS.		Email
NH - 2.7	Enter pre-employment data	The prospective employee enters additional data for the pre-employment condition activities into the EODS.	Prospective employee will enter data elements to support pre-employment condition activities. Example data elements may include yes/no responses to medical history. Further decomposition of the data elements will be required.	
NH - 2.8a	Capture pre-employment data	The EODS captures the pre-employment data provided by the prospective employee and/or HR Staff.	EODS captures the data elements that support pre-employment condition activities.	
NH - 2.8b	Capture security data and send results	Collect the identity data from the prospective employee. After the security process (external to EOD) is complete, the results are sent to the EODS. (includes HSPD-12)	EODS will receive result from security process. Data elements may include yes/no response to NACI and suitability.	

Ref. #	Task Name	Description	Input	Output
NH - 2.9	Send request and data for pre-employment condition activities to provider(s)	A notification to pre-employment providers is generated to inform these organizations that a new prospective employee needs to complete a pre-employment condition activity.		Email
NH - 2.10	Send pre-employment condition results	Pre-employment providers supply the pre-employment condition activity results to the HR Staff. This task may include manual and/or workflow notification.	EODS receives pre-employment condition results from providers. Data elements may include yes/no results.	
NH - 2.11a	Enter pre-employment condition results (optional)	After the HR Staff receives the pre-employment condition results, they are recorded into the EODS.	Pre-employment condition results may be manually entered into EODS.	
NH - 2.11b	Capture specific pre-employment condition results	The EODS collects each pre-employment condition activity result.	Each individual pre-employment condition result is captured in EODS. Data element may include pass/fail result.	
NH - 2.12	Manage pre-employment conditions results	The HR Staff manages the pre-employment conditions after each result is received from the pre-employment providers.		
	Decision point	Is the individual pre-employment condition met?		
	Decision point	Are all pre-employment conditions satisfied?		
NH - 2.13	Capture evaluation of pre-employment conditions	The evaluation of all pre-employment conditions are captured in the EODS.	The final evaluation of the pre-employment condition results is captured in EODS. Data element may include pass/fail result.	
NH - 2.14	Notify managers regarding pre-employment activity results (optional)	A notification is sent to the prospective employee's manager regarding the status of the pre-employment condition results.		Email

Ref. #	Task Name	Description	Input	Output
NH - 3.0a	Contact prospective employee to set start date	The HR Staff, Manager and Other Government Staff agree to a projected start date for the prospective employee.		Email (Could be handled outside of EODS via phone call, fax, etc.)
NH - 3.0b	Confirm start date	The prospective employee agrees to the start date and responds to the formal offer letter.		
	Decision point	Is the formal offer accepted?		
NH - 3.1	Enter start date	The prospective employee's acceptance of the formal offer and start date are entered into EODS.	The prospective employee's start date is entered into EODS.	
NH - 3.2	Capture start date	The prospective employee's start date is captured by EODS.	EODS captures the date data element that represents the start date.	
NH - 3.3	Extend formal offer	A formal offer is extended to the prospective employee once all pre-employment conditions are met.		
NH - 3.4	Generate formal offer letter	The EODS generates the formal offer letter.		EODS generates letter based on template.
NH - 3.5	Send formal offer letter to prospective employee	The formal offer letter is sent to the prospective employee.		Email (Could be handled outside of EODS via mail, fax, etc.)
NH - 3.6a	Generate resource checklist	The EODS generates a resource checklist based on job and position information.		EODS generates a resource checklist that may include data elements such as checkboxes to identify resources.
NH - 3.6b	Send resource checklist to manager	A notification is sent to the prospective employee's manager (or delegate) to review the resource checklist which can be edited to reflect the position requirements.		Email
NH - 3.7a	Provide access to prospective employee to enter data	The prospective employee is allowed access to enter in-processing data into the EODS.		

