



# 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

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- 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.

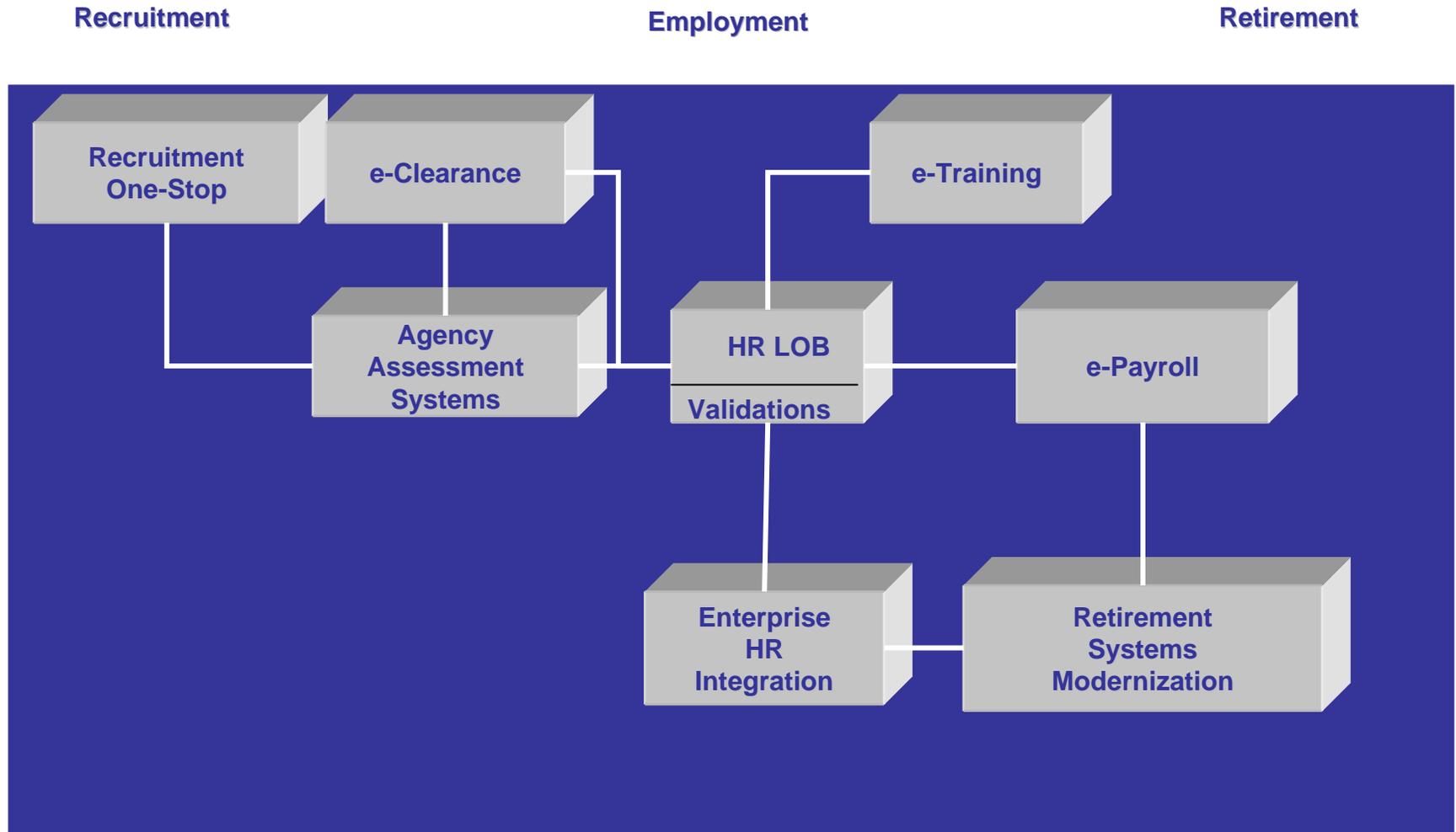
## VISION

- 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**

	<b>RECRUITMENT ONE-STOP (ROS)</b>	<b>E-CLEARANCE</b>	<b>EHRI</b>	<b>E-TRAINING</b>	<b>E-PAYROLL</b>
<b>Projected Savings</b>	\$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
<b>Major Benefits</b>	<ul style="list-style-type: none"> <li>Reduce complexity in Federal hiring &amp; make it easier to hire qualified applicants</li> <li>Decrease cost per hire</li> <li>Reduce time to fill vacancies</li> <li>Meet human capital needs of Federal Government</li> </ul>	<ul style="list-style-type: none"> <li>Reduced wait times for clearances</li> <li>More reciprocity and sharing among agencies</li> <li>Authorized personnel will have quicker access to clearance information</li> <li>Reduction in duplicative investigation efforts</li> </ul>	<ul style="list-style-type: none"> <li>Eliminate the need for paper records</li> <li>Enable electronic transfer of HR data among Federal agencies</li> <li>Timely access to HR data on active and separated Federal employees</li> <li>Improved currency and availability of Federal HR data</li> </ul>	<ul style="list-style-type: none"> <li>Convenience of online training</li> <li>Expanded course selection</li> <li>Tuition cost avoidance</li> <li>Savings from compressed learning time, travel cost avoidance</li> </ul>	<ul style="list-style-type: none"> <li>Consolidation of civilian payroll operations to two provider partnerships</li> <li>Service delivery improvements through standardized systems</li> </ul>
<b>Numbers of people served</b>	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

