



e-Training Strategies: Human Capital Development and Performance Support

Working for America

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



Message from the President

“Effective implementation of E-Government is important in making Government more responsive and cost-effective.”

- George W. Bush



Message from the Director



“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

Supporting the President's Management Agenda (PMA)

“E-Government supports President Bush’s Management and Performance Plan – *Expanded Electronic Government*. As articulated by the Office of Management and Budget, “the vision of e-Government is an order of magnitude improvement in the federal government’s value to citizen.”

This called for an active, but limited Government that:

- Empowers states, cities, and citizens to make decisions.
- Ensures results through accountability; and promotes innovation through competition.
- Adapts to a rapidly changing world, where its primary objectives must be a Government that is Citizen-Centered, Results-Oriented, and Market-Based.



PMA

The President's Management Agenda sets forth a strategy to ensure that the Federal Government is well-run and results-oriented

- ***Strategic Management of Human Capital***
 - Adopt IT to capture employees' knowledge and skills
 - Acquire and develop talent and leadership
- **Competitive Sourcing**
 - Improve procedures to evaluate public and private sources
 - Better publicize activities subject to competition
- **Improved Financial Performance**
 - Baseline erroneous payments and establish goals for reduction
 - Ensure financial systems produce accurate and timely information
- ***Expanded Electronic Government***
 - Simplify and unify around citizen needs
 - Support projects across agency boundaries
 - Maximize interoperability and minimize redundancy
- **Budget and Performance Integration**
 - Use performance information to make budget decisions
 - Link performance and cost in a performance budget



OPM E-Gov Program is "Green" on the PMA Scorecard

Executive Branch Management Scorecard

Current Status as of December 31, 2003

Progress in Implementing the President's Management Agenda

	Current Status as of December 31, 2003					Progress in Implementing the President's Management Agenda				
	Human Capital	Competitive Sourcing	Financial Perf.	E-Gov	Budget/Perf. Integration	Human Capital	Competitive Sourcing	Financial Perf.	E-Gov	Budget/Perf. Integration
AGRICULTURE	Red	Yellow	Red	Yellow	Red	Green	Green	Green	Green ↑	Green
COMMERCE	Yellow	Yellow	Red	Yellow	Yellow	Green	Yellow	Green	Green	Green
DEFENSE	Yellow	Yellow	Red	Red	Yellow	Green	Green ↑	Green	Green	Green
EDUCATION	Yellow	Yellow	Green ↑↑	Yellow	Red	Green	Green	Green	Green	Green
ENERGY	Yellow	Yellow	Yellow	Yellow	Yellow	Green	Green	Green	Green	Green
EPA	Red	Red	Green	Yellow	Yellow	Green	Green	Green	Green	Green
HHS	Yellow ↑	Yellow	Red	Red	Red	Green	Green	Green	Yellow	Yellow
HOMELAND	Red	Yellow ↑	Red	Red	Red	Yellow ↓	Green	Green	Yellow	Green
HUD	Red	Red	Red	Red	Red	Green ↑	Yellow	Green	Yellow	Green
INTERIOR	Red	Yellow	Red	Red	Red	Yellow ↓	Green	Yellow	Yellow	Yellow
JUSTICE	Red	Yellow	Red	Red	Red	Green	Green	Green	Green	Green
LABOR	Yellow	Red	Yellow	Yellow	Yellow	Green	Yellow	Green	Green	Green
STATE	Yellow	Red	Yellow ↑	Red	Yellow ↑	Green	Yellow	Green	Green	Green
DOT	Yellow	Red	Red	Yellow ↑	Yellow ↑	Green	Green	Green	Green	Green
TREASURY	Red	Red	Red	Red	Red	Green ↑	Green ↑	Yellow	Yellow	Green ↑
VA	Red	Red	Red	Yellow	Yellow	Yellow ↓	Red	Green	Green	Green ↑
AID	Red	Red	Red	Red	Red	Green	Yellow ↑	Green	Green	Green
CORPS	Yellow	Red	Red	Red	Red	Green	Yellow	Green	Yellow	Yellow
GSA	Yellow ↑	Yellow	Red ↓	Red	Red	Green	Green	Yellow ↓	Yellow ↓	Green ↑
NASA	Green ↑	Yellow ↑	Red	Yellow ↑	Green ↑	Green	Green	Yellow ↓	Green	Green
NSF	Red	Red	Green	Green	Yellow	Green ↑	Red	Green	Green	Yellow
OMB	Red	Red	Red	Red	Red	Green	Red ↓	Yellow	Green	Yellow ↑
OPM	Yellow	Yellow	Yellow	Green ↑	Yellow ↑	Green	Green	Green	Green	Green
SBA	Yellow	Yellow ↑	Red	Yellow	Yellow	Green	Green	Yellow	Green ↑	Green
SMITHSONIAN	Red	Red	Red	Red	Red	Red	Red	Yellow	Yellow	Yellow
SSA	Yellow	Red	Green	Yellow	Yellow	Green	Green	Green	Green	Green