Ref. #	Task Name	Description	Input	Output
NH - 3.7b	Notify prospective employee of the option to enter in-processing data	A notification is sent to the prospective employee to begin entering in-processing data into the EODS.		Email
NH - 3.7c	Send online orientation activities URL to prospective employee	A notification is sent to the prospective employee with the prospective employee online orientation activities URL.		Email
NH - 3.8a	Verify and update resource checklist	The manager verifies the resource checklist and makes any updates if necessary.	Manager selects/de-selects resource options via checkboxes.	
NH - 3.8b	Enter in-processing data	The prospective employee enters in-processing data into the EODS	Employee will enter in-processing data elements that may include benefits, payroll, and emergency contact information.	
NH - 3.8c	Complete online orientation activities	The prospective employee completes online orientation activities that are located on the online orientation URL.	Prospective employees will complete the online orientation activities. As completed, data elements may be captured such as yes/no results for completion.	
NH - 3.9a	Update resource checklist, enter item data, deliver assets	Other government staff updates the resource checklist in the EODS and assignment of assets.	Other government staff will update to the resource checklist. Data elements may include checkboxes that are updated.	
NH - 3.9b	Capture in-processing data	In-processing data entered by the prospective employee is captured in the EODS.	EODS will capture the in-processing data elements that may include benefits, payroll, and emergency contact information.	
NH - 3.9c	Capture online orientation activity results	The prospective employee's online orientation activity results are captured in the EODS.	EODS will capture the online orientation activities that may include data elements such as yes/no results for completion.	

Ref. #	Task Name	Description	Input	Output
NH - 4.0	Report for duty	The prospective employee is now an employee. This task is the start date for the employee. NOTE: The entry on duty date and start date may not be the same date.		
NH - 4.1	Update resource checklist	The resource checklist is updated in the EODS by the Other Government Staff providing the resources for the employee when employee takes possession of resources/assets.	EODS will capture updates to the resource checklist. Data elements may include checkboxes that are updated.	
NH - 4.2	Send resource data to appropriate systems (i.e. asset mgmt.)	The data captured from the resource checklist is sent to other agency systems for updates.		Data elements are extracted from EODS and sent to external agency systems. Data elements may include yes/no selections for resources.
NH - 4.3	Attend orientation, complete remaining employment data	The employee attends Start orientation. The employee still has access to EODS to enter the in-processing data.	Employee enters EODS in-processing data elements.	
NH - 4.4	Capture employee data and send required data to eOPF/EHRI, HRIS, LMS	The employee data is captured in the EODS. Once all of the in-processing data is entered into the EODS by the employee, it is sent to eOPF/EHRI, HRIS, LMS ; eOPF is created		EODS data elements (both pre-employment and in-processing data) are moved to HRIS, eOPF/EHRI, and LMS.
NH - 4.5a	Receive employee data and build record in HRIS	The HRIS receives the employee data feed from the EODS and a record is built. Furthermore, the employee has access to self-service which will flow data to HRIS	HRIS receives data extract from EODS.	
NH - 4.5.b	Receive online orientation activity results	The LMS receives the online orientation activity results for the employee from the EODS.	LMS receives EODS data extract.	EODS extracts online orientation activity results to send to the LMS.
NH - 4.6	Transfer employee data to EHRI/eOPF	Employee data is transferred to the EHRI/eOPF systems from HRIS and EODS		HRIS and EODS extract employee data elements to import into EHRI/eOPF.

Ref. #	Task Name	Description	Input	Output
NH - 4.7	Create eOPF	An eOPF for the employee is created in the eOPF system.		EODS data elements identified in the worksheet labeled "Data Elements in eOPF" are moved from EODS and HRIS to eOPF/EHRI.
NH - 4.8	Send notification to recruiting	A notification is sent to the recruiting system.		Data is exchanged that contains an updated field to indicate employee reported for duty.
NH - 4.9	Confirm record transfer to HRIS and eOPF and delete	After 90 days, the HR Staff confirms the employee's record transferred to HRIS and eOPF. Once confirmed, the employee's record in EODS is deleted.		

Data Elements in eOPF: This table provides the data elements and data descriptions that are sent to EHRI and eOPF.

EHRI#	Attribute Name	Attribute Description	Form Reference								
17	Agency Subelement Code	Agency and, where applicable, the administrative sub-division (i.e. subelement) in which a person is employed.	SF 2809								
41	Absence Without Pay (AWOP) End Date	End date of a period of absence without pay (AWOP).	SF 144								
47	Absence Without Pay (AWOP) Start Date	Start date of a period of absence without pay (AWOP).	SF 144								
74	Birth Date	Date on which the person is born.	OF 306	SF 144	SF 2809	SF 3109	TSP 1				
92	Court Order on File Indicator	Indicates that an employee has a court order or other administrative order on file with the appropriate office.	SF 2809								
93	Court Order on File Receipt Date	Date on which the agency receives a court order or other administrative order regarding the employee in the appropriate office.	SF 2809								
94	Court Order on File Type	Type of a court order or other administrative order regarding the employee on file with the appropriate office.	SF 2809								
98	Currently Under Law Violation Charges Indicator	Indicates if an applicant is currently under charges for violating the law.	OF 306								
99	Currently Under Law Violations Question Text	Questions the applicant about current charges being brought against the employee for violating the law.	OF 306								
110	Disability Code	Physical or mental impairment which substantially limits one or more major life activities, the record of such impairment, or the perception of such impairment by others.	SF 256								

