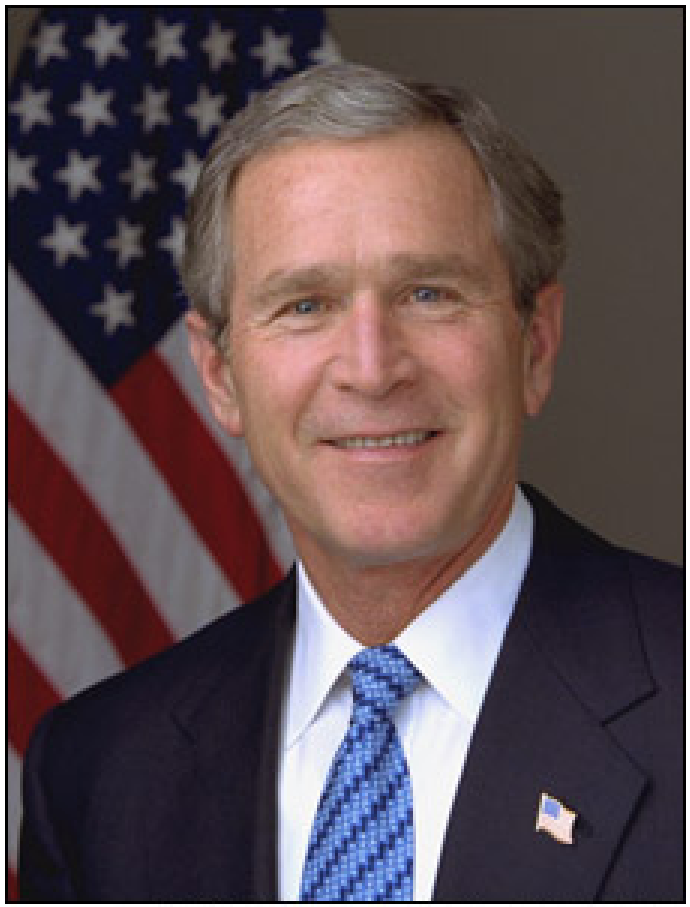
Strategic Alignment of Governmentwide Human Resource Management Systems

Working for America

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

E-Government Act of 2002



White House photo by Eric Draper

"The Act will also assist in expanding the use of the Internet and computer resources in order to deliver Government services, consistent with the reform principles I outlined on July 10, 2002, for a citizen-centered, results-oriented, and market-based Government."

President George W. Bush

Working for America

"President George W. Bush is committed to streamlined, customer oriented government. OPM is quickly moving toward a true "e-Government", one that uses technology to improve procedures for moving federal workers through the employee lifecycle - beginning with recruitment and background investigations, continuing through all aspects of employment and training, and culminating with retirement. Some merely imagine a world where information moves at the speed of light - OPM is creating it."

Kay Coles James, Director
U.S. Office of Personnel Management

PMA and *e*-Government

- Quicksilver Program
- PMA
  - *Expanded Electronic Government*
  - *Strategic Management of Human Capital*
- President's Management Council
- *e*-Government Act Signed Dec 2002
- OMB Portfolio Programs
  - *Internal Efficiency and Effectiveness*

