Introduction

Launched in January 2002, the HR Reengineering program is chartered with the implementation of the October 2000 Functionality Assessment (FA) that has at its foundation the following tenets:

- Maximization of commercial-off-the-shelf (COTS) Information Technology (IT) systems;
- Integration of web-based HR IT systems;
- Establishment of a contact center to provide routine HR services;
- Minimization of process handoffs by designing end-to-end processes; and
- Empowerment of managers, employees and applicants to conduct their own HR transactions.

As outlined in the FA deliverable, HR service delivery in the Department of Navy can be broadly categorized into the following primary process areas:

- Automation and Reports
- Classification
- EEO
- Leadership/Administration
- Position Management
- Staffing
- Training
- Benefits
- Compliance and Assessment
- ER/LR
- Pay and Compensation
- Processing
- Strategy and Planning
- Other HR

During Fiscal Year (FY) 2002, the HR Reengineering efforts concentrated on sustaining operations and building a foundation for infusing technology to meet the Department's functional requirements. During the year, the HR Reengineering program delivered significant accomplishments in many of the functional areas identified in the FA, specifically the areas of Staffing, Benefits, and Automation and Reports. In other areas, such as Processing, EEO, and Training, necessary planning and definition deliverables were completed to support acquisition and delivery of functionality in future periods.

This document outlines the HR Reengineering program's key accomplishments during FY2002, aligns these accomplishments with the program's tenets, and outlines high-level plans for the next year.

Fiscal Year 2002 Accomplishments

Program Management

- Appointed Director of Reengineering, Mr. Lawrence West, to provide leadership and oversight for HR Reengineering Program. Appointed Deputy Director of Reengineering, Ms. Kathleen Ott, to provide day-to-day program oversight. Established and staffed Program Management Office to assist the Director and Deputy Director in managing the overall program.

- Communicated program progress through regular briefings for the Human Resources Service Delivery Board of Directors (BOD), Directors of Civilian Personnel Programs and Command Deputy Equal Employment Opportunity Officers (DCPP/CDEEOO), Department of Defense (DoD), and other organizations. Conducted frequent site visits at Human Resources Service Center (HRSC) and Human Resources Office (HRO) locations to communicate HR Reengineering Program objectives and status. Launched Reengineering Website to communicate Program objectives and accomplishments.

Automation and Reports

- Established and staffed **Performance Strike Team** to evaluate HRSC systems configuration and performance issues affecting HRSC services. This multi-disciplinary team was chartered with assessing the systems performance and response times within the DON environment and developing recommendations to drive tangible improvements in day-to-day operations. The Performance Strike Team visited each HRSC during FY2002 and identified near-term and long-term recommendations for performance enhancements.

- Implemented Strike Team recommended **Performance Enhancements** to critical business applications including DCPDS, Resumix, and the OCHR Data Mart. Successfully completed the following near-term initiatives during the 4th quarter of FY2002:

    - Upgraded all Oracle databases to current versions
    - Upgraded Resumix to the current version
    - Upgraded COGNOS client software to the current version
    - Upgraded the COGNOS servers to facilitate data management in the Data Mart
    - Improved the HRSC's network infrastructure

- Enhanced the OCHR Systems Division (San Antonio) network infrastructure

Collectively, these initiatives have improved system response time and HRSC productivity. Specifically, these initiatives delivered the following improvements to HRSC productivity:

- For the standard Resumix query, end user response time decreased by 93% from 3 minutes to 12 seconds. For the most complex Resumix query, end user response time decreased by 89% from 29 minutes to 3 minutes.
- On average, Cognos report server performance improved by 315% resulting in decreased wait times for Cognos report generation.
- Data Mart load processing time for the largest HRSC database decreased by 62%, or 6 hours, thereby preventing the load from running during normal business hours which adversely impacts end user performance. For the smallest HRSC database, the Data Mart load process was reduced from almost 2 hours to less than 1 hour.