EHRI#	Attribute Name	Attribute Description	Form Reference										
138	Relationship to Veteran Type	Relationship of employee to veteran who is providing the employee or potential employee with veterans preference eligibility.	SF 15										
145	Employment Declaration Applicant Certification Date	Date the applicant certifies the Declaration of Federal Employment.	OF 306										
146	Employment Declaration Applicant Certification Signature	Electronic authentication or other binding indication that an applicant certifies that the contents of the Declaration of Federal Employment are Yes.	OF 306										
147	Employment Declaration Certification Text	Text which the applicant/employee signs, certifying the answers on the Declaration of Federal Employment.	OF 306										
148	Employment Declaration Employee Explanation	Applicant explanations for "Yes" responses to any of the questions on the Declaration of Federal Employment.	OF 306										
149	Employment Declaration Employee Signature	Electronic authentication or other binding indication that an employee certifies that the contents of the Declaration of Federal Employment are Yes.	OF 306										
150	Employment Declaration Employee Signature Date	Date the employee certifies the Declaration of Federal Employment.	OF 306										
155	Federal Debt Delinquency Indicator	Indicates if an applicant has any outstanding Federal debt.	OF 306										
156	Federal Debt Delinquency Question Text	Questions the applicant about outstanding Federal debt.	OF 306										
166	Retirement System Refunded Service End Date	End date of Retirement System service for which an employee received a refund.	SF 144										
167	Retirement System Refunded Service Start Date	Start date of Retirement System service for which an employee received a refund.	SF 144										
168	Retirement System Refunded Service Days	Number of days of Retirement System service for which an employee received a	SF 144										

EHRI#	Attribute Name	Attribute Description	Form Reference							
		refund.								
219	Federal Employees Health Benefits (FEHB) Action Agency Received Date	Date the agency received the Federal Employees Health Benefits (FEHB) action/change request for processing.	SF 2809							
220	Federal Employees Health Benefits (FEHB) Action Authorization Date	Date on which the agency official authorized the Federal Employees Health Benefits (FEHB) action.	SF 2809							
222	Federal Employees Health Benefits (FEHB) Action Authorizer Signature	Electronic authentication or other binding indication of an authorized agency official for the Federal Employees Health Benefits (FEHB) action.	SF 2809							
223	Federal Employees Health Benefits (FEHB) Action Authorizer Title	Title of the authorized agency official for the Federal Employees Health Benefits (FEHB) action.	SF 2809							
224	Federal Employees Health Benefits (FEHB) Action Type	Code for the reason why the Federal Employees Health Benefits (FEHB) status was changed.	SF 2809							
226	Federal Employees Health Benefits (FEHB) Action Effective Date	Date on which the Federal Employees Health Benefits (FEHB) status change was effective	SF 2809							
227	Federal Employees Health Benefits (FEHB) Action Employee Signature	Electronic authentication or other binding indication that an employee authorizes the Federal Employees Health Benefits (FEHB) action.	SF 2809							
228	Federal Employees Health Benefits (FEHB) Action Employee Signature Date	Date on which the employee electronically authenticated their Federal Employees Health Benefits (FEHB) action.	SF 2809							

EHRI#	Attribute Name	Attribute Description	Form Reference							
229	Federal Employees Health Benefits (FEHB) Action Remarks	Remarks to the employee, annuitant, or insurance carrier clarifying or supporting the action being taken for the Federal Employees Health Benefits (FEHB) action. Remarks may also be required by Office of Personnel Management (OPM).	SF 2809							
244	Federal Employees Health Benefits (FEHB) Dependent Gender	Gender of the employee's Federal Employees Health Benefits (FEHB) dependent or eligible family member.	SF 2809							
248	Federal Employees Health Benefits (FEHB) Dependent Relationship Type	Code for the relationship of Federal Employees Health Benefits (FEHB) dependent or eligible family member to employee.	SF 2809							
249	Federal Employees Health Benefits (FEHB) Dependent Relationship Description	Description of the relationship code for Federal Employees Health Benefits (FEHB) of dependent or eligible family member to employee.	SF 2809							
250	Federal Employees Health Benefits (FEHB) Dependent Social Security Number (SSN)	Social Security Number (SSN) of employee's Federal Employees Health Benefits (FEHB) dependent or eligible family member.	SF 2809							
251	Federal Employees Health Benefits (FEHB) Event Date	Date on which the event permitting the Federal Employees Health Benefits (FEHB) change for the employee occurs.	SF 2809							
253	Federal Employees Health Benefits (FEHB) Event Description	Description of the event code which permits the Federal Employees Health Benefits (FEHB) change for the employee.	SF 2809							
254	Federal Employees Health Benefits (FEHB) Non-Coverage Indicator	Indicates if an employee or employee's spouse has non-Federal Employees Health Benefits (FEHB) insurance coverage.	SF 2809							