OPM E-Gov Program
Mission and Vision Statements

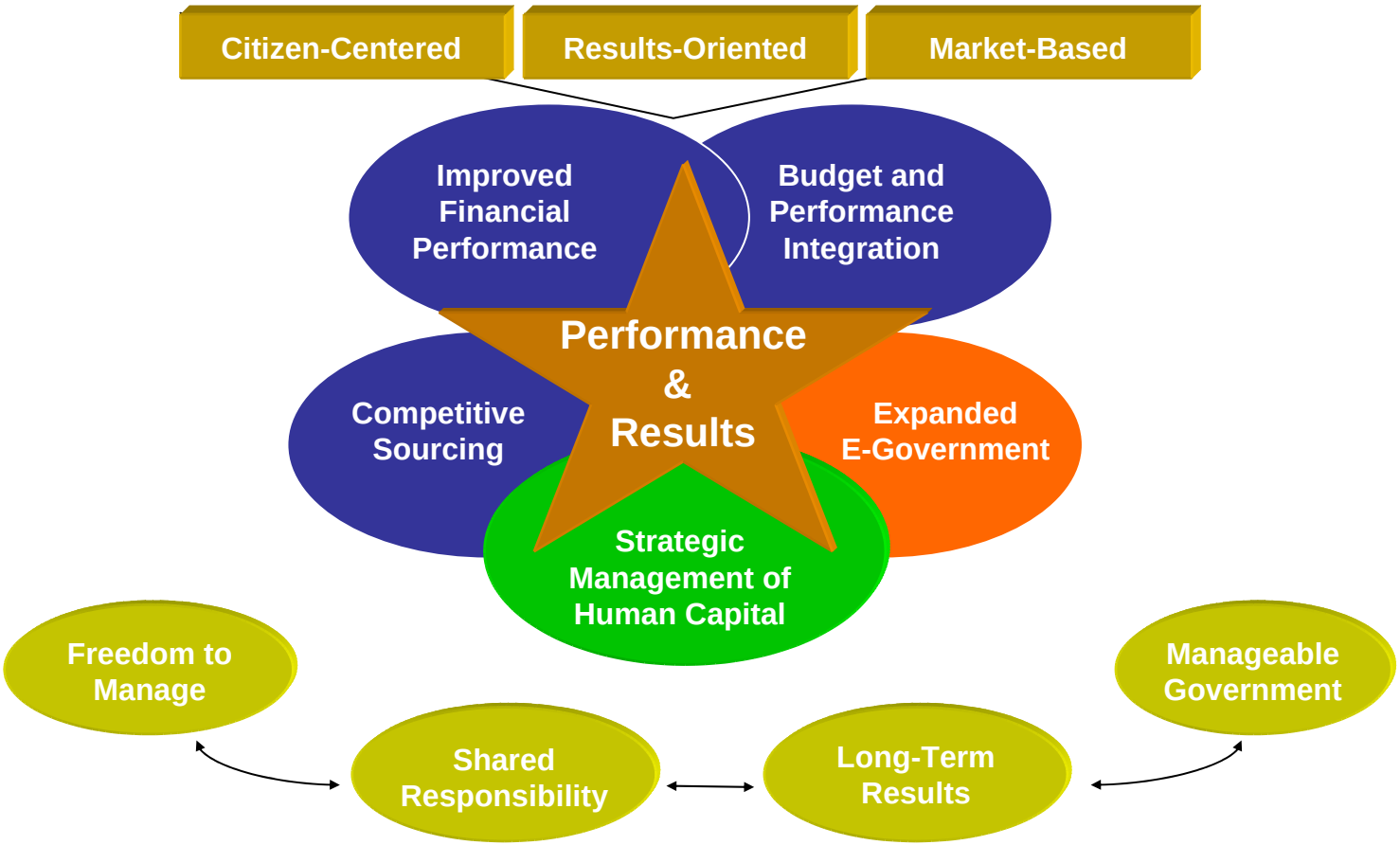
MISSION

- OPM's E-Gov Program is dedicated to carrying out the mandate of the President's Management Agenda, the E-Government Act of 2002, and the Federal Enterprise Architecture. The mission of OPM's E-Gov Program is to develop world class secure, modern, cross-agency, human resource solutions that transform the management of Federal human capital.