↑↓ Arrows indicate change in status since evaluation on September 30, 2003

↓↑ arrows indicate change in progress since previous quarter.

OPM is only the second agency to receive "Green" on status for e-Government



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.



OPM e-Gov Initiatives

OPM has five e-government initiatives: Recruitment One-Stop, e-Clearance, e-Training, e-Payroll, and e-HRI (Enterprise Human Resource Integration), frame the Federal employee life cycle from recruitment to retirement – PLUS in process the Human Resource Line of Business.

- 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 the establishment and operation of the new Department of Homeland Security.



e-Training Initiative Vision

To create a premier e-Training environment that supports 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.



e-Training Initiative Goals

- To support and advance the President's Management Agenda by simplifying and unifying e-Training services across Government to improve the efficiency and effectiveness of Government operations.
- To enhance agency human capital initiatives by supporting and/or leveraging existing e-Training resources, and providing a focal point for their access across agencies that transforms the way Government provides learning opportunities to employees.
- To advance continuous learning as a strategic business investment that promotes organizational agility, cost efficiencies and improvements in performance.



e-Training Initiative Objectives

- To reduce redundancies and provide economies of scale for the purchase, development, and implementation of e-Training products and services across Government.
- Implement a premier e-Training portal that provides enhanced one-stop access to high quality training and development opportunities for Government employees.
- Provide increased access to common need e-training courses (i.e., computer security, ethics, prevention of sexual harassment, and diversity) and Government-centric/high-interest e-Training courses.
- To support and advance the use of “communities of practice” to improve human capital within agencies and across the Federal Government.



GoLearn.gov – “The Governmentwide e-Training Portal”



Description

A Governmentwide resource managed by OPM that supports development of the Federal workforce through simplified and one-stop access to high quality e-Training products and services; the creation and growth of this Center supports the President's Management Agenda (PMA) by unifying; simplifying; reducing redundancies; and taking advantage of economies of scale.

E-Training Initiative Module History

- **7/23/2002 Launched Module 1**, which completed initial rollout of the Gov Online Learning Center including a variety of free, high-interest, and mandated courses.
- **1/31/2003 – Launched Module 2**, which included additional free courses and approximately 2,500 fee-for-service courses that contain such user and managerial tools as virtual classrooms and evaluation tools, Federal Law Enforcement Training Center (FLETC), and 65 IT security courses.
- **9/17/2003– Launched Module 3**, which established the Competency Management Center (CMC) based on the Chief Information Officer (CIO) Council's IT Workforce Development Roadmap for assessing employee competency gaps and identifying relevant training opportunities. In addition, Module 3 enhanced the user registration process and added e-Mentoring to GoLearn.
- **9/30/2004 – Launch Module 4**, enhancing the training and development services provided by the Gov Online Learning Center. Additional learning services will be added and organized around communities of practice. The CMC will be enhanced and used to develop additional occupational roadmaps, providing improved analysis and reporting capabilities. Module 4 will provide competency and skill assessment management and contain reporting features allowing agencies to monitor and manage competencies across their workforce.



