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Description of document: Pension Benefit Guaranty Corporation (PBGC) Human Resources (HR) Business Needs Analysis (BNA) 2018

Requested date: 28-September-2021

Release date: 07-December-2021

Posted date: 06-June-2022

Source of document: Freedom of Information Act Request
Disclosure Officer
Pension Benefit Guaranty Corporation
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Washington, D.C. 20005
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[FOIAonline](#)

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Pension Benefit Guaranty Corporation
1200 K Street, N.W., Washington, D.C. 20005-4026

BY EMAIL

PBGC 2021-003504

December 7, 2021

Re: Request for Human Resources Business Needs Analysis (BNA)

I am responding to your Freedom of Information Act (FOIA) request to the Disclosure Division of the Pension Benefit Guaranty Corporation (PBGC), which was submitted on September 28, 2021. You requested a copy of the most recent Human Resources Business Needs Analysis (BNA). You authorized fees in the amount of \$35.00. I processed your request in accordance with the FOIA and PBGC's implementing regulation. I apologize for the delay.

Pursuant to your request, the Human Resources Department conducted a search of agency records and located 41 pages. I have determined the following 41 pages may be released to you in full as described below:

- Human Resources Business Needs Analysis, Target State and Transition Plan-Executive Briefing, dated September 6, 2018 (41 pages)¹

While this response does not constitute a denial of your request for records, I am providing you your administrative appeal rights in the event you wish to avail yourself of this process. The FOIA provides at 5 U.S.C. § 552(a)(6)(A)(i) (2014) amended by FOIA Improvement Act of 2016, Pub. L. No. 114-185, 130 Stat. 538 that if a disclosure request is denied in whole or in part by the Disclosure Officer, the requester may file a written appeal within 90 days from the date of the denial or, if later (in the case of a partial denial), 90 days from the date the requester receives the disclosed material. PBGC's FOIA regulation provides at 29 C.F.R. § 4901.15 (2017) that the appeal shall state the grounds for appeal and any supporting statements or arguments, and shall be addressed to the General Counsel, Attention: Disclosure Division, Pension Benefit Guaranty Corporation, 1200 K Street, N.W., Washington, D.C. 20005. To expedite processing, the words "FOIA Appeal" should appear on the letter and prominently on the envelope.

In the alternative, you may contact the Disclosure Division's Public Liaison at (202)326-4040 for further assistance and to discuss any aspect of your request. You also have the option to contact the

¹ Per the Human Resources Department, the September 6, 2018 BNA is the most recent analysis and covers a 5-year period.

Office of Government Information Services (OGIS) at the National Archives and Records Administration to inquire about the FOIA mediation services they offer. The contact information for OGIS is as follows: Office of Government Information Services, National Archives and Records Administration, 8601 Adelphi Road-OGIS, College Park, Maryland 20740-6001; e-mail at ogis@nara.gov; telephone at 202-741-5770; toll free at 1-877-684-6448; or facsimile at 202-741-5769.

This completes the processing of your request. There are no fees associated with its processing.² You may continue to submit future requests for PBGC records by accessing FOIAonline, our electronic FOIA processing system, at www.foiaonline.gov or by e-mail at Disclosure@pbgc.gov.

Sincerely,

A handwritten signature in blue ink, appearing to read "D. Camilla Perry".

D. Camilla Perry
Disclosure Officer
Office of General Counsel
General Law and Operations Department

Enclosure

² The FOIA Improvement Act of 2016 precludes an agency from charging search fees to a FOIA requester if the agency does not meet the FOIA's twenty-day time limit. As such, we did not assess search fees for this request.

Human Resources Business Needs Analysis

Target State and Transition Plan – Executive Briefing

September 6th, 2018



Agenda

1. *Introduction*
2. *Target State Approach*
3. *Target Recommendations*
4. *Prospective Transition Plan Roadmap*

Meeting Purpose

- *Provide final Target Recommendations for review*
- *Discuss Recommendations and begin prioritization and consensus building*
- *Discuss draft Transition Plan Roadmap*

Background

- There is a requirement for all IT Programs to complete a segment architecture and update it every five years at a minimum. The Human Resources BNA is part of the Corporate Management IT Program Plan. The last HR segment architecture was completed in 2010.
- A Segment Architecture is a research, analysis and planning effort to produce a holistic view of a business area (e.g., a segment). The segment perspective may address elements of **strategy, performance, business, data, applications, infrastructure and security** of a business domain.