# OPM E-Gov Initiatives Support and Align with the HCAAF

	Strategic Alignment			Workforce Planning & Deployment		Leadership and Knowledge Management				Results-Oriented Culture			Talent		Accountability	
Human Capital Assessment and Accountability Framework Critical Success Factors	Human Capital Focus	Government-wide Human Capital Collaboration	Human Resources Collaboration	Workforce Planning	Workforce Development	Leadership Planning & Implementation	Change Management	Integrity and Inspiring Employee Commitment	Strategic Knowledge Management	Continuous Learning and Improvement	Performance Management	Diversity	Employee / Labor Management Relations	Workforce Analysis	Compete for Talent	Agency-wide System for Ensuring Accountability in HC
<b>E-Gov Initiatives</b>																
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
<b>CSF Alignment Support</b>	3	2	3	3	3	2	1	1	2	1	3	3	4	4	3	3

**Legend:**  
 Primary Support Relationship P  
 Secondary Support Relationship 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-Functions									
Benefits Mgmt	Compensation Mgmt	Competency Mgmt	Employee and Labor Relationship Mgmt	HR Strategy Development	HR Transaction Mgmt	Performance Mgmt	Resource Training and Development	Separation Mgmt	Staff Acquisition
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 Attendance				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.

## Benefits

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

## Human Capital Standards for Success

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

# Recruitment One-Stop

## FY 2003 & FY 2004 Accomplishments

- Launched new USAJOBS Federal Employment Information System
  - [www.usajobs.opm.gov](http://www.usajobs.opm.gov)
  - [www.studentjobs.gov](http://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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**VETERANS**



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.