EHRI#	Attribute Name	Attribute Description	Form Reference							
256	Federal Employees Health Benefits (FEHB) Non-Coverage Insurance Type	Type of alternate insurance for employees or their spouses who have non-Federal Employees Health Benefits (FEHB) health insurance coverage.	SF 2809							
257	Federal Employees Health Benefits (FEHB) Plan Code	Enrollment code of the Federal Employees Health Benefit (FEHB) in which the employee is currently enrolled. The first two digits of the code indicate the health plan name. The last digit indicates the plan type, either individual or family plan.	SF 2809							
258	Federal Employees Health Benefits (FEHB) Plan Description	Description of the Civilian Personnel Data File (CPDF) enrollment code of the Federal Employees Health Benefit (FEHB) in which the employee is currently enrolled.	SF 2809							
259	Federal Employees Health Benefits (FEHB) Premium Conversion Waiver Effective Date	Date on which the Federal Employees Health Benefits (FEHB) premium conversion waiver is effective.	DG 60							
260	Federal Employees Health Benefits (FEHB) Premium Conversion Waiver Reason Description	Description of the Federal Employees Health Benefits (FEHB) premium conversion waiver.	DG 60							
261	Federal Employees Health Benefits (FEHB) Premium Conversion Waiver Reason Type	Type of Federal Employees Health Benefits (FEHB) premium conversion waiver.	DG 60							
262	Federal Employees Health Benefits (FEHB) Premium Conversion Waiver Status Indicator	Indicates if an employee has waived or not waived Federal Employees Health Benefits (FEHB) premium conversion.	SF 2809	DG 60						
268	Federal Employees Retirement System (FERS) Election Agency Receipt Date	Date on which the agency received election of Federal Employees Retirement System (FERS) coverage from employee.	SF 3109							

EHRI#	Attribute Name	Attribute Description	Form Reference							
270	Federal Employees Retirement System (FERS) Election Date	Date on which the employee elected Federal Employees Retirement System (FERS) coverage.	SF 3109							
271	Federal Employees Retirement System (FERS) Election Employee Signature	Electronic authentication or other binding indication that an employee elects or waives Federal Employees Retirement System (FERS) coverage.	SF 3109							
275	Federal Employees Retirement System (FERS) Election Former Spouse Indicator	Indicates if an employee has a living former spouse who has not remarried before reaching age 55 to whom a court order on file at the Office of Personnel Management (OPM) awards a portion of the employee's annuity or survivor benefits for Federal Employee.	SF 3109							
276	Federal Employees Retirement System (FERS) Election Indicator	Indicates employee's election or non-election of Federal Employees' Retirement System (FERS) coverage. An employee who is not automatically covered by FERS is eligible to elect FERS within 6 months of either being reemployed following a break in service of more than 3 days, or after they are converted from an excluded position.	SF 3109							
277	Federal Employees Retirement System (FERS) Election Information Employee Receipt Date	Date on which the employee received Federal Employees' Retirement System (FERS) election information.	SF 3109							
278	Federal Employees Retirement System (FERS) Election Information Employee Receipt Text	Disclaimer and instruction text related to receipt of Federal Employees Retirement System (FERS) information to which employee is signing.	SF 3109							

EHRI#	Attribute Name	Attribute Description	Form Reference								
279	Federal Employees Retirement System (FERS) Election Information Receipt Employee Signature	Electronic authentication or other binding indication that an employee received Federal Employees Retirement System (FERS) election information.	SF 3109								
284	Federal Employees Retirement System (FERS) Election Text	Disclaimer and election text related to Federal Employees Retirement System (FERS) election to which employee is signing.	SF 3109								
300	Gross Service Days	Total number of days served for all periods of Federal Service.	SF 144								
301	Gross Service Months	Total number of months served for all periods of Federal Service.	SF 144								
302	Gross Service Years	Total number of years served for all periods of Federal Service.	SF 144								
313	Intermittent Service Creditable Days	Number of days creditable for retirement computation served intermittently.	SF 144								
314	Intermittent Service Days	Number of days an employee actually worked during a pay period.	SF 144								
400	Military Branch Description	Military service branch in which a person has been employed.	SF 144								
404	Military Court Martial Indicator	Indicates if the applicant has ever been court martialed.	OF 306								
405	Military Court Martial Question Text	Questions the applicant about any previous court martials.	OF 306								
407	Military Discharge Type	Type of employee's discharge from military service.	SF 144								
409	Military Records Center Verification Date	Date on which the employee's military service record was verified by the military record center.	SF 813								
412	Military Service Verified End Date	End date of service in a non-war campaign or expedition for periods after 4/28/52.	SF 813								