Governmentwide Products and Services currently offered through the GoLearn.gov site

<u>Service</u>	<u>Description</u>
Learning Management System	<ul style="list-style-type: none">• Core functionality allowing users to view course libraries or other e-Learning services, register for courses and complete opportunities.
Free Courseware	<ul style="list-style-type: none">• Approximately 50 courses covering legislatively mandated or other interest areas such as IT, management, Human Resources, and Leadership. Other course libraries are offered as fee-for-service.
Online Books	<ul style="list-style-type: none">• Approximately 50 e-books to complement e-courseware offered through the LMS.
e-Mentoring	<ul style="list-style-type: none">• Enables users to ask specific questions to subject matter experts in a “<i>chat room</i>” atmosphere in conjunction with courses in the free catalog or by topic.
Search and Select	<ul style="list-style-type: none">• Receive an answer by entering a “natural language” question related to an available topic.
IT Workforce Development Roadmap	<ul style="list-style-type: none">• Based on the GS-2210 series, 97 IT competencies are available for conducting skills assessments and viewing available, appropriate learning opportunities.



Vision for the Governmentwide Portal

- The GoLearn.gov Governmentwide site will be transformed into a portal connecting the Federal Workforce and appropriate non-Federal workers* to available learning opportunities throughout the Government.
- Participants will be able to access both formal and informal learning mechanisms (Free or Fee-For-Service) including:
 - Online Courseware (i.e., governmentwide, mandated, agency specific)
 - Instructor led training
 - Online Books
 - Online mentoring
 - Communities of Practice web spaces
 - Threaded discussions
 - Collaborative sessions
 - Competencies
 - Skills Assessments

Note: It is envisioned that other participants in the future may include groups such as First Responders, private sector subject matter experts and state and local government professionals