Goals of the HR BNA are to:

- Define the future state of the Human Resources Functions at PBGC
- Produce Actionable Target State recommendations and an transition roadmap to this defined target state
- Build consensus at all levels of the PBGC to ensure success of the target state outcomes

OMB's Performance Improvement Lifecycle

HR BNA-FY18

Budget Cycle FY19-24

Implementation FY19-24

Architect

BNA: Segment Architecture & Architectural/Small-Scope Analysis

Invest

Investment Planning & EA Support

Implement

Solution Implementation

Phase 1

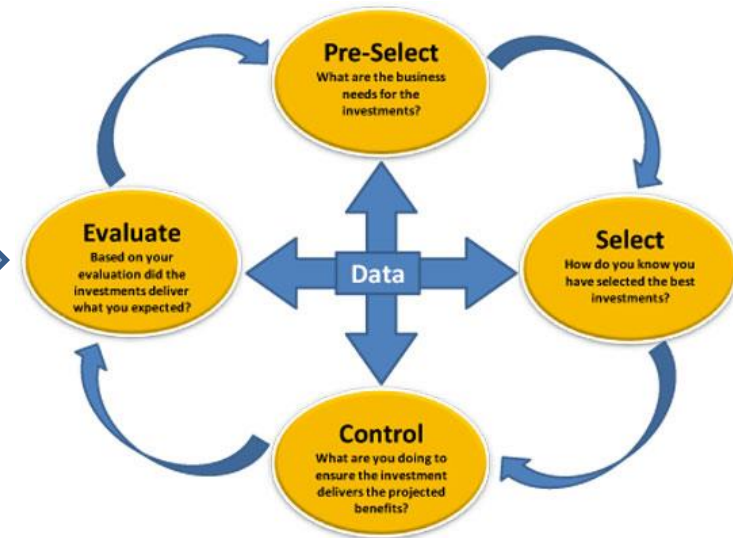
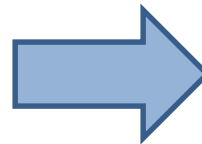
Identify and Validate

Phase 2

Research and Leverage

Phase 3

Define and Plan



Human Resources BNA Objectives

- To conduct a Business Needs Analysis (BNA) of the Human Resources function at the strategy, performance, processes, people, and technology levels and to recommend a target state that will fulfill PBGC's and our stakeholders business needs.
- The analysis will provide specific recommendations responding to the strategic, business, and IT objectives and performance goals:
 - Analyze current state and develop target state for business and information technology landscape
 - Develop prioritized recommendations for transition to the target state
 - Develop the phased implementation roadmap for the prioritized recommendations

BNA Scope

IPT Goals/Objectives

- To analyze the current environment of the Human Resources business capability
- Define the future state of the Human Resources Functions at PBGC
- Produce Actionable Target State recommendations and an transition roadmap to this defined target state
- Build consensus at all levels of the PBGC to ensure success of the target state outcomes

Key PBGC Contacts

- Executive Sponsors: Arrie Etheridge;
Alice Maroni; Bob Scherer
- Owner/Federal Lead: Loraine Trotter

EA Team Participation

- Project Lead: Sage Kim (50%)
- Chief Architect: John Larsen (50%)