EHRI#	Attribute Name	Attribute Description	Form Reference								
413	Military Service Verified Start Date	Start date of service in a non-war campaign or expedition for periods after 4/28/52.	SF 813								
430	Name Family	Non-chosen/inherited/married name by which a person is known or designated on all official transactions.	OF 306	SF 15	SF 144	SF 312	SF 61	SF 813	SF 2809	SF 3109	TSP 1
431	Name Given	Given/chosen/often first name by which a person is known or designated on all official transactions.	OF 306	SF 15	SF 144	SF 312	SF 61	SF 813	SF 2809	SF 3109	TSP 1
432	Name Middle	Middle name, or initial, by which a person is known or designated on all official transactions.	OF 306	SF 15	SF 144	SF 312	SF 61	SF 813	SF 2809	SF 3109	TSP 1
433	Name Suffix	Suffix to a full name of a person on all official transactions.	OF 306	SF 15	SF 144	SF 312	SF 61	SF 813	SF 2809	SF 3109	TSP 1
441	Non-Disclosure Agreement Agency Code	Code for the Agency in which employee has signed a non-disclosure agreement.	SF 312								
442	Non-Disclosure Agreement Image	Image of the non-disclosure agreement the employee signed when leaving Federal service.	SF 312								
443	Non-Disclosure Agreement Indicator	Indicates that an employee has signed a non-disclosure agreement.	SF 312								
446	Non-Wartime Campaign or Expedition	Non-war campaign or expedition for the period after 4/28/52.	SF 813								
448	Oath of Office Date	Date on which the employee swore or affirmed to the Oath of Office.	SF 61								
449	Oath of Office Employee Signature	Electronic authentication or other binding indication that an employee has sworn or affirmed to the Oath of Office.	SF 61								
450	Oath of Office Image	Image of signed and witnessed Oath of Office document.	SF 61								
451	Oath of Office Text	Text of the Oath of Office.	SF 61								

EHRI#	Attribute Name	Attribute Description	Form Reference							
452	Oath of Office Verification Date	Date on which the authorized official verified the existence and authenticity of Oath of Office document.	SF 61							
453	Oath of Office Verifier Signature	Electronic authentication or other binding indication that an authorized agency official has reviewed and verified the employee's Oath of Office document.	SF 61							
454	Oath of Office Verifier Title	Title of authorized official verifying the existence and authenticity of Oath of Office document.	SF 61							
487	Other Service Documentation Identifier	Identifies the official verifying prior creditable Federal, military, military academy, or volunteer service documentation.	SF 813							
491	Other Service Documentation Verification Date	Date on which the documentation for prior creditable Federal, military, military academy, or volunteer service was verified.	SF 813							
492	Other Service Organization Code	Code for the organization in which other creditable Federal, military, military academy, or volunteer service was performed.	SF 813							
508	Payroll Office Number	Number assigned to the payroll office.	SF 2809	TSP 1	TSP 1-C					
536	Postal Address Type	Description of the type of address.	SF 15	SF 2809	TSP 1	TSP 1-C				
551	Previously Been Fired Indicator	Indicates if an applicant has ever been fired.	OF 306							
552	Previously Been Fired Question Text	Applicants are asked whether they have ever been fired from a job.	OF 306							
553	Prior Conviction Indicator	Indicates if the applicant has any prior convictions (other than traffic violations).	OF 306							
554	Prior Conviction Question Text	Applicants are asked whether they have any prior convictions (other than traffic violations).	OF 306							