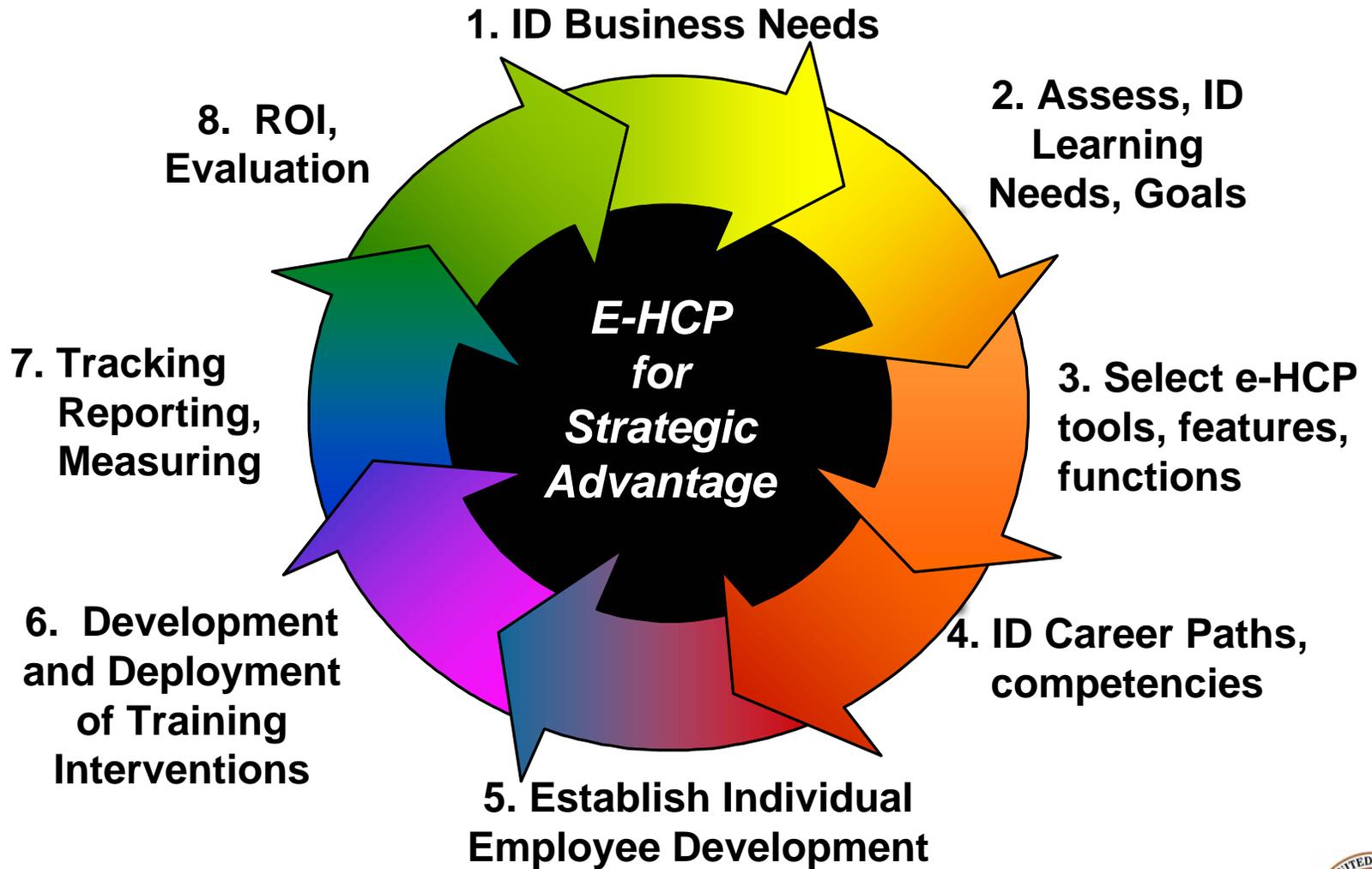
e-Training Initiative

Metrics of Success

- 127,000 registered users used the GoLearn site in the **first** year of operation.
- **Currently** 250,000 registered users, representing more than 50 agencies, completed over 205,000 online courses.
- 31 Federal agencies/departments participated in the e-Training program in the first year of operations, contributing to approximately \$15 million in FY2003 cost savings/avoidance.



e-Human Capital Performance Management



e-Training Initiative Strategic Benefits

The e-Training Initiative provides agencies and Government with more than simply e-learning:

- Provides agencies with an ability to “stretch” their training dollars and expedite learning to the employees that need it the most (24/7, anywhere in the world).
- Provides agencies with additional tools to strategically develop their Human Capital – Skills Assessments, Competency Management, Communities of Practice, and Succession Planning.
- Reflects a unified approach across Government.
- Supports continuous learning.
- Reduces risks of failure associated with e-learning initiatives (economies of “know how”) – over 31 successful agency implementations – 27 more scheduled in FY04.
- Provides a positive return-on-investment (\$15 million in FY03 – conservatively calculated).