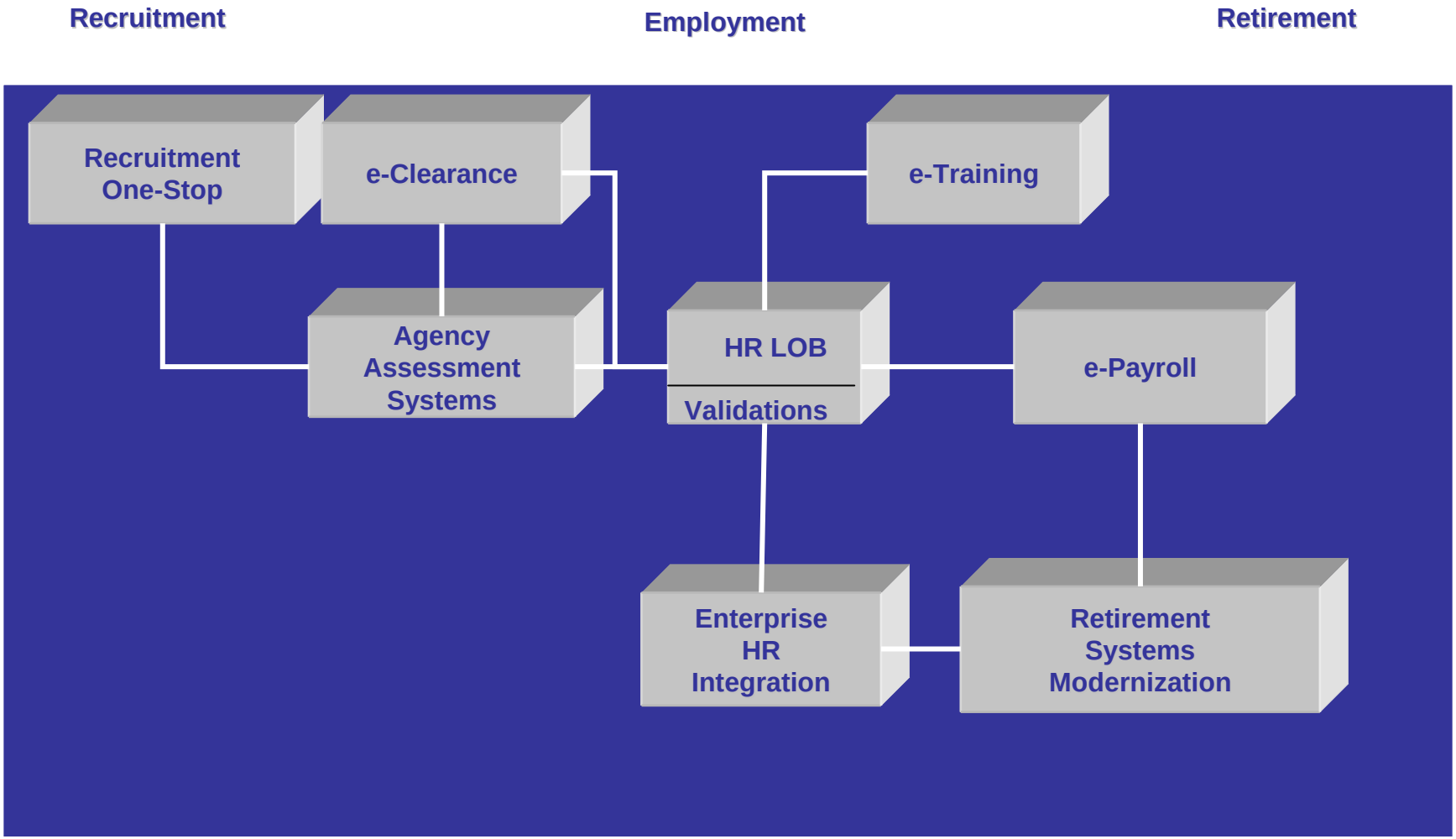
VISION

- Federal agencies *use* OPM E-Gov human resource solutions to improve their ability to build successful, high performance organizations.

President's Management Agenda



Current Interrelationships among OPM E-Gov Initiatives



The Employee Life Cycle

e-Gov Initiatives

- ✓ **Recruitment One-Stop** provides a single point of access for Federal jobseekers
- ✓ **e-Training** provides one-stop access to high quality training products and services
- ✓ **e-Clearance** provides improved and faster processing of security clearances
- ✓ **EHRI** will expand electronic exchange of standard human resources data within and across agencies and systems
- ✓ **e-Payroll** will provide consolidated and simplified Federal payroll processing
- ✓ **HR LOB** will set the standard for HR policies, processes, and core functional requirements for integrating and migrating agencies to modern, cost-effective HR information systems across the Federal government.

OPM E-Gov Overview: Vital Statistics

$2.742 Billion Tax Savings

	RECRUITMENT ONE-STOP (ROS)	E-CLEARANCE	EHRI	E-TRAINING	E-PAYROLL
Projected Savings	$365 million over life cycle of the project	$258 million over life cycle of the project	$235 million over life cycle of project	$784 million over the life cycle of the project	$1.1 billion over life cycle of the project
Major Benefits	• Reduce complexity in Federal hiring & make it easier to hire qualified applicants • Decrease cost per hire • Reduce time to fill vacancies • Meet human capital needs of Federal Government	• Reduced wait times for clearances • More reciprocity and sharing among agencies • Authorized personnel will have quicker access to clearance information • Reduction in duplicative investigation efforts	• Eliminate the need for paper records • Enable electronic transfer of HR data among Federal agencies • Timely access to HR data on active and separated Federal employees • Improved currency and availability of Federal HR data	• Convenience of online training • Expanded course selection • Tuition cost avoidance • Savings from compressed learning time, travel cost avoidance	• Consolidation of civilian payroll operations to two provider partnerships • Service delivery improvements through standardized systems
Numbers of people served	Serving all Federal agencies, and over 50 million job seekers annually	All applicants, employees, and contractors to the Federal Government	1.8 million Federal employees served	Currently 31 Federal Agencies served. Anticipated to reach 58 Agencies by FY04.	1.8 million Federal employees served

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OPM E-Gov Initiatives Support and Align with the HCAAF

	Strategic Alignment			Workforce Planning & Deployment		Leadership and Knowledge Management					Results-Oriented Culture			Talent		Account-ability
Human Capital Assessment and Accountability Framework Critical Success Factors	Human Capital Focus	Government-wide Human Capital Collab-oration	Human Resources Collab-oration	Workforce Planning	Workforce Develop-ment	Leadership Planning & Implem-entation	Change Manag-ement	Integrity and Inspiring Employee Comm-itment	Strategic Knowledge Manag-ement	Continuous Learning and Improv-ement	Perfor-mance Manag-ement	Diversity	Employee / Labor Manage-ment Relations	Workforce Analysis	Compete for Talent	Agency-wide System for Ensuring Account-ability in HC
E-Gov Initiatives																
EHRI	P	P	P	P	S	P	P		P		P	P	P	P	P	P
e-Payroll		S		P							P	P	P	P		
ROS	P			P	P							P	P	S	S	P
e-Training	P		P		P	S		P	P	P	S			P	P	
e-Clearance			P										P			P
CSF Alignment Support	3	2	3	3	3	2	1	1	2	1	3	3	4	4	3	3