In addition to these performance improvements, the overall stability and security of HRSC data was significantly improved, thereby ensuring that OCHR data is compliant with Privacy Act requirements.

- Developed strategy for **Civilian Human Resources Systems Infrastructure** to ensure continuity of operations under the Navy Marine Corps Intranet (NMCI) platform, reduce cost of supporting the HR applications, improve performance and reliability of current applications, and enhance disaster recovery and redundancy capability. Once fully implemented, the Infrastructure will improve availability of mission-critical applications used to perform HR functions. The strategy developed in FY2002 will be implemented in FY2003.

- Completed **Human Resources Workforce Information System (HR WINS)** and **Web Strategy** planning initiatives to establish an Internet strategy for the organization, develop high-level requirements, and select a vendor platform for the delivery of Portal-based services to the Department's Civilian workforce. Ultimately, the Portal will provide improved communication, collaboration, and information dissemination capabilities through one interface and provide single sign-on capability for access to all Civilian Human Resources applications. Implementation of the OCHR Portal is scheduled to start in FY2003.

Benefits

- Implemented **EBIS/Benefits Line** at all HRSCs. These tools provide self-service Benefits administration functions to the Department's Civilian personnel through automated web-based and telephony capabilities. Through EBIS, Civilian employees can effect Federal Employee Health Benefits (FEHB), Federal Employees Group Life Insurance (FEGLI), and Thrift Savings Plan (TSP) transactions and obtain benefits information. The Benefits Line is an Interactive Voice Response System (IVRS) that provides another method for employees to effect benefits transactions. These two applications provide employees with access to easy-to-use benefits and retirement planning tools 24 hours a day, seven days a week. Collectively, these tools have reduced the number of transactions handled through the HRSC. Over the last three quarters of FY2002, over 34,000 FEHB, FEGLI, and TSP transactions were completed through EBIS and IVRS, representing over 41% of total Benefits transactions processed across the Department.

- Initiated **Benefits Call Center Analysis** to identify methods of improving quality of service to the Department's Civilian employees and improving the efficiency of supporting the Federal Employee Benefits Program. The results of the analysis will drive HR Reengineering initiatives to implement recommendations starting in FY2003.

EEO

- Launched **Complaints Action Tracking (CATS)** initiative to automate the collection, processing, tracking, managing, and reporting on EEO complaints cases. The solution will centralize information about EEO Discrimination Complaints, provide EEO practitioners with web-based access to complaint information, and improve the efficiency and effectiveness of the EEO community. The selected system will be compliant with Title 29 of the Code of Federal Regulations Part 1614, Equal Employment Opportunity Commission Management Directive MD-110, and the Department's internal EEO instructions. Developed requirements document for Department of Navy automated EEO complaints action tracking application. Delivery of the solution is planned for FY2003.

- Launched **Affirmative Employment Program (AEP)** initiative to improve the efficiency and effectiveness of EEO personnel performing management and reporting of the Department's Affirmative Employment Programs. The solution will provide required reports and updates to the Equal Employment Opportunity Commission (EEOC) and the Office of

Personnel Management (OPM), improve communication and networking opportunities within the DON, and reinforce accountability at all levels to the program. Developed requirements document for Department of Navy solution. The AEP initiative is planned for delivery in FY2003.

Processing

- Launched **Electronic Official Personnel Folder (EOPF)** initiative. The EOPF solution will deliver instant, secure access to Department of the Navy Official Personnel Folders. HR Specialists, civilian managers, and civilian employees located throughout the world will be able to retrieve designated folders and their contents twenty four hours a day, seven days a week. Developed requirements document for Department of Navy solution to automate the current manual OPF process. The Department expects to deliver a pilot EOPF solution in FY2003.

- Initiated project to automate **New Employee Onboard Processing**. The effort will streamline the process of completing new hire paperwork and improve the accuracy and consistency of employee data. Using a web-based tool, new employees will have the ability to enter employee information, such as name and address, in a single place for all required forms.