# 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

# 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

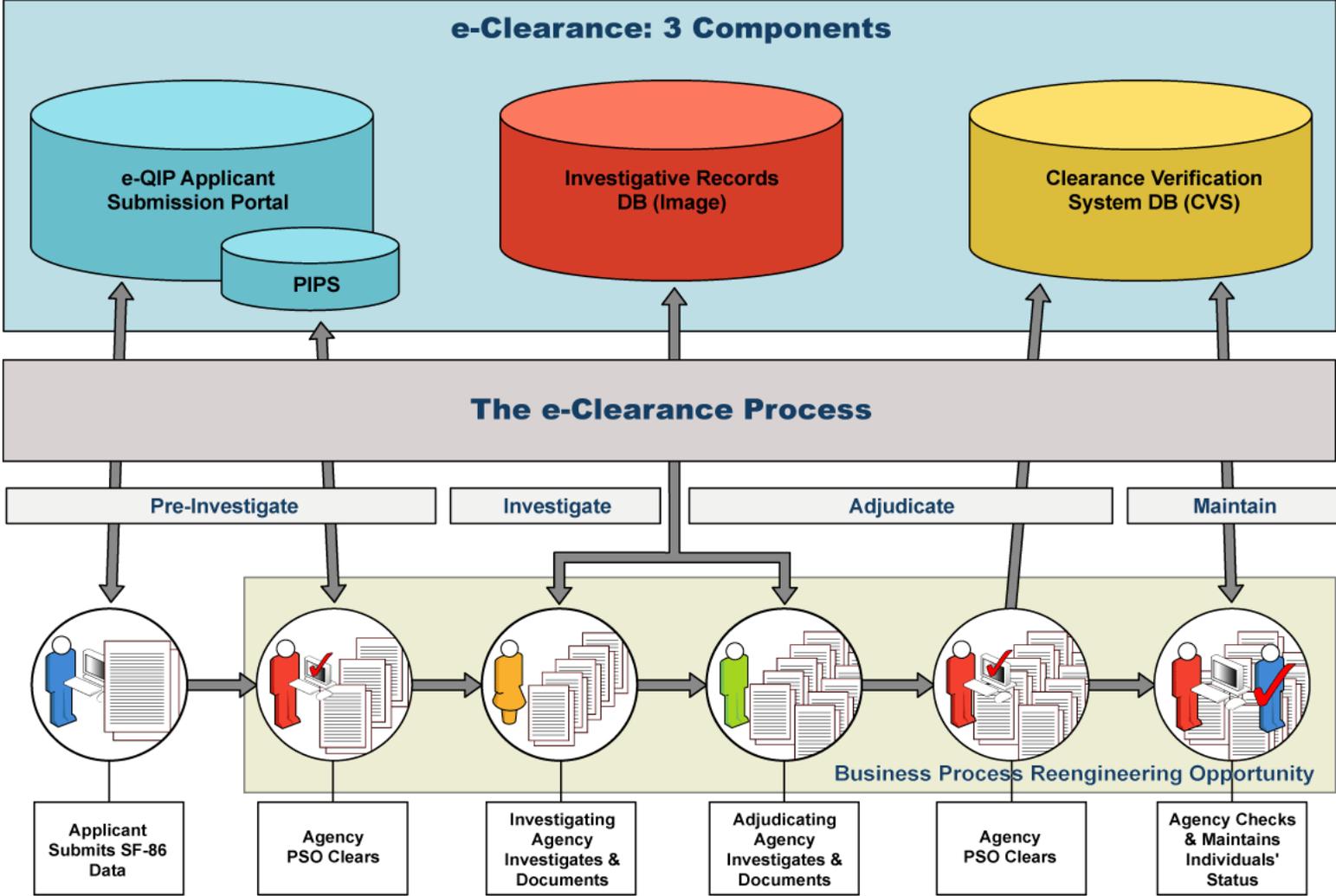
- Strategic Alignment
- Results-Oriented Culture
- Accountability