Legend:	
Primary Support Relationship	P
Secondary Support Relationshi	S

HR LOB

Objective of Initiative

- Government-wide, modern, cost effective, standardized, and interoperable Human Resource (HR) solutions providing common core functionality to support the strategic management of Human Capital.
- Maximize strategic benefits, operational efficiencies, and acquisition and development deployment savings by
  - Standardizing HR policies and processes,
  - Establishing core HR functional requirements,
  - Integrating and migrating to modernized HR information systems across agencies

FY 2003 Accomplishments

- Conducted 3 HR LOB Focus Group Meetings
- Developed HR LOB strategy in the FY 2005 HR LOB CAP

HR-LOB

FY 2004 Plans

- Establish Task Force (22 Agencies)
- Identify common solutions

  - Form multi-agency working groups

  - Inventory HR Systems, identify best of breed

  - Evaluate RFI responses (43)

- Develop HR LOB FY06 Business Case

  - Define target architecture

  - Define common solutions

  - Cost justification completed

Initiatives Overview: HR LOB

Improved Management

- Improve the government wide strategic management of human capital (*faster decision making, more informed policy making, more effective workforce management, improved resource alignment with agency missions*.)

Operational Efficiencies

- Achieve or increase operational efficiencies in the acquisition, development, implementation and operation of human resources management and supporting systems (*improved servicing ratio / response times, reduced cycle times, improved automated reporting*.)

Cost Savings/Avoidance

- Achieve or increase cost savings/avoidance from HR solution activities

Improved Customer Service

- Improve customer service

HR LOB Sub-Functions & Activities
27 activities across 10 sub-functions

	Sub-Funcitons									
	Benefits Mgmt	Compen-sation Mgmt	Compe- tency Mgmt	Employee and Labor Relation- ship Mgmt	HR Strategy Devel - opment	HR Trans-action Mgmt	Perform -ance Mgmt	Resource Training and Devel-opment	Separation Mgmt	Staff Acquisi-tion
Activities	Administer Benefits	Administer Compensation	Track Competency	Administer Employee and Labor Relations	Conduct External Environment Analysis	Distribute Labor	Administer Employee Performance	Plan Employee Development	Administer Separation	Manage Recruitment Strategy
		Manage Payroll			Conduct FTE Planning and Management	Execute Security Clearances/ Suitability	Administer Operations Performance	Administer Training		Conduct Recruiting
					Manage HR Budget	Process Personnel Action				Evaluate Applicant
					Manage HR Policy	Conduct Testing and Tracking				Conduct Hiring
					Provide HR Strategy Consultation	Time and Attenance				Classify and Manage Positions
					Conduct Workforce & Succession Planning	Track Vacancies				

Core Common Solution (Common Processing Center Functions)

Core Multiple Solutions (Shared Service Functions)

No Clear Govt-wide Solution

Data dependent activity with few transactional needs OR Management Activity

Recruitment One-Stop

Objective

- Simplify the process of locating and applying for Federal jobs. Through enhanced job-seeker focused services, help Federal agencies meet the Human Capital recruitment challenges of the next decade.

Human Capital Standards for Success

- Strategic Alignment
- Workforce Planning and Development
- Results-Oriented Culture
- Talent
- Accountability

Benefits

- Increase public satisfaction with the federal hiring process
- Expedite agencies' identification of qualified candidates
- Improve quality level of new hires

Recruitment One-Stop

FY 2003 & FY 2004 Accomplishments

- Launched new USAJOBS Federal Employment Information System
  - www.usajobs.opm.gov
  - www.studentjobs.gov
  - USAJOBS by Phone
  - New look and feel
  - Enhanced features for job seekers and recruiters
  - Built on industry best practices
- Log 300,000 visits each day, 700,000 resumes per year
- Improved customer satisfaction with USAJOBS and the Federal employment application process; increased on-line application; real time availability of application status tracking data; reduced cost and time per hire

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From students to executives, administrative to high tech jobs, US government careers offer rewarding ways for you to participate in our country's success.

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» Career Interests Center

Assess your skills and interests to match potential career opportunities.

Government Links

- FirstGov
- The White House
- Explore Other Agencies
- Federal Employment of People with Disabilities

Studentjobs.gov

VETERANS

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This is a United States Office of Personnel Management web site.
USAJOBS is the Federal Government's official one-stop source for Federal jobs and employment information.