EHRI#	Attribute Name	Attribute Description	Form Reference												
555	Prior Federal Service Separation Date	Date the applicant left the Federal Government.	OF 306												
556	Race and National Origin Type	Code for employee's race and national origin.	SF 181												
557	Race and National Origin Description	Description of the code for employee's race and national origin.	SF 181												
566	Receive or Applied for Pay Indicator	Indicates if the applicant has ever received or applied for retirement pay, pension, or any other pay based on military, Federal civilian, or District of Columbia government service.	OF 306												
567	Receive or Applied for Pay Question Text	Applicants are asked if they have ever received or applied for Federal pay, pension, etc.	OF 306												
578	Relatives Working for Agency Indicator	Indicates if an applicant has any relatives working for the agency to which they are applying.	OF 306												
579	Relatives Working for Agency Question Text	Text of query to applicant to determine whether they have any relatives working for the agency to which they are applying.	OF 306												
602	Selective Service Registration Indicator	Indicates whether an employee has registered for the selective service or not.	OPM 1583												
642	Service Period Total Days	Total days served by employee during a particular period of Federal service.	SF 144												
643	Service Period Total Months	Total months served by employee during a particular period of Federal service.	SF 144												
644	Service Period Total Years	Total years served by employee during a particular period of Federal service.	SF 144												
652	Social Security Number	Person's social security number.	OF 306	OF 306	SF 15	SF 144	SF 312	SF 813	SF 2809	SF 3109	TSP 1				
652	Social Security Number	Person's social security number.	TSP 1-C	SF 2808	SF 1152	SF 2823	SF 3102								
679	Telephone Number	Person's or organization's phone number.	SF 2809												

EHRI#	Attribute Name	Attribute Description	Form Reference							
679	Telephone Number	Person's or organization's phone number.	SF 3109							
679	Telephone Number	Person's or organization's phone number.	TSP 1							
680	Telephone Number Type	Type of phone number for the person or organization.	SF 2809	SF 3109	TSP 1					
685	Thrift Savings Plan (TSP) Effective Date	Date that the changes to Thrift Savings Plan (TSP) enrollment become effective.	TSP 1	TSP 1-C						
686	Thrift Savings Plan (TSP) Agency Pay Period Contribution Amount	Amount the agency contributes to the Thrift Savings Plan (TSP) in the current pay period.	TSP 1	TSP 1-C						
687	Thrift Savings Plan (TSP) Election Contribution Percent	Percentage rate of pay that the employee elects to have deducted for the Thrift Savings Plan (TSP).	TSP 1	TSP 1-C						
688	Thrift Savings Plan (TSP) Eligibility Date	Date on which the FERS employee is eligible for matching contributions and the additional 1% from the agency in the Thrift Savings Plan (TSP).	TSP 1	TSP 1-C						
690	Thrift Savings Plan (TSP) Employee Pay Period Contribution Amount	Fixed amount currently elected by the employee to be deducted for the Thrift Savings Plan (TSP) in a pay period.	TSP 1	TSP 1-C						
692	Total Creditable Service Days	Net days of service, equal to Gross Total Service Days minus Non-Creditable Service Total Days.	SF 144							
693	Total Creditable Service Months	Net months of service, equal to Gross Total Service Months minus Non-Creditable Service Total Months.	SF 144							
694	Total Creditable Service Years	Net years of service, equal to Gross Total Service Years minus Non-Creditable Service Total Years.	SF 144							
696	Total Non-Creditable Service Days	Total number of non-creditable service days for all periods of Federal Service.	SF 144							
697	Total Non-Creditable Service Months	Total number of non-creditable service months for all periods of Federal Service.	SF 144							

EHRI#	Attribute Name	Attribute Description	Form Reference								
698	Total Non-Creditable Service Years	Total number of non-creditable service years for all periods of Federal Service.	SF 144								
737	Thrift Savings Plan (TSP) Employee Signature	Electronic authentication or other binding indication that an employee approves changes to Thrift Savings Plan (TSP) enrollment.	TSP 1								
743	Thrift Savings Plan (TSP) Stop Contribution Disclaimer Text	Text to inform employee of the consequences of stopping Thrift Savings Plan (TSP) contributions.	TSP 1								
744	Thrift Savings Plan (TSP) Stop Contribution Indicator	Indicates that employee is terminating Thrift Savings Plan (TSP) contributions.	TSP 1								
759	Veterans Preference Type	Category of entitlement to preference at the time of appointment in the Federal service based on active military service that terminated honorably.	SF 15								
762	Veterans Preference Eligibility Document Type	Type of document used to verify the veterans preference.	SF 15								
763	Veterans Preference Eligibility Verification Date	Date on which veterans preference eligibility documentation was verified.	SF 15								
764	Veterans Preference Employee Signature Date	Date on which the individual electronically authenticated their claim for 10-point veterans preference.	SF 15								
765	Veterans Status Code	Indicates that an employee is a veteran as defined by 38 U.S.C. 101 (I.e. a person who served in the active uniformed military service of the United States and who was discharged or released from service under conditions other than dishonorable)	SF 15								