# 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



# 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

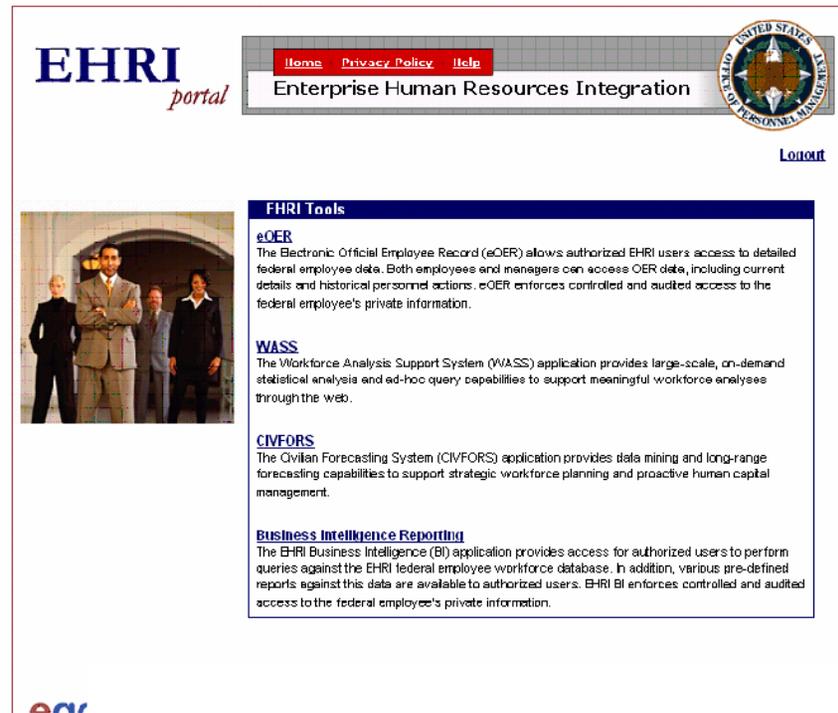
# EHRI

## 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



The screenshot shows the EHRI portal homepage. At the top left is the "EHRI portal" logo. To the right is a navigation bar with links for "Home", "Privacy Policy", and "Help". Further right is the official seal of the United States Office of Personnel Management. Below the navigation bar is a "Logout" link. On the left side, there is a photograph of four people in business attire standing in a hallway. The main content area is titled "EHRI Tools" and lists three tools: "eOER" (Electronic Official Employee Record), "WASS" (Workforce Analysis Support System), and "CIVFORS" (Civilian Forecasting System). Each tool has a brief description of its capabilities and a note about data privacy. At the bottom left of the screenshot, there is a small "eGov" logo.

**EHRI portal**

[Home](#) [Privacy Policy](#) [Help](#)

Enterprise Human Resources Integration



[Logout](#)

**EHRI Tools**

**eOER**  
The Electronic Official Employee Record (eOER) allows authorized EHRI users access to detailed federal employee data. Both employees and managers can access OER data, including current details and historical personnel actions. eOER enforces controlled and audited access to the federal employee's private information.

**WASS**  
The Workforce Analysis Support System (WASS) application provides large-scale, on-demand statistical analysis and ad-hoc query capabilities to support meaningful workforce analyses through the web.

**CIVFORS**  
The Civilian Forecasting System (CIVFORS) application provides data mining and long-range forecasting capabilities to support strategic workforce planning and proactive human capital management.

**Business Intelligence Reporting**  
The EHRI Business Intelligence (BI) application provides access for authorized users to perform queries against the EHRI federal employee workforce database. In addition, various pre-defined reports against this data are available to authorized users. EHRI BI enforces controlled and audited access to the federal employee's private information.



# 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

The screenshot displays the 'Search Folders' interface of the Electronic Employee Record system. The interface includes a navigation menu on the left with options like 'My eOPF', 'Search eOPF', 'Work Flow', 'Change Email', 'Change Pwd', 'Admin Tools', 'Create SF 75', 'Print Folder', 'Batch Print', 'Reports', and 'Logout'. The main search area contains fields for 'CPO ID', 'Activity Code', 'NOA Code 1', 'Org Code', 'SSN #', 'NOA Code 2', 'Query Package', 'Last Name', and 'First Name'. Below these are dropdown menus for 'Form' and 'Type', and checkboxes for 'Folder Sides' (Left, Right, Merged, Overseas, etc.). At the bottom, there are fields for 'Create Date', 'Start Eff. Date', and 'End Eff. Date'.

