# OFFICE OF PERSONNEL MANAGEMENT

# HR LINE OF BUSINESS

**ISSUE 72-74, APRIL– JUNE 2013**

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## SIGNIFICANT EVENTS

- Hosted Multi-Agency Executive Strategy Committee (MAESC) meetings on May 7 and June 4, 2013
- Hosted Shared Services Advisory Council (SSCAC) Tri-Annual Meeting on April 16 – 17, and hosted monthly teleconferences on May 21 and June 18, 2013
- Hosted HRIT Strategic Planning Session with the MAESC on April 2, 2013
- Participated in an HRIT Strategic Planning Session with CHCO HRIT Consolidation Working Group on May 20, 2013
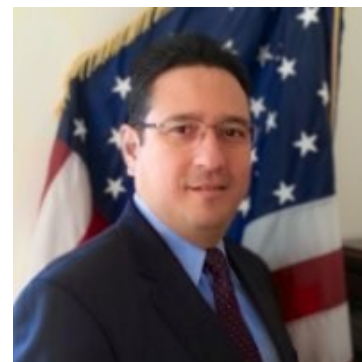
## HR LOB HIGHLIGHTS

Effective May 2013, the HR LOB welcomed David Vargas as the new Program Director. Prior to coming to OPM, David served for over twenty years at HUD in various leadership positions, most recently as Deputy Assistant Secretary at HUD's Real Estate Assessment Center. David identified his key leadership priorities as improving data quality, using business intelligence to convert existing data into information, establishing a modernization funding solution for SSCs, increasing transparency to HR LOB stakeholders, and developing an HRIT Strategic Plan to lead the program into its second decade of success.

The HR LOB finalized its FY 2014 – 2015 workstreams in June 2013. The team initially reviewed the proposed workstreams at the May 7, 2013 MAESC Meeting, and subsequently distributed a Guide with additional detail and a Questionnaire to collect MAESC feedback. After addressing this feedback at the MAESC Meeting on June 4, 2013, they unanimously agreed to approve the FY 2014 – 2015 workstreams.



**David Vargas**
Program Director
HR Line of Business

The FY 2014 – 2015 workstreams illustrate the continued commitment of both the MAESC and HR LOB in promoting transparency and modernization in the Federal HRIT space to meet the needs of the Federal HR community. The HR LOB will continue its core workstreams, including Planning and Strategy to manage stakeholder engagement and collaboration, Performance Management to monitor provider performance and ensure transparency, and Migration Oversight to provide oversight and assistance to agencies migrating to a shared service center.

The HR LOB has also identified additional FY 2014 – 2015 workload drivers to further support transparency and HRIT modernization.

# HR LOB HIGHLIGHTS

The team will develop and implement an HR Performance Dashboard, which will incorporate the outputs of existing performance initiatives including the Provider Assessment, Payroll Benchmarking, Performance Measures, Cost Benefit Analysis, and HRIT transformation metrics to provide an integrated view of performance.

In FY 2014 – 2015 the HR LOB will also extend its work around HRIT Strategic Planning to implement the recommendations being documented for the HRIT Strategic Plan, which is currently under development. This past quarter, the HR LOB continued its collaboration with OPM, OMB, and the CHCO Council to develop the government-wide HRIT Strategic Plan. The HRIT Strategic Planning team is analyzing opportunities for consolidation and modernization against the criteria of cost savings, human capital impact, and future-proofing of HRIT capital investments. From this analysis, the new Strategic Plan will identify several high-value opportunities for HRIT investment and establish a roadmap for their implementation in Fall 2013. The plan will also recommend specific strategies for cost reduction, potentially including contract consolidation, an expansion of the shared services model to address non-core services, adoption of open source technology, and implementation of a new service delivery model.

The HR LOB and its stakeholders participated in several governance meetings in OPM's Innovation Lab which aided in identifying the nine opportunities currently being evaluated for inclusion in the Strategic Plan. These opportunities are: Learning Management; Talent Management; Time and Attendance; Benefits Enrollment, Automation, and Data Management; Automated Retirement Applications; Security Clearance Adjudication and Reciprocity; eOPF; Data Standards and Data Exchange; and Identity and Access Management (to include single sign-on). The HR LOB has held close to fifty interviews with relevant stakeholders to garner further insight regarding these opportunities, and plans to hold further stakeholder meetings with the MAESC and the SSCAC in Fall 2013. The HR LOB will also periodically share the draft Strategic Plan with both the MAESC and SSCAC.

The remainder of this HR LOB Communications Letter provides updates on our current workstreams for FY 2013. Please take time to review details of the Provider Assessment, the Agency HR and Payroll Benchmarking studies, HR LOB Governance, and updated documentation of MAESC member roles and responsibilities. If you have any questions, please email the HR LOB at [HRLOB@opm.gov](mailto:HRLOB@opm.gov).

**Upcoming HR LOB Communications Letter Highlights:** Look out for updates on the formulation of the HRIT Strategic Plan and the results of the Provider Assessment in the next issue of the HR LOB Communications Letter.

