Enable Federal Employees to Seamlessly Transfer From One Agency to Another, With Paperless Processing

Goal Leader:
Jeffrey Pollack, Program Manager

Deputy Goal Leader:
Veronica Villalobos, Principal Deputy Associate Director, Employee Services

Performance.gov

Overview

Goal Statement

o   By September 30, 2019, OPM will ensure implementation of Employee Digital Record data standards and associated application program interfaces (APIs) that demonstrate an initial capability toward Federal employees being able to transfer between agencies using paperless processing.

Background

o   The Employee Digital Record (EDR) is a single, comprehensive view of the data of an employee's Federal Government career. The EDR is being developed with Government-wide human resource experts and industry experts to ensure information is secured, standardized, and accessible. Once implemented, the EDR will provide employees, HR experts, and other authorized users a common language (data standard) so that human capital activity is exchanged seamlessly with the right context. The EDR will increase the efficiency of human capital activities including: onboarding a new employee, transferring employment between agencies, and processing an employee's retirement. In summary, the EDR will transform human capital data management and create a better user experience for employees, for agencies, and for the ecosystem of data providers that allows decision-makers the ability to leverage human capital data as an enterprise resource.

Overview

Challenge

- OPM and other Federal agencies find it difficult to manage the end-to-end human capital data lifecycle due to duplicative, siloed Human Resources Information Technology (HRIT) systems that are unable to interface and exchange data. This is primarily due to inconsistencies and incompatibility of cross-government legacy HRIT data exchange capabilities, lack of data standards or inconsistent application of existing standards, unstructured data transformation, and data security and privacy concerns.

- The fiscal burden of modernizing legacy Government-wide HRIT to eliminate these data barriers is difficult to quantify and is operationally unfeasible due to funding constraints.

Opportunity

- Collaboration with Unified Shared Services Management (USSM), Government shared service providers, and agencies to establish the EDR data standard.

Goal Structure & Strategies

Speed of Delivery

o Rethink data architecture and data exchange capabilities.

Digital Transformation

o Redesign value chain to accelerate time to value.

Becoming more Data Centric

o Redefine integrated value away from systems-centric focus to data-centric focus.

Building Public Trust

o Reinvigorate employees and rewrite processes with new thinking.

Implementing Innovative Technology

o Reimagine solutions for the 21st century.

Summary of Progress – FY 19 Q4

OPM priorities have shifted from development of the Employee Digital Record (EDR). Although the EDR is not an active project, the Human Resources Line of Business (HRLOB) at OPM has engaged in foundational activities that support the Federal Integrated Business Framework and Human Capital Information Model (HCIM), which could accelerate development of an EDR if revived at a future point in time.

On July 13, 2019, the OPM Director realigned the duties of the Data Review Board to the Chief Data Officer Council in order to meet the requirements of the *Foundations for Evidence-Based Policymaking Act of 2018*. The Data Review Board continues to meet monthly to address, govern, and advise on Human Capital Information Model development, changes, governance, and outreach.

The Federal HCIM team continued its collaboration with GSA's Business Standards Council. The team compared data standards across different lines of business, such as travel and financial management, to determine ownership and promote consistency.

Through Integrated Process Teams, HRLOB continues to develop and mature the HCIM in regular collaboration sessions with agencies, shared service providers, OPM policy offices, and other data stakeholders prior to submission to a Data Review Board made up of executives from across the agency for approval.

The HRLOB released version 1.2 of the Federal HCIM on April 30, 2019 and version 2.0 on July 25, 2019. These releases included related schemas and domain values. Through Q4 FY 19, the HRLOB released approximately 1,630 data elements, associated metadata, and nearly 10,000 domain values related to personnel actions, payroll, time and attendance, transfer, separations, and retirement.

The HRLOB undertook the effort to create the Federal HCIM in order to provide a singular standard foundation for efforts to automate and streamline human capital management services, support self-service, support retirement processing and health benefits, and advance data analytics. The first example of implementation of this standard is the Government-wide NewPay initiative to outsource the management of payroll and time & attendance systems to private vendor(s).

Key Milestones

Milestone Summary						
Strategy	**Key Milestone**	**Milestone Due Date**	**Milestone Status**	**Change**	**Comments**	
Speed of Delivery	Release alpha version of EDR data standard (Payroll and Time & Attendance)	Q1 FY 18	Complete			
Speed of Delivery	Release beta version of EDR data standard (Payroll and Time & Attendance)	Q2 FY 18	Complete			
Speed of Delivery	Release first version of EDR data standard so that the HR community can speak a common language	Q4 FY 18	Complete			
Digital Transformation	Analyze privacy metadata and prioritize privacy integration	Q4 FY 19	N/A*			
Digital Transformation	Integrate initial privacy content into HCIM so that data can be smartly designed and securely shared	Q4 FY 19	N/A*			
Becoming More Data Centric	Establish Data Review Board so that OPM leadership demonstrates and executes on the importance of data	Q1 FY 18	Complete			
Becoming More Data Centric	Establish Executive Steering Committee so that executive leadership are aware, informed, and in-sync with the future strategic and tactical vision of EDR	Q2 FY 18	Complete			
Building Public Trust	Establish data feeds based on EDR data standards	Q4 FY 19	N/A*			
Building Public Trust	Socialize initial data integration with providers	Q1 FY 19	Complete			
Building Public Trust	Stand up initial data repository so that other agencies and industry can interoperate and use the data standard*	Q4 FY 19	N/A*			
Implementing Innovative Technology	Design and prototype state of the art data exchange protocol	Q4 FY 18	Complete			
Implementing Innovative Technology	Build and provide a state of the art data exchange platform	Q4 FY 19	N/A*			

*OPM priorities have shifted from development of the EDR.

Additional Information

Contributing Programs

OPM Organizations:

- o OPM Employee Services – Data Review Board member and subject matter expert for data area

- o OPM National Background Investigations Bureau – Data Review Board member and subject matter expert for data area

- o OPM Healthcare & Insurance – Data Review Board member and subject matter expert for data area

- o OPM Retirement Services – Data Review Board member and subject matter expert for data area

- o OPM Office of the Chief Information Officer – Data Review Board member and subject matter expert for data area

- o OPM Human Resources Solutions – Data Review Board member and subject matter expert for data area

- o OPM Suitability Executive Agent – Data Review Board member and subject matter expert for data area

- o OPM Human Resources Line of Business – Data Review Board member and subject matter expert for data area

Other Federal Organizations:

- o GSA Unified Shared Services Management (USSM)

Additional Information

Stakeholder / Congressional Consultations

OPM engaged its internal and external stakeholders in the development of its 2018-2022 Strategic Plan, to which this APG is aligned. The agency interviewed more than 50 external stakeholders, which included customers of OPM, Federal agencies, executive councils, advisory groups, affinity groups, and consultants, and solicited their feedback on the prior strategic plan as well as OPM's strengths and challenges. The agency also conducted 16 interviews with executives within OPM.