The second screenshot shows a search result table with the following data:

Name	Create Date	Eff Date	Form	Action Type	Folder	View Doc	Modify Date	Delete Doc	Assoc. Doc	Modify Doc	Add Cmp	View Index	Side-by-Side
Chiles	2/10/2004	8/28/2003	DESIGNATION OF BENEFICIARY FOR UNPAID COMPENSATION	BENEFICIARY	Left	[Icons]	[Icons]	[Icons]	[Icons]	[Icons]	[Icons]	[Icons]	[Icons]
Debra	12/43/39 PM	12/00/00 AM	APPOINTMENT AFFIDAVIT	APPOINTMENT SUPPORT	Right	[Icons]	[Icons]	[Icons]	[Icons]	[Icons]	[Icons]	[Icons]	[Icons]
Chiles	2/10/2004	8/25/2003	DESIGNATION OF BENEFICIARY UNDER FEDU	BENEFICIARY	Right	[Icons]	[Icons]	[Icons]	[Icons]	[Icons]	[Icons]	[Icons]	[Icons]
Chiles	2/10/2004	8/25/2003	STATEMENT OF PROOF FEDERAL SERVICE	APPOINTMENT SUPPORT	Right	[Icons]	[Icons]	[Icons]	[Icons]	[Icons]	[Icons]	[Icons]	[Icons]
Chiles	2/10/2004	8/25/2003	DECLARATION FOR FEDERAL EMPLOYMENT	APPLICATIONS	Right	[Icons]	[Icons]	[Icons]	[Icons]	[Icons]	[Icons]	[Icons]	[Icons]
Chiles	2/10/2004	8/25/2003	PERSONNEL LOCATOR CARD	OTHER	Left	[Icons]	[Icons]	[Icons]	[Icons]	[Icons]	[Icons]	[Icons]	[Icons]
Chiles	2/10/2004	8/24/2003	NOTICE OF CHANGE IN HEALTH BENEFITS	BENEFITS FORM	Right	[Icons]	[Icons]	[Icons]	[Icons]	[Icons]	[Icons]	[Icons]	[Icons]
Chiles	2/10/2004	8/24/2003	NOTIFICATION OF PERSONNEL ACTION	TRANSFER	Right	[Icons]	[Icons]	[Icons]	[Icons]	[Icons]	[Icons]	[Icons]	[Icons]

# 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

The screenshot displays the WASS+ web application interface. At the top, there is a navigation bar with the WASS+ logo and the text "Enterprise Human Resource Integration". A secondary navigation bar includes links for "Home", "Select Function", "Create Analysis", "Summary", "Help", and "LogOff". Below this is a blue banner with the text "Select WASS+ Function".

On the left side, there is a vertical menu with five yellow buttons: "Create New Analysis", "Edit/View Analysis", "Create Database Table", "Merge Tables", and "Sampling".

The main content area is divided into two sections. The top section, titled "WASS View/Edit", contains a "Select an Analysis:" section with a tree view of analysis categories. The categories include "DCHILES", "Public Analyzes", "JARLEDGE", "BYERS", and "CROSBY". Under "CROSBY", there are several sub-categories, including "EOCOPMISTPS", "CUSTOMESEDTDFL", "CUSTOMSIDE", "CUSTOMS DEGRADEPFL", "CUSTOMESDE PROMONLY", "CUSTOMESEDLV", "CUSTOMSCORR", "CUSTOMSMEANS", "CUSTOMSANOVA", "TEST-3", "CUSTOMEST-TEST", "GAINOPM", and "OPMAG".

The bottom section, titled "Analysis Description (OPMAG)", shows a text area containing "opmtransin 97". Below this, there are fields for "Analysis created by:" (Engin Crosby) and "Analysis creation date:" (September 23, 2003). There are also links for "View Analysis Output", "Delete this Analysis", "Edit this Analysis", and "Clone this Analysis".

# 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

**CIVFORS**  
Enterprise Human Resource Integration

Home Links Builders Help Log Off

**Select a CIVFORS Function!**

[View User Forecasts](#)  
[View Published Forecasts](#)

[Build Models](#)

[Data Mixer](#)

CIVFORS Forecast Viewer offers you presentation quality tabular and graphical displays of forecasts on projected voluntary separations, retirements, involuntary separations, accessions, reassignments, etc. by a number of data elements user wish to view e.g., projected retirements for civil engineers in federal government. Select multiple forecast for comparative analyses on the same or different workforce models. Five years of historical data are included with projection results.