EHRI#	Attribute Name	Attribute Description	Form Reference							
766	Veterans Status Description	The description of whether an employee is a veteran as defined by 38 U.S.C. 101 (i.e. a person who served in the active uniformed military service of the United States and who was discharged or released from service under conditions other than dishonorable.	SF 15							
776	Gender	An employee's sex.	SF 2809							
845	Race and National Origin Code Effective Date	Date the code became effective.	SF 181							
1021	Thrift Savings Plan (TSP) Election Contribution Amount	Dollar amount of pay that the employee elects to have deducted for the Thrift Savings Plan (TSP).	TSP 1							
1071	Ethnicity and Race Identification Code	Bitmapped code field consisting of one ethnicity indicator and five race indicators. Each position of the code is an indicator of "0" (false) or "1" (true).	SF 181							

Appendix E – Performance Indicators

This section provides detailed information regarding the Performance Indicators.

- The Performance Indicator Dictionary provides the definition, purpose, and calculation for the Performance Indicators.
- The HR LOB Strategic Alignment documents the final performance indicators and the alignment of these indicators to HR LOB Strategic Objectives.
- The Activity Discussion Results provides the results of the brainstorming activity from the Performance Model extension work sessions.

EOD Measurement Indicator Dictionary

These indicators are a tentative baseline of measures for the EOD process. As solutions are identified, it is expected that there will a small set of indicators for the process. Some of the indicators below may be used or new indicators may be developed.

Metrics Dictionary						
Process Linkage	Name	Definition	Calculation	Purpose	Data Needed	Frequency
	CYCLE TIME	This group of first five measures defines the time it takes between specific points within the process. Over time, these measures may indicate an opportunity for process improvement through analysis over time or comparison to other EOD process' cycle time results				
3.6.3	Time from recruiting to EODS	From the date of the tentative offer acceptance to the date the record is built in EOD	Number of work days between tentative offer acceptance and the record being built in EOD	May indicate opportunity for process improvement	Date of acceptance Date record was built	Quarterly
3.6.4	Time to access EODS	From the time the record is built in EODS until the time the prospective employee has access to log on	Number of days between the time the record is built and the prospective employee has log on information	May indicate opportunity for process improvement	Date record was built Date the log on information is sent	Quarterly
3.6.5	Time to complete condition	The number of days from login notification to the date all conditions are met(note: it would be helpful to categorize by condition as well)	Difference of the days between the date of all conditions being meet and the date of the login notification sent	May indicate opportunity for process improvement. Indicates provider service level	date of conditions being met; date of login notification sent	Quarterly

Metrics Dictionary						
Process Linkage	Name	Definition	Calculation	Purpose	Data Needed	Frequency
3.6.6	Time from completing conditions to Report for Duty date	The number of days from all conditions being satisfied until the Report for Duty date	The date the conditions are satisfied to the Report for Duty date	May indicate opportunity for process improvement.	Date conditions are met; Report for Duty date	Quarterly
3.6.6	Time from acceptance to Report for Duty	The number of days from acceptance of formal offer by prospective employee to Report of Duty date	Difference in days between the date of the acceptance by prospective employee and the Report for Duty date	May indicate opportunity for process improvement.	Date of acceptance; Report for Duty date	Quarterly
3.6.4	Pre-employment condition selection quality	The percent of pre employment conditions selected correctly the first time for each prospective employee processed	By prospective employee, number of pre-employment conditions changed more than 24 hours after initial selection (note: it would be helpful to categorize by condition as well) divided by the number of EOD records built	Could indicate that the system is applying rules incorrectly, i.e. business rules are built and processed correctly	Number of pre-employment conditions changed, by prospective employee number; total number of EOD records built	Quarterly

Metrics Dictionary						
Process Linkage	Name	Definition	Calculation	Purpose	Data Needed	Frequency
3.6.5	Number of declinations	The number of prospective employees who accepted tentative offer and then declined during the pre-employment activities	The number of prospective employees who accepted tentative offer and then declined during the pre-employment activities	Indicates point at which qualified candidates drop out of process	Number of prospective employees who accepted tentative offer; number of prospective employees who declined the offer during the pre-employment activity process	Quarterly
3.6.5	Number of pre-employment failures	The number of prospective employees who fail to meet condition	The number of prospective employees who accepted tentative offer and then failed to meet pre-employment condition	Indicate point at which prospective employees drop out of process. May indicate opportunity for process improvement	Number of prospective employees who accepted tentative offer; number of prospective employees who failed to meet pre-employment condition	Quarterly
3.6.6	Employee report rate	Percentage of prospective employees who actually report on Report for Duty date	The number of prospective employees who report for duty divided by the number of formal offers accepted and confirmed	Indicate point at which candidates drop out of process. May indicate opportunity for process improvement	Number of prospective employees who accept formal offer and confirm report for duty date; number of prospective employees who report for duty on confirmed date	Quarterly