Working for America

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Initiatives Overview: Recruitment One-Stop

Summary

- The Recruitment One-Stop initiative has a tremendous opportunity to dramatically improve service delivery to Federal job seekers and position the United States Government to cost-efficiently attract a broader, more diverse and more skilled candidate pool.
- The initiative has demonstrated a track record for delivery – from vision and goals to implementation of best-of-breed solution in 18 months.
- Continued momentum = continued success!!

e-Training

Objective

- Create a premier e-Training environment (GoLearn.gov) that supports the development of the Federal workforce through simplified and one-stop access to high quality e-Training products and services and, thus, advances the accomplishment of agency missions.

Benefits

- Provide users the convenience of online training
- Expanded choices in courses offered
- Savings from compressed learning time, and travel cost avoidance
- Tuition cost avoidance from not having to attend expensive in-class training

Human Capital Standards for Success

- Strategic Alignment
- Workforce Planning and Development
- Leadership and Knowledge Management
- Results-Oriented Culture
- Talent

e-Training

FY 2003 & FY 2004 Accomplishments

- Launched **Module 2** (January 2003) and **Module 3** (September 2003) inclusive of:
  - Fee-for-Service courseware & learning management system support
  - IT Workforce Development & Competency Management Roadmap
- 31 participating agencies accounting for approximately $15 million in FY 2003 cost savings/avoidance
- Launch **Module 4** (September 2004) inclusive of:
  - Communities of Practice (CoP)/knowledge domains and collaborative toolsets
  - Workforce Development and Competency Management Roadmaps for the following occupations:
  - Enhanced courseware, learning management system, e-Mentoring, and Books 24x7 support, searching, and reporting
- Anticipate 58 departments/agencies will have migrated to the GoLearn platform by end of FY04

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Entering the Government Online Learning Center

Initiatives Overview: e-Training

Summary

- GoLearn is providing agencies and Government with more than simply e-learning:
  - Strategic Human Capital Development tools and services, communities of practice, knowledge management, change management, risk management, education and outreach
  - Reducing costs associated with internally hosted e-learning initiatives (approximately $650 million annually in redundant licensing alone)
  - Reducing risks of failure associated with e-learning initiatives (economies of “know how”) – over 31 successful agency implementations (several enterprise) – 27 more scheduled in FY04
  - Providing a positive return-on-investment ($15 million first 12 months [conservatively calculated])

e-Clearance

Objective

- Leveraging technology to improve the efficiency and speed of granting federal government security clearances.

Benefits

- Quicker opportunity for the processing of security clearances
- Reduction of paper records
- Reduction of SF-86 burden on the applicant
- Timely access to agency wide security clearance information
- Savings from the use of automated cross agency technology tools

Human Capital Standards for Success

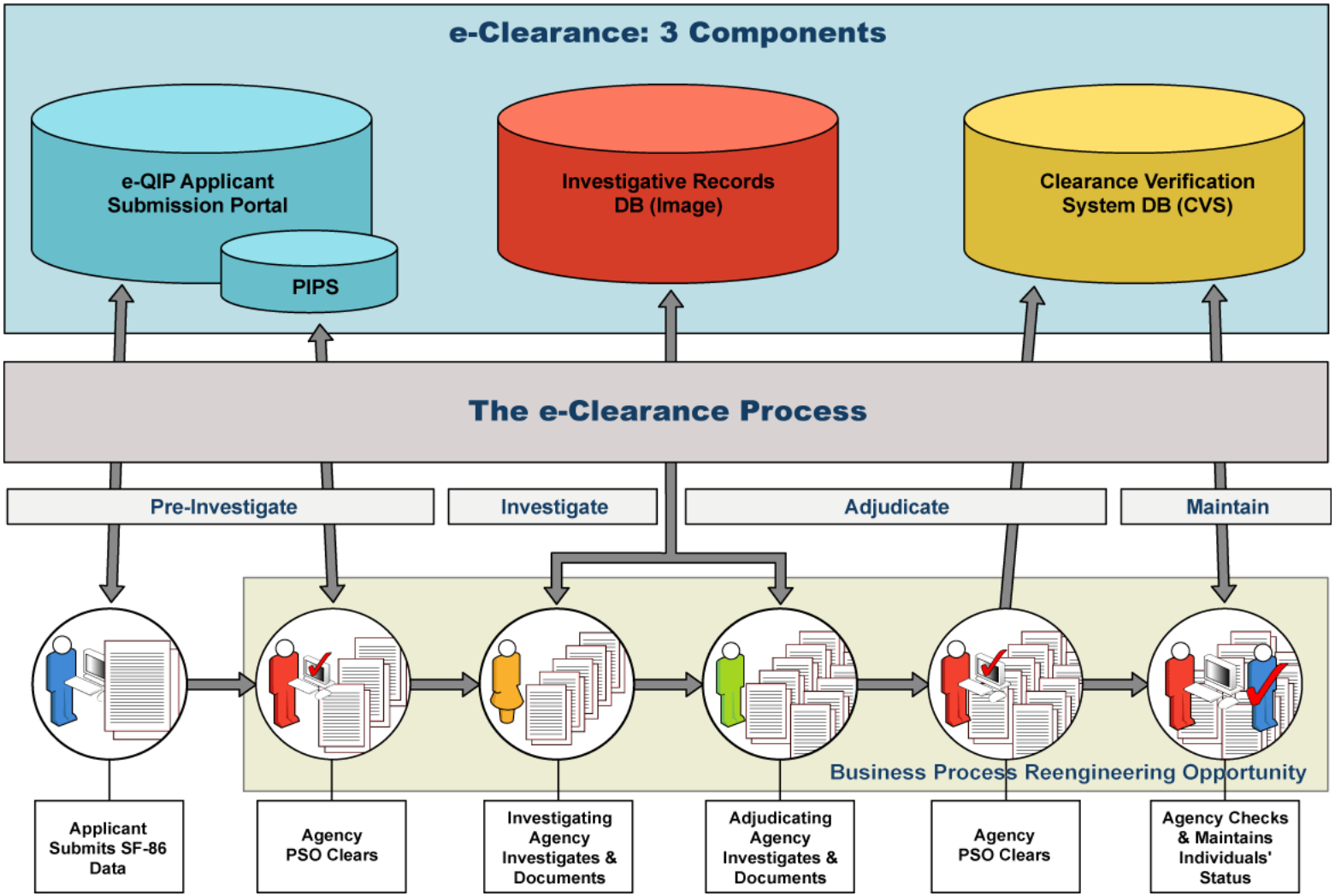
- Strategic Alignment
- Results-Oriented Culture
- Accountability

