HR LINE OF BUSINESS
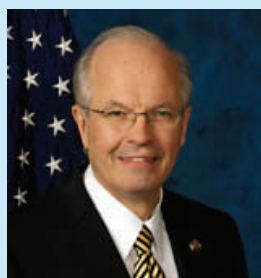
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MESSAGE FROM MICHAEL HAGER OPM ACTING DIRECTOR

The HR LOB at the U.S. Office of Personnel Management continues to meet its goals to transform Federal HR and reduce HR costs for the Federal Government. In support of these goals, the HR LOB is undertaking a new initiative to update its Cost-Benefit Analysis (CBA). Updating the CBA will demonstrate the cost savings/avoidance realized by the Government as a result of the HR LOB. I am happy to share this month's letter which provides updates on the Provider Assessment and other HR LOB workstreams.

INSIDE THIS ISSUE:

HIGHLIGHTS FOR THE HR LOB

- Hosted the Multi-Agency Executive Strategy Committee (MAESC) meeting on November 13
- Distributed the data call template for the HR LOB Cost-Benefit Analysis on November 17
- Updated the "Cross-agency Initiative" and "Strategy and Performance" layers of the Federal Transition Framework Catalog on November 13
- Distributed Letters of Appreciation to the Chief Human Capital Officers on November 24
- Hosted HR Benchmarking meetings with the SSC sub-group on November 19 and the agency sub-group on November 20

REGGIE BROWN PROVIDES HR LOB UPDATES

November was a month of great progress for the HR LOB. The active involvement of 24 agencies in our robust governance structure continues to move the Federal Government toward modern and cost-effective Human Resources systems and programs. During the month, we launched the HR LOB Cost-Benefit Analysis (CBA) update initiative, while continuing to move the Provider Assessment, Integration Support Project, and HR Benchmarking workstreams forward.

Reggie Brown,
Director of Modernization and
HR Line of Business

The original HR LOB CBA was developed in the summer of 2005 and included in the Fiscal Year 2006 Business Case submitted to OMB. Since many of the assumptions used in the original CBA have changed, we are updating it during FY 2009.

On November 24, we distributed Letters of Appreciation to the Chief Human Capital Officers (CHCOs) at each agency. The letters thank the CHCOs for committing resources to support the HR LOB and recognize the exceptional contributions of the individuals at the agencies who participated in the HR LOB over the past year.

Hosting the monthly HR LOB Multi-Agency Executive Strategy Committee (MAESC) meeting is always a significant milestone. *(Reggie Brown Provides HR LOB Updates continued on page 2)*

REGGIE BROWN PROVIDES HR LOB UPDATES

The November MAESC meeting was well-attended by 16 agencies and included presentations by Jerry Mikowicz from OPM's Strategic Human Resources Policy office on the Inspector General Reform Act and Sydney Smith-Heimbrock from OPM's Human Capital Leadership and Merit System Accountability office on the End-to-End Hiring Initiative. I would like to thank both Jerry and Sydney for their presentations and contributions to the MAESC.

I have important news to share concerning the next MAESC meeting, which is scheduled for December 10. At this meeting we are expecting the OPM Acting Director, Mike Hager, to attend and discuss his experiences with shared services.

As a reminder, Partner Agency Contributions for the HR LOB are still urgently needed. If we do not receive your annual contributions, we will have to suspend the Integration Support Project and HR Benchmarking workstreams and cut back on the Provider Assessment and Communication and Outreach workstreams as of January 1.

The remainder of this month's letter provides updates on the following HR LOB workstreams: Provider Assessment, Cost-Benefit Analysis, Integration Support Project, Target Requirements Mapping, and HR Benchmarking.

WORKSTREAM UPDATES

Provider Assessment

A focus group of Customer Council members met on October 30 to discuss the Provider Assessment Program. The objective of the focus group was to provide direction to the HR LOB and identify customer requirements for assessing HR LOB providers' ability to deliver services. The new Provider Assessment Program will be designed and implemented through the following guiding principles:

- The reuse of existing methods and available documentation to reduce the burden of assessment on providers

- The standardization of assessment models across all providers

- The development and implementation of an assessment incrementally

- The continuous communication of assessment project results to the providers and customers

- The guarantee that provider and customer points of view are reflected in the current assessment approach

Prior to the focus group, each provider was asked to give the HR LOB a list of the assessment methods they currently use. At the focus group, the customers answered questions from three perspectives—compliance, transparency, and modernization. For example, customers were asked to explain how the providers currently demonstrate compliance, transparency, and modernization. They were also asked to identify and rank methods they would like to see implemented to assess providers.

As a result of the focus group, the HR LOB is drafting a report which includes the customers' requirements for assessing providers and the assessment methods providers currently use. The purpose of the report is to analyze customer requirements against assessment-related activities currently performed. A preliminary analysis will be presented at the December Shared Service Center Advisory Council (SSCAC) and at the December Customer Council meeting. The report will be updated based on the feedback from the meetings with the Customer Council and SSCAC. The MAESC will be briefed on the Provider Assessment Program at the January 2009 meeting.

Cost-Benefit Analysis

The HR LOB is in the process of updating the original HR LOB cost-benefit analysis (CBA). *(Workstream Updates continued on page 3)*

WORKSTREAM UPDATES

The updated CBA will allow us to establish a new baseline for total cost savings/avoidance and measure total cost savings from for the initiative.