Metrics Dictionary						
Process Linkage	Name	Definition	Calculation	Purpose	Data Needed	Frequency
3.6.7	Percent of notifications sent to Recruiting	Percent of notifications sent to recruiting that EOD is complete for the employee	The number of notifications sent that EOD is complete for an employee divided by the number of EOD records created	Indicates success rate of selections	Number of notifications sent that EOD is complete; number of EOD records created	Quarterly
3.6.3 - 3.6.6	Employee Survey Results	Percentage of employees that indicated a positive experience on the survey	The number of employees that indicated a positive experience on the survey divided by the total number of employees that took the survey	Qualitative data that should answer the question: Did the employee have a positive experience?	Number of employees who indicated a positive experience; total number of employees who took the survey	Quarterly

Activity Discussion Results

The table below summarizes the results of the discussion regarding the BRM activities in scope for the EOD process. These were the results of the brainstorming activity. The measures were analyzed further; therefore some of the measures may not be reflected in the final recommendation.

Activity Number	Activity Name	Inputs	Outputs	Metric	Metric	Metric	Metric
3.6.3	HR receives and records the selectee's response to the offer of employment.	Job offer extended to selectees with terms of employment	Selectee decision to accept or decline job offer	Cycle time from recruiting to EODS. From the date of acceptance to the date the record is built			
3.6.4	Build the prospective employee record or, if the prospective employee is already an employee or former employee of the Federal Government, obtain the employee's information from the previous agency or record center. Initiate administrative activities as required of the job (e.g. security clearance, suitability determination, drug testing, medical screening, polygraph, relocation paperwork).	Government-wide Laws, Rules and Regulations, Internal Guidelines, Selectee Decisions to Accept Employment Based Upon Job Offer Terms	Pre-employment Data for Review/ Analysis (e.g., security process, suitability determination)	Cycle time from recruiting to EODS. From the date of acceptance to the date the record is built.	Time to access EODS-from the time the record is built until the time the employee has access	Transaction quality-percent of transactions completed correctly the first time	
3.6.5	Certify that prescribed pre-employment activities are complete and employment contingencies are satisfied.	Results of Pre-employment Data Review/ Analysis	Authorization to Hire	Time to complete condition-	Number of declinations-the number of employees who decline employment	Number of pre-employment failures-the number of employees who fail to meet condition	

Activity Number	Activity Name	Inputs	Outputs	Metric	Metric	Metric	Metric
3.6.6	Negotiate the entrance on duty date and provide notification to begin processes (e.g., orientation, work location and workstation, granting of security access). Conduct in-processing and enter employee information into automated systems.	Authorization to Hire, Employee Data	Selectee Hired, Data Collection Complete	Employee show rate-percentage of prospective employees who actually show up	Time to extend formal offer-from the time the conditions are met until the formal offer is extended	Time from formal offer being extended to acceptance	Time from acceptance to Report for Duty
3.6.7	Close the vacancy case file and audit as required	Vacancy Case File	Employee Files, Closed Vacancy Case File	Percent of notification sent-	Percent of employees who complete pre-employment process		

HR LOB Strategic Objectives and Indicators Alignment

This table shows the alignment of the indicators to the Strategic Objectives. The primary objective is indicated by the letter P. It also shows if the indicators results would be impacted by the EOD provider.

HRLOB Strategic Objectives				EOD Measurement Indicators	Indicator Type		Provider Role
Improve Mgmt.	Operational Efficiencies	Cost Savings/Avoidance	Improved Cust. Serv.		Leading	Lagging	
	P			Time from recruiting to EODS		x	x
	x		P	Time to access EODS	x	x	x
P	x	x		Time to complete condition		x	
x	P		x	Time to extend formal offer		x	x
P	x		x	Time from acceptance to Report for Duty		x	
	x	x	P	Pre employment condition selection quality	x		x
x	P	x		Number of declinations	x		
x	P	x		Number of pre-employment failures	x		
x	P	x		Employee report rate	x		
	x		P	Percent of notification sent to Recruiting		x	x
x	x	x	P	Employee Survey Results	x	x	x



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