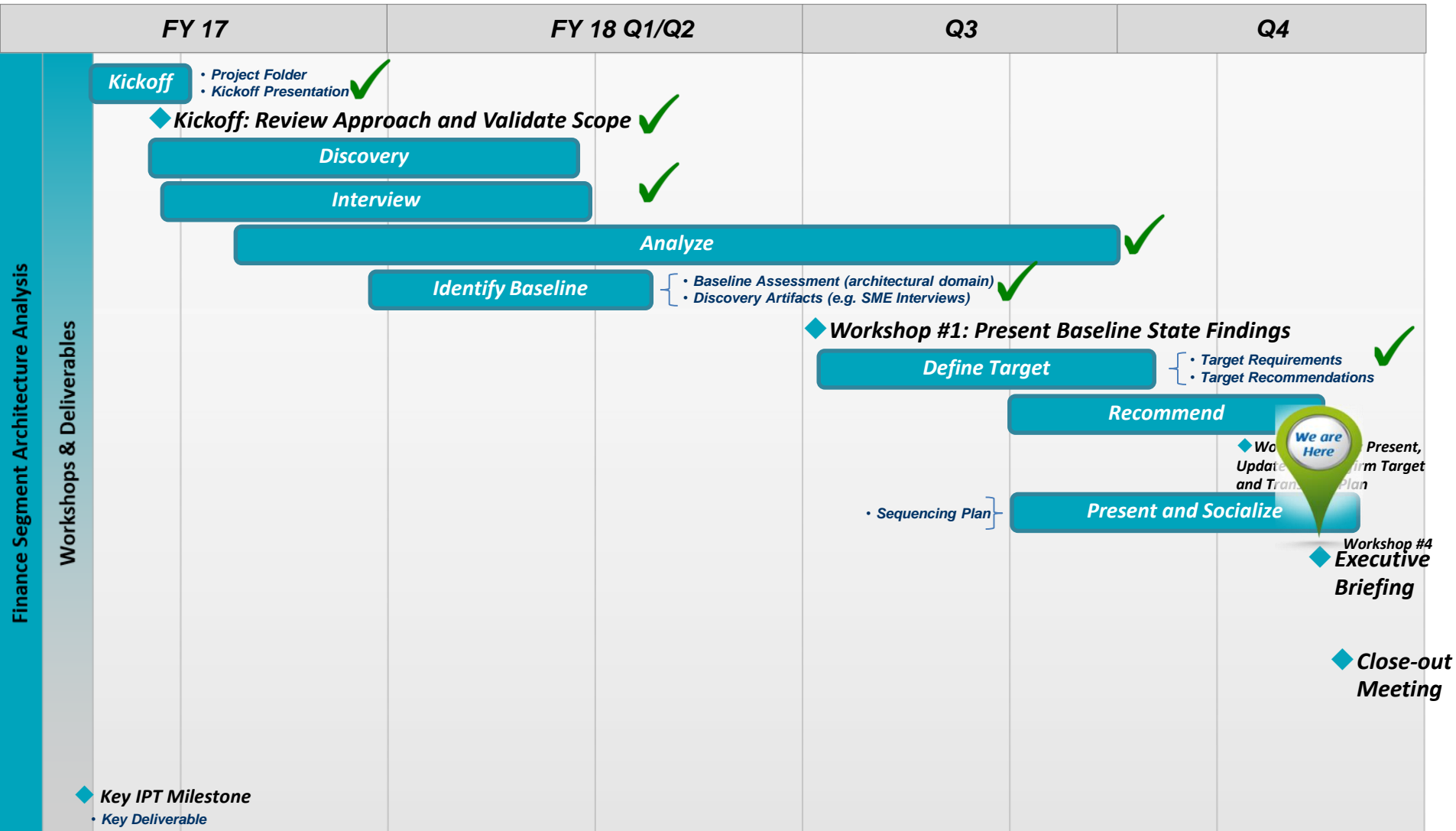
Project Duration

- September 2017– August 2018


Scope

- ✓ Establish an HR BNA IPT to act as an advisory and decision-making body
- ✓ Conduct a Business Needs Analysis (BNA) of the performance, processes, people and technology of the end to end HR functions in PBGC and to recommend a target state that will fulfill PBGC's and our stakeholders business needs.
- ✓ It will include a current state, target state recommendations, and transition plan to include implementable descriptions of alternative solutions that will effectively support the HR Department team in their daily activities and to achieve their long-term goals and objectives.
- ✓ The analysis will provide specific recommendations responding to the strategic, business and IT objectives and performance goals.
- ✓ The analysis will provide specific recommendations responding to the IT Solutions that would integrate the functionality currently provided with additional functionality to provide HR with a unified IT solution, effective IT resources to achieve their strategic, business and IT objective and performance goals.
- ✓ Analyze current state and develop target state for business and information technology landscape by working with all Human Resources stakeholders, and other stakeholders identified.
- ✓ Identify the current state.
- ✓ Develop the target state.
- ✓ Develop prioritized recommendations for transition to the target performance issues, business processes, application and data for the PBGC HR functions.
- ✓ Technology Updates - Position HR in adopting leading edge technology practices that improve PBGC's mission.
- ✓ Develop the phased implementation roadmap for the prioritized recommendations.
- ✓ Consolidate all information into an Executive Briefing, to provide an overview of the baseline state, identified gaps and pain points, benefits related to modernization, and recommendations and key next steps.

High Level Schedule



Key Deliverables

#	Deliverable	Description
1	Kickoff Meeting and Presentation 	Confirms the scope, participants, schedule, and roles/responsibilities with the IPT and Stakeholders
2	Current State (and accompanying presentations) 	Documentation of baseline assessments within the architectural domains of Strategy/Performance, Business Process/Services, Applications/Technologies, and Security via research efforts, SME Interviews , etc.
3	Target State (and accompanying presentations) 	Future HR designs with recommendations and descriptions of the target state capabilities, derived from baseline analysis, interviews and best practice research.
4	Transition Plan (and accompanying presentations) 	Implementation Roadmap with actionable recommendations on a timeline
5	Workshops 	Critical work sessions with the IPT lasting 1-4 hours at critical milestones of the project for review, discussion and acceptance of project artifacts, analysis results, and deliverables Meeting minutes will be provided to attendees and stakeholders.
6	Executive Briefing 	Presentation comprising the approach and results of effort (supported with more-detailed appendices for reference)

Target State Approach

Workshop #1

Identify Current State / Business Needs

- High-level business needs based on:
 - Interview responses
 - Federal mandates and requirements
 - Best practices and industry-recognized capabilities

Develop Target Recommendations

- Recommendations list the actions required to achieve the long-term Target State
- Recommendations lead to the long-term Target State & HR Roadmap (Workshop 2/3)