e-Clearance

FY 2003 & FY 2004 Accomplishments

- The Clearance Verification System (CVS) system is designed to provide access up to 98% of clearances in one portal system.
- Connected DOD's Joint Personnel Adjudication System (JPAS) and OPM's Suitability Investigation Index (SII), loaded civilian clearances and successfully deployed CVS. Built the electronic Questionnaire for Investigations Processing (e-QIP) system – the first OMB approved, electronically transmittable government security questionnaire.
- Began development of a government wide specification for the electronic capture of investigative file information.
- What will be accomplished
  - Training and migrating agencies to e-QIP by the end of FY04
  - Remainder of Investigative Repositories begin Imaging
  - Developing investigations record portal

e-Clearance


e-Clearance: 3 Components
e-QIP Applicant Submission Portal
PIPS
Investigative Records DB (Image)
Clearance Verification System DB (CVS)
The e-Clearance Process
Pre-Investigate
Investigate
Adjudicate
Maintain
Business Process Reengineering Opportunity
Applicant Submits SF-86 Data
Agency PSO Clears
Investigating Agency Investigates & Documents
Adjudicating Agency Investigates & Documents
Agency PSO Clears
Agency Checks & Maintains Individuals' Status

Initiatives Overview: e-Clearance

Summary

- The Clearance Verification System (CVS) supports homeland security and holds 98% of all active clearances and
- E-QIP is implementing electronic forms (SF86, SF85)) that are replacing paper versions and speeding up the clearance process
- The initiative is implementing the framework and specifications for the digitizing of investigative records that are integral to the background investigation process

EHRI

Objective

- Streamline and automate the electronic exchange of standardized HR data needed for creation of an official employee record across the Executive Branch.
- Provide comprehensive knowledge management workforce analysis, forecasting, and reporting across the Executive Branch for the strategic management of human capital.

Benefits

- Eliminate the need for paper records
- Enable electronic transfer of HR data among Federal agencies
- Timely access to HR data on active and separated Federal employees
- Improved currency and availability of Federal HR data

Human Capital Standards for Success

- Strategic Alignment
- Workforce Planning and Development
- Leadership and Knowledge Management
- Results-Oriented Culture
- Talent
- Accountability