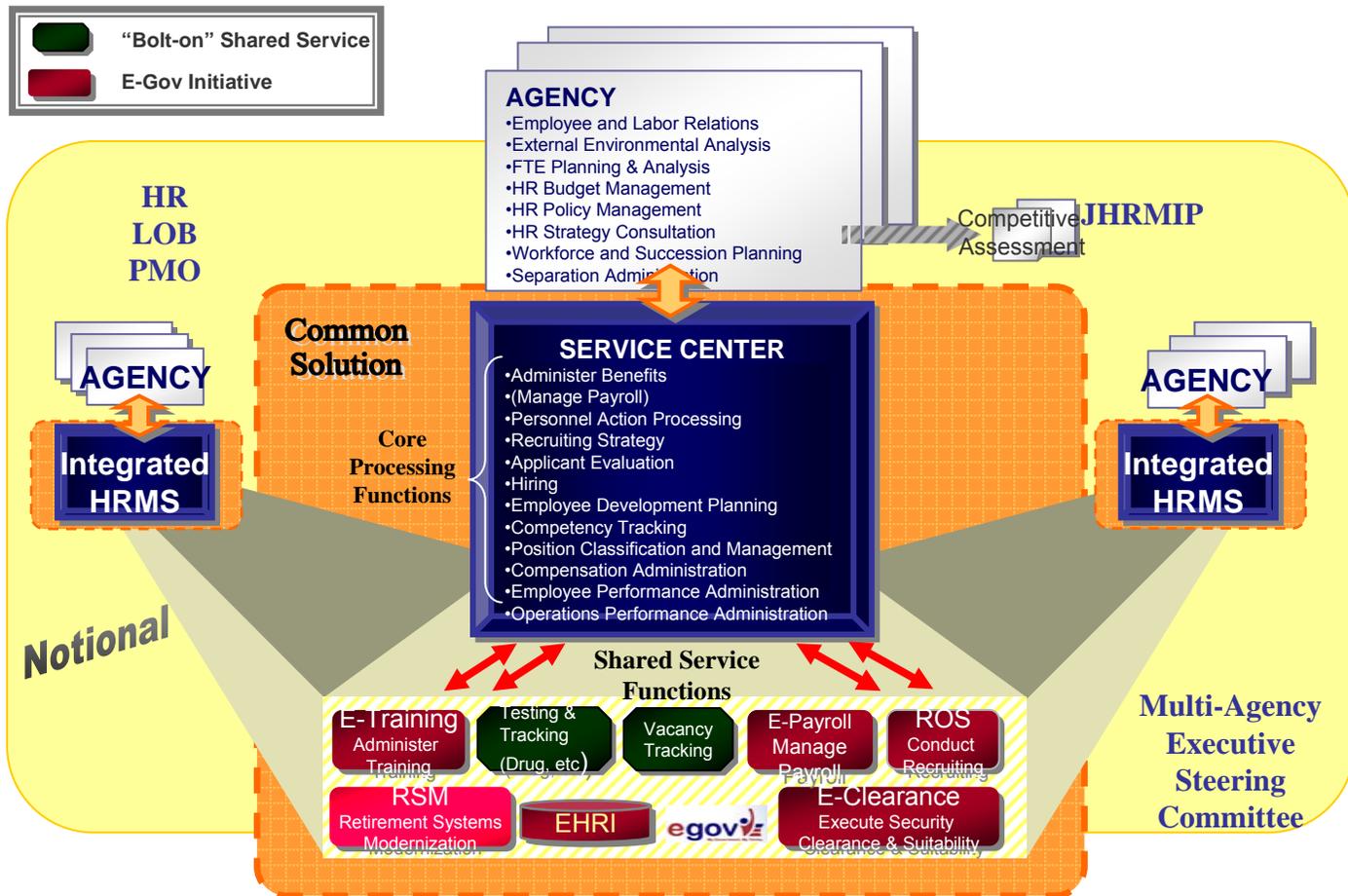
e-Training Initiative Strategic Benefits

(Continued)

- Offers an expanded choices in course offerings.
- Earned savings from compressed learning time, and travel cost avoidance.
- Mitigates slow decision-making.
- Stops duplicate problem solving.
- Prevents slow implementation and minimizes mistakes in implementation.
- Prevents duplicate business cases.
- Lessons poor technology choices and excessive integration.



Shared Services Model, the Concepts of Operations of the HR Line of Business



- Multiple shared Service Centers
- IT hosting services including hardware, software and infrastructure support
- Governance structure - multi-agency executive steering committee
- Joint Human Resources Management Improvement Program (J-HRMIP)
- Standardize policies, procedures and requirements (functional, technical, and data requirements) for all HR LOB functions



e-Training Initiative Contact Information

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