The methodology for updating the CBA was presented to the MAESC at the November meeting. The HR LOB issued a data call template to every agency with an HR-related Exhibit 53 line item to collect and validate agency HR system information on November 17. Agencies should complete the template and return it to the HR LOB by December 15. The objective is to complete the collection and validation of this information by the end of 1Q FY 2009.

The HR LOB is holding four optional CBA conference calls to field questions from agency point of contacts. The first two conference calls were held on November 20 and November 25. The next two conference calls are scheduled for December 5 and December 11.

After the templates are completed by the agencies, the HR LOB will analyze the collected information and update the CBA. The updated CBA will be issued at the end of Q2 FY 2009. We look forward to working with agency representatives to complete this important initiative.

Integration Support Project

The objective of the Integration Support Project is to provide an end-to-end view of common HR solutions and compile available information and resources to help HR LOB SSCs and customer agencies effectively implement them. In the near term, the HR LOB is building an end-to-end view of the current as-is environment of Governmentwide systems. Over time, this view along with the Federal Segment Architecture Working Group methodology will be leveraged to build a conceptual solution architecture based on the HR LOB enterprise architecture. This conceptual solution architecture will help move the Government toward interoperability and the realization of the HR LOB vision.

The HR LOB has reviewed and updated the following information content of application systems (eOPF, EHRI, CVS, eQIP, Employee Express, GoLearn, and USAJOBS) under consideration for the ISP end-to-end view report:

- Introduction and contact information
- System touch points and context diagram
- System data interfaces
- Integration requirements

The HR LOB is currently drafting Version 1 of the report which depicts the end-to-end view. This report is expected to be available for MAESC review by the end of December 2008. The report will contain appendices with detailed information on each system. These appendices are currently under review with the system owners.

The HR LOB will begin developing Version 2 of the report in January 2009 pending the receipt of partner agency contributions. Version 2 will expand the scope of Version 1 to include systems such as e-Verify and e-Travel. This version will also include a high-level conceptual solution architecture to provide agencies a roadmap for integration.

Target Requirements Mapping

The HR LOB continues to move forward with its initiative to map the HR LOB target requirements of SSCs to the service components identified in the HR LOB Service Component Model (SCM) version 2.0. Mapping the target requirements to service components will provide specific expectations around how each of the potential services an SSC may offer are to be delivered to an agency.

The core SCM workgroup met from September 23-26 and again from October 21-24 to validate and obtain consensus on the mapping.

WORKSTREAM UPDATES

There will be a Target Requirements Mapping presentation at the December MAESC meeting to provide more detail about the mapping and how agencies may use the mapping to better understand a provider's service offering.

HR Benchmarking

The HR Benchmarking study is currently under way. This study will establish a baseline of performance results that can be used to drive improvements at agencies and SSCs. The goal of the study is to advance SSC and agency performance, helping them become more efficient, customer-service oriented, cost effective, and more strategically focused. Over time the performance results will be used to substantiate the progress of the HR LOB program—to "tell the HR LOB story."

The workgroup is comprised of representatives from four HR SSCs and five agencies. The workgroup has established agency and SSC sub-groups to define the first three measures of HR Servicing Ratio, HR Cost, and HR IT Spend. After these three measures are defined, the workgroup will reconvene to define the remaining measures. The group is currently finalizing the measures of SSC HR servicing ratio and Agency HR Servicing Ratio. They will be focusing on the SSC HR Cost and Agency HR Cost measure next.

UPCOMING EVENTS

DATE	EVENT
December 3-4, 2008	Shared Service Center Advisory Council (SSCAC) conference
December 10, 2008	Multi-Agency Executive Strategy Committee (MAESC) meeting
December 17, 2008	Customer Council meeting
January 6, 2009	Multi-Agency Executive Strategy Committee (MAESC) meeting
February 10, 2009	Multi-Agency Executive Strategy Committee (MAESC) meeting
March 3, 2009	Multi-Agency Executive Strategy Committee (MAESC) meeting

LOB IN THE NEWS

Tim Young leaves OMB

Tim Young, who spearheaded the Office of Management and Budget's e-Government and information technology revival, left November 21.

(http://www.fcw.com/online/news/154345-1.html?topic=egovernment)

Federal acquisition needs enterprise architecture

The Federal Government needs enterprise architecture to fix its acquisition system, the top General Services Administration official said today.

(http://www.fcw.com/online/news/154165-1.html)

Get ready to show your EA work

Enterprise Architecture has come a long way in the Federal Government—so far that OMB's top architecture official believes it's time to start holding agencies to a higher standard.

(http://www.fcw.com/print/22_32/policy/153917-1.html?topic=enterprise_architecture)

About The HR Line Of Business

The vision of the HR LOB is Governmentwide, modern, cost-effective, standardized, and interoperable HR solutions providing common, core functionality to support the strategic management of human capital in addressing duplicative and redundant HR systems and processes across the Federal Government. The goal of the HR LOB initiative is to allow the Federal civilian HR workforce to focus on providing improved management, operational efficiencies, cost savings or avoidance, and improved customer service.

The HR LOB common solution takes a phased approach to delivering HR services through shared service centers based on common, reusable architecture that leverage open architecture concepts. These solutions will enable the Federal Government to standardize HR business functions and processes, as well as the systems that support them. The HR LOB common solution will enable a shift in emphasis within the agencies from administrative processing to customer service and strategic planning.

The shared service center approach is designed to encourage competition among Federal- and private-sector providers, and to maximize private-sector involvement; this competition, in turn, should result in improved quality, efficiency, and customer satisfaction. Economies of scale will help reduce costs and improve efficiencies. A focus on performance results will improve quality and customer satisfaction.

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