EHRI

FY 2003 & FY 2004 Accomplishments

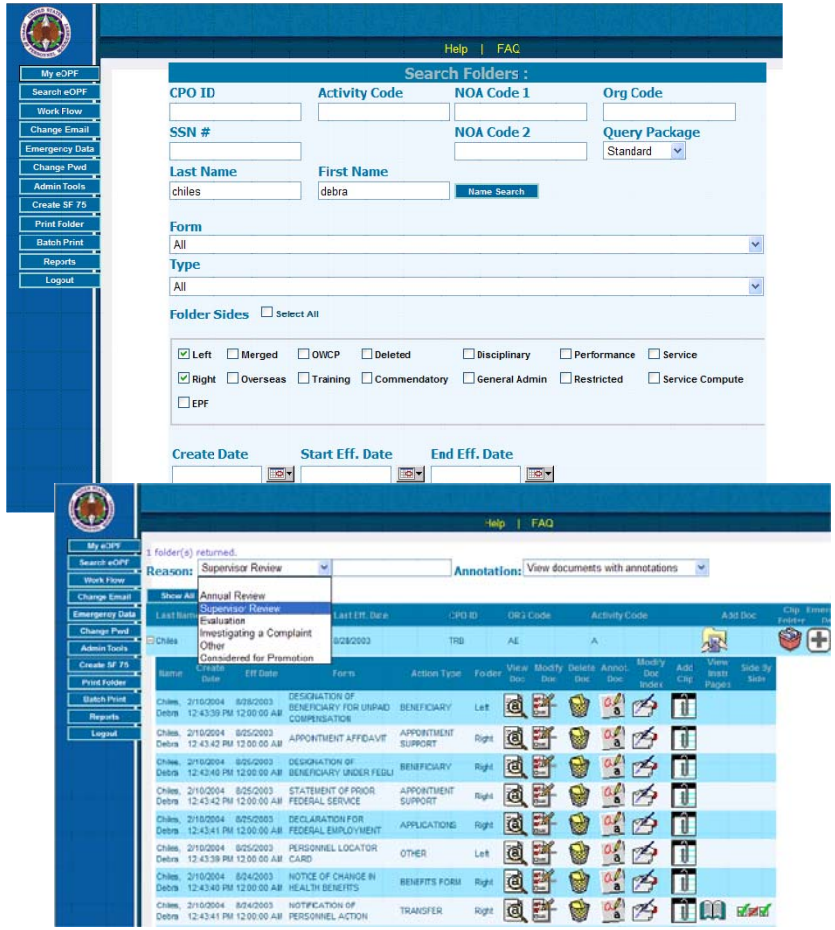
- EHRI Release I
  - Repository with 8 years of history for 1.8 million Executive Branch Employees
  - Workforce analysis and forecasting tools
  - Initial Central Employee Record deployed
  - Initial Business Intelligence tools deployed
- Release II
  - Expanded EHRI web-portal capability
  - Second release of electronic OER-includes payroll and training data
  - Electronic personnel file- combination of data records and paper images
  - Government wide HR data standards

Portal

- Gateway to EHRI
- Electronic Employee Reco
- Workforce Analysis
- Forecasting
- Business Intelligence

Electronic Employee Record

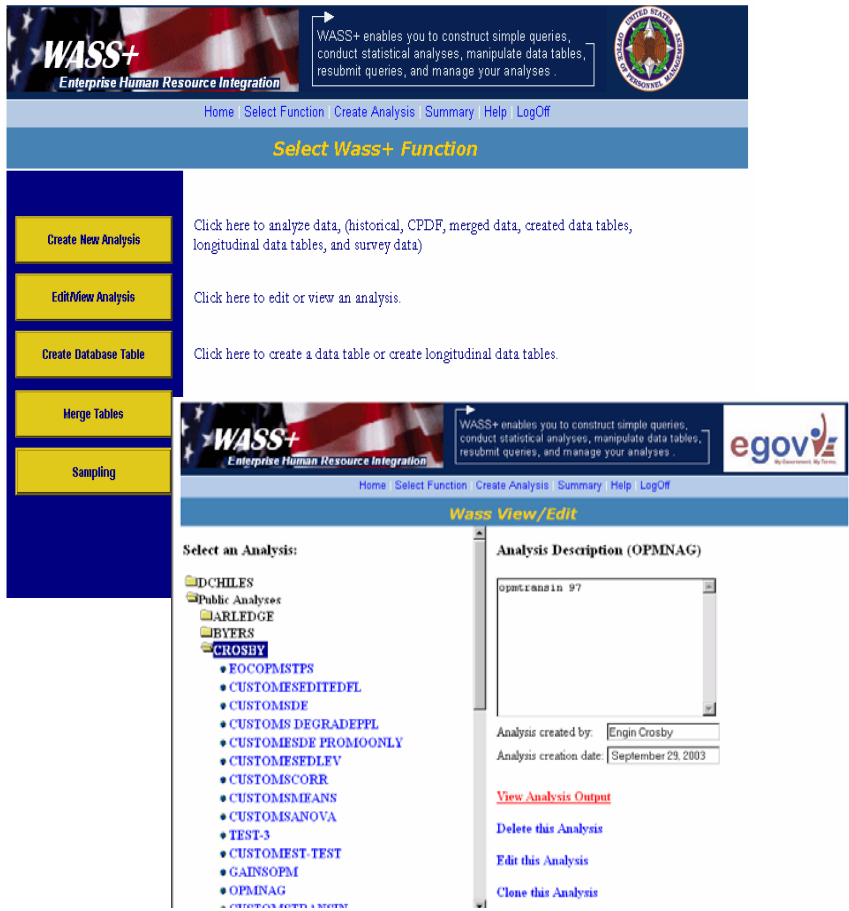
- Same purpose as the paper folder
  - "*document the employment history of individuals employed by the Federal Government*"
- Contains images of existing forms and form data going forward