## WORKSTREAM UPDATES

**Provider Assessment:** *A business practice-based assessment that appraises HR LOB service providers on their ability to deliver services to their customers by measuring perceptions of quality and customer satisfaction.*

The HR LOB is currently in the analysis phase of the Provider Assessment. The HR LOB recently received provider responses to follow-up questions on Provider Questionnaire responses, and will complete the combined analysis of the Provider Questionnaire and Customer Questionnaire results in July 2013. The HR LOB has also begun drafting the individual provider reports, and will distribute to providers for review by the end of September 2013.

**Agency HR Benchmarking Study:** *A comparison of the performance of Federal agencies to comparable industry benchmarks, where applicable.*

The HR LOB distributed the 2013 Agency HR Benchmarking Study agency reports on June 12, 2013 to all participating agencies. The HR LOB submitted initial individual agency reports to each agency for review, and distributed finalized individual agency reports to each agency reflecting agency feedback. A public version of the report containing the

## Workstream Updates

aggregate results has been posted to the HR LOB Google site at https://sites.google.com/a/gsa.gov/hrlob/maesc-workspace/benchmarking and will be available on the OPM website in the near future.

**Payroll Benchmarking Study:** *A comparison of the performance of Federal payroll providers to comparable industry benchmarks, where applicable.*

The HR LOB completed the 2013 Payroll Benchmarking provider and public reports and has distributed a draft report to each participating provider for review. The HR LOB plans to distribute final reports in July 2013.

**HR LOB Governance:**

On April 16 – 17, 2013, the HR LOB hosted the April 2013 SSCAC Tri-Annual Meeting at OPM in Washington, DC. External speakers presented on the Human Capital Framework, Retirement Services, Combined Federal Campaign, FedRAMP, and OPM policy issues such as Employer Shared Responsibility. The SSCs also participated in a collaborative HRIT Strategic Plan Breakout session to provide insight about an HRIT Strategic Planning data call.

**MAESC Member Roles and Responsibilities:**

Based on a growing number of new members to the MAESC, the HR LOB developed a MAESC Onboarding Checklist to provide a robust description of MAESC member roles and responsibilities, the vision of the HR LOB, and additional administrative tasks to be completed by new members. MAESC Members can find the MAESC Onboarding Checklist on the HR LOB Google site at https://sites.google.com/a/gsa.gov/hrlob/maesc-workspace/february-5-2013-maesc-meeting.

Please take time to review the "Upcoming Events" table below for a schedule of upcoming governance meetings.

## Upcoming Events

| DATE | EVENT |
| --- | --- |
| July 9, 2013 | Multi-Agency Executive Strategy Committee (MAESC) Meeting |
| July 16, 2013 | Shared Service Center Advisory Council (SSCAC) Monthly Call |
| August 20 - 21, 2013 | Shared Service Center Advisory Council (SSCAC) Tri-Annual Meeting |
| September 10, 2013 | Multi-Agency Executive Strategy Committee (MAESC) Meeting |
| September 17, 2013 | Shared Service Center Advisory Council (SSCAC) Monthly Call |
| October 1, 2013 | Multi-Agency Executive Strategy Committee (MAESC) Meeting |
| October 15, 2013 | Shared Service Center Advisory Council (SSCAC) Monthly Call |
| November 5, 2013 | Multi-Agency Executive Strategy Committee (MAESC) Meeting |
| November 19, 2013 | Shared Service Center Advisory Council (SSCAC) Monthly Call |

## Migration Scorecard

The migration scorecard below shows the current migration status of the MAESC agencies to HR SSCs. As of the present date, three MAESC agencies have not selected or initiated a migration to an HR SSC. Currently, 99.2 percent of Federal agencies are serviced by a Federal payroll provider and 82.5 percent are serviced by or are in the process of migrating to a Federal HR SSC.

| Agency Name | HR Migration Status |
| --- | --- |
| Department of Agriculture | In Progress |
| Department of Commerce | In Progress |
| Department of Defense | Complete |
| Department of Education | Complete |
| Department of Energy | Not Initiated |
| Department of Health and Human Services | Complete |
| Department of Homeland Security | In Progress |
| Department of Housing and Urban Development | Complete |
| Department of the Interior | Complete |
| Department of Justice | Not Initiated |
| Department of Labor | In Progress |
| Department of State | Not Initiated |
| Department of Transportation | Complete |
| Department of the Treasury | Complete |
| Department of Veterans Affairs | In Progress |
| Environmental Protection Agency | In Progress |
| General Services Administration | Complete |
| National Aeronautics and Space Administration | Complete |
| National Science Foundation | Complete |
| Office of Management and Budget | Complete |
| Office of Personnel Management | Complete |
| Social Security Administration | Complete |
| US Agency for International Development | Complete |

Please see the following links for more information on:

- Migration Planning Guidance: http://www.opm.gov/services-for-agencies/hr-line-of-business/migration-planning-guidance/
- Approved HR LOB SSCs: http://www.opm.gov/services-for-agencies/hr-line-of-business/migration-planning-guidance/service-delivery/
- Exception Business Case Template: http://www.opm.gov/services-for-agencies/hr-line-of-business/migration-planning-guidance/attachmenta.pdf

# About The HR Line of Business

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

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

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

# HR LOB Key Points of Contact

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