CIVFORS Forecast Builder offers you the option to customize baselined forecasts. Adjust historical rates on gain, loss or reassignment actions. Add constraints to model personnel policies or meet long-term strategic goals.

Data mining analytics help users test models they wish to use and provides feedback if test results show that the model needs improvement for better prediction.

**CIVFORS**  
Enterprise Human Resource Integration

Home Links Builders Help Log Off

**Forecast Viewer**

[Previous](#)  
**File Types**  
Data Elements  
Element Values  
Graph/Table  
[Next](#)

**Choose File Types**

File Types

- Targets
- Gains
  - [ACCESSION \(Accessions\)](#)
  - NAG (Other gains)
  - NOA085 (Unconfirmed A/C)
- Losses
  - INVOL\_SEPS (Involuntary Separations)
  - NOA075 (Unconfirmed VS)
  - NSL (Other losses)
  - RETIRES (Retirements)
  - VOLSEPS (Voluntary separations)
- Migrations IN
  - EMPLTENCNG IN (Change in EMPLTEN)
  - OPMYOSG\_CH IN (Change in OPM-defined Year of
  - PROMOTIONS IN (Pay Grade Changes)
  - RETELGRPCH IN (Change in retirement eligibility group)
- Migrations OUT
  - EMPLTENCNG OUT (Change in EMPLTEN)
  - OPMYOSG\_CH OUT (Change in OPM-defined Year of

File Types

- Strength

# 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

The screenshot shows the EHR Business Intelligence interface. At the top, there is a navigation bar with 'Home', 'My InfoView', 'Options', 'Help', and 'Logout'. Below this, the main content area is titled 'Corporate Documents' and shows a list of 6 documents. The list includes columns for Name, Author, Date, and Size. The documents listed are: Employee Demographics Report, Employee Separations Report, Employee Separations Report for 2010P Only, Employee Separations Report Full, Length Of Service Report, and New Document.

Name	Author	Date	Size
Employee Demographics Report	rdiez	09/29/2003 04:41:20 PM	990 K
Employee Separations Report	rdiez	09/29/2003 04:35:59 PM	64 K
Employee Separations Report for 2010P Only	supervisor	11/7/2003 08:33:45 PM	21 K
Employee Separations Report Full	supervisor	11/7/2003 01:07:11 PM	65 K
Length Of Service Report	supervisor	10/09/2003 11:42:14 PM	26 K
New Document	demo	12/04/2003 02:26:14 PM	30 K

The screenshot shows a detailed report titled 'Count of Employees as Age vs. Length of Service Grouped by Occupational Category to Determine Early and Regular Retirement Eligibility'. The report is filtered for 'ADMINISTRATIVE' employees. The data is presented in a table with columns for Age Groups (A through H) and Length of Service (years). The table shows the count of employees for each combination of age and length of service.

Age Group	Less than 1 Year	1 - 2 years	3 - 4 years	5 - 9 years	10 - 14 years	15 - 19 years	20 - 24 years	25 - 29 years	30 - 34 years	35 Years or More
A. Less than 20 years	4	6								1
B. 20 - 24 years	756	2,905	480	187	1					
C. 25 - 29 years	1,497	6,660	4,810	5,302	932					
D. 30 - 34 years	1,342	6,794	4,947	14,662	12,993	2,104				
E. 35 - 39 years	1,115	4,037	3,350	10,161	23,660	21,020	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	1,917	5,332	3,727	6,852	9,854	20,166	30,429	29,921	4,551	
H. 50 - 54 years	1,120	1,681	2,913	6,798	8,999	17,054	19,773	16,795	30,795	3,775

# 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

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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/](http://www.opm.gov/egov/)