Workshop #2/#3

Validate Target State Recommendations with IPT

- Pending IPT approval in Workshop 2 & 3, the recommendations will help formulate the long-term Target State & HR Roadmap

Confirm Changes to HR Target State & Roadmap

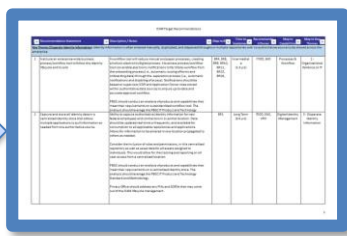
- The long-term Target State illustrates the results of implementing the recommendations (approved in WS#2/3)
- The HR Roadmap provides sequenced implementation guidance HR target state recommendations.

Workshop #4

Present HR Segment Recommendations and Roadmap

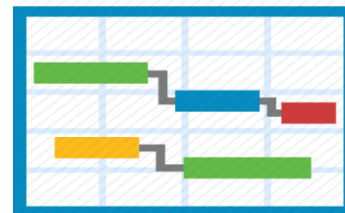
- Present to the Executive Sponsors the HR recommendations and target state (approved in WS# 2 and 3)

★ **We are here**



IPT Approval during Workshop #2

APPROVED



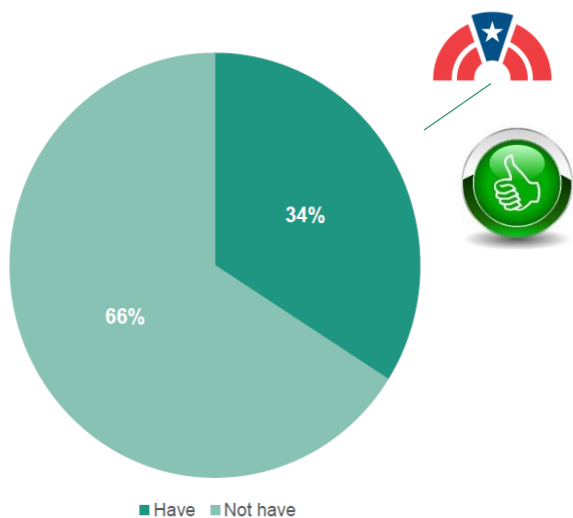
HUMAN RESOURCES BENCHMARKS

Benchmarking

- Benchmarking is a common best practice in the private sector. Benchmarks establish a baseline for IT's effectiveness in meeting business needs, and identifying opportunities to improve the IT organization with the enterprise for optimal results.
- However, using industry benchmarks has limitations. PBGC is similar to the insurance and financial industry yet we do not have a profit motive or exact peers in this group. PBGC is more like a private sector company, yet we have are still required to abide by all applicable federal regulations. This makes it difficult to have an exact “apples-to-apples” comparison.
- As a result, benchmarks are simply the starting point of a management discussion on opportunities for both the business and IT.

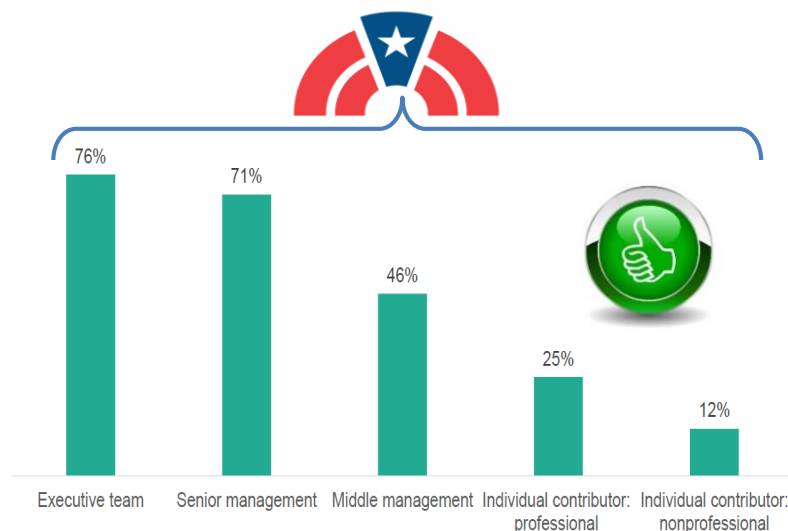
Performance: HR Benchmarks – Succession Plans

Use of Succession Plans by Organizations



n = 1,503. Respondents who answered "Not sure" were excluded from this analysis.

Positions Included Within the Organization's Succession Plan



PBGC HR - Ahead of the Private Sector

Performance: HR Benchmarks - Benefits

Key Findings

• **Tuition:** 61 percent of employers offered tuition reimbursement. The average maximum reimbursement allowed for tuition/education expenses per year was approximately \$4,000.