Workforce Analytics

- Access to Federal HR data for strength analysis, edited gains and losses, and Nature of Action (NOA) review

- Analyze turnover, workforce aging, and retirement statistics



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Forecasting

- Provides forward-looking analytical data and projects outward for seven years using five years of historical data
- Supports 16 dimensions for focusing on different populations

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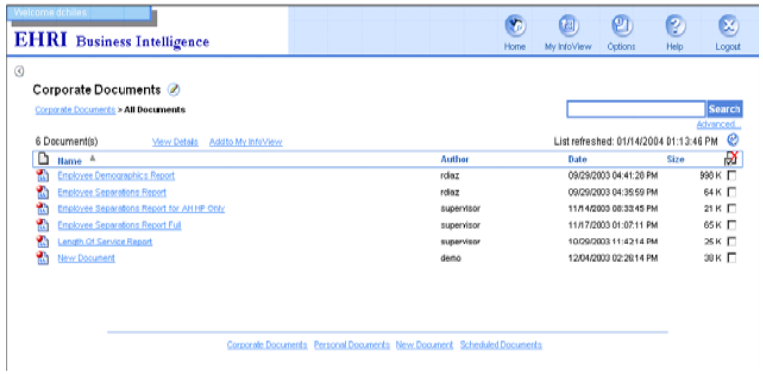
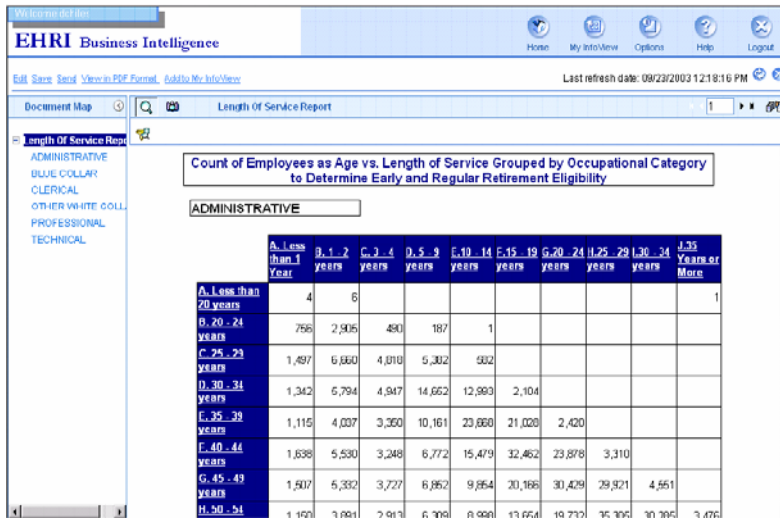
Business Intelligence

- Provides on-demand and user-defined query and drill-down reporting and analysis capabilities

- Subject areas including: Age, Agency, Contact Information, Employee, Investigation Security Clearance, Payroll, Performance Appraisal, Personnel Action, Position, and Retirement





	A. Less than 1 Year	B. 1 - 2 years	C. 3 - 4 years	D. 5 - 9 years	E. 10 - 14 years	F. 15 - 19 years	G. 20 - 24 years	H. 25 - 29 years	I. 30 - 34 years	J. 35 Years or More
A. Less than 20 years	4	6								1
B. 20 - 24 years	766	2,905	490	187	1					
C. 25 - 29 years	1,497	6,660	4,010	5,302	932					
D. 30 - 34 years	1,342	5,794	4,947	14,662	12,993	2,104				
E. 35 - 39 years	1,115	4,037	3,350	10,161	23,660	21,028	2,420			
F. 40 - 44 years	1,638	5,530	3,248	6,772	15,479	32,462	23,878	3,310		
G. 45 - 49 years	1,507	5,332	3,727	6,852	9,654	20,166	30,429	29,921	4,551	
H. 50 - 54	1,160	3,991	2,913	6,309	8,998	13,654	19,732	25,395	30,395	3,426

Initiatives Overview: EHRI

Summary

- EHRI is the essential prerequisite to total paperless personnel records management and the retention across executive branch
- EHRI will provide:
  - Standards
  - Interface and communications infrastructure for data sharing
  - Data warehouse for queries and HR data analysis
  - Data repository for OER storage and retention
  - Analytical tools to help managers manage human capital
  - Full OER access by employees

e-Gov Summary

- The five integrated OPM e-government initiatives, and the newly created HR-LOB Line of Business initiative frame the Federal employee life cycle from recruitment to retirement.
- They support Expanded Electronic Government in the President's Management Agenda.
- They support Strategic Management of Human Capital in the President's Management Agenda.
- They support strategic performance management across agencies.

Strategic Alignment of Governmentwide Human Resource Management Systems

Presented by:

Norm Enger

Office of Personnel Management

e-Government Program Director

For more information visit us on the web at

www.opm.gov/egov/