Staffing

- Implemented **Optimized Recruitment Model** to improve the timeliness of the hiring process and reduce the number of hand-offs required to fulfill a staffing request. In FY2002, this process improvement initiative significantly reduced the end-to-end recruiting cycle. The average DON internal recruitment timeliness, measured as the time from receipt in the HRSC to issuance of the first selection certificate, averaged 38 days in September 2001. As of September 2002, the average DON internal recruitment time was reduced by over 36% to 24 days. In addition, a pilot of improved Delegated Examining (DE) procedures was launched in FY2002 with the overall objective of improving the efficiency and timeliness of the DE process. The results of the pilot will be available in early FY2003 and will form the basis for potential process optimization.

- Launched **Civilian Hiring and Recruitment Tool (CHART)** initiative to deliver near-term productivity improvements in the recruiting process and enhance the Applicant experience. The CHART solution will provide employees the ability to search and apply for jobs, establish an automated job search profile, and track status on their resumes. In FY2002, the requirements document for CHART was developed and vetted throughout

the Department and a contract let for the system development. Conducted business process modeling to standardize recruiting processes across all HRSCs. Developed comprehensive marketing approach, including the "No Limits, No Bounds" branding concept. The solution is currently under development and planned for implementation in early 2003.

- Initiated effort to **Develop and Standardize Local Resumix Grammar** across all communities. In FY2002, local grammar was developed and standardized for the Acquisition and Intelligence communities. As a result of this initiative, the Navy will retain higher quality candidates through more accurate and consistent information in Resumix. This effort will continue into FY2003, with NAVAIR Local Grammar planned for completion by end of 1QFY2003 and other communities to be completed in early 2003.

- Launched effort to **Standardize Open Continuous Vacancy Announcements (OCA's)** across the Department. This project will increase the Navy's ability to attract new employees through improved marketability of job announcements. In addition, the project will improve the efficiency of the hiring process through use of standard OCA's. Over 500 OCA's have been re-written. The project is planned for completion by December 2002.

Training

- Initiated Gap Analysis of the DON **Training Administration** requirements against the current DoD Oracle Training Administrator (OTA) capabilities. Results of Gap Analysis will be used to determine approach for improving the efficiency of the Department's training administration functions, including deployment of automated self-registration and self-assessment capability. Established partnership with Civilian Community Management Division (CCMD) to ensure Total Person Career Development requirements are addressed.

Meeting our Objectives

The accomplishments during FY2002 directly support the HR Reengineering Vision:

Initiative	Maximize COTS	Integrated Web-based Systems	Self-Service Capability	Virtual Call Centers	End-to-End Accountability	Sustain and Improve Operations
Performance Strike Team						✓
Performance Enhancements						✓
HR Systems Infrastructure		✓			✓	✓
HR WINS/Web Strategy	✓	✓	✓			
EBIS/IVRS	✓	✓	✓	✓	✓	✓
Benefits Call Center Analysis				✓	✓	
Complaints Action Tracking	✓	✓	✓			
Affirmative Employment Program	✓	✓	✓			
Electronic Official Personnel Folder	✓	✓	✓			
New Employee Onboard Processing	✓	✓	✓			
Optimized Recruitment Model					✓	✓
Civilian Hiring and Recruitment Tool		✓	✓			
Standard Resumix Local Grammar	✓				✓	✓
Standard Open Continuous Vacancy Announcements						✓
Training Administration	✓	✓	✓		✓	

Looking Forward to Fiscal Year 2003

The planning and requirements activity completed during FY2002 will result in implementation of many initiatives in FY2003, including:

- HR Systems Infrastructure,
- OCHR Portal,
- EOPF Pilot, and
- Civilian Hiring and Recruitment Tool.

While we maintain our focus on delivering value through these near-term initiatives, the HR Reengineering program is equally focused on delivering upon the full promise of the Functionality Assessment. In FY2003, Business Process Reengineering (BPR) will identify policy, organizational, process, and technology requirements for the reengineered HR service delivery model. The results of the BPR will be requirements for larger-scale, end-to-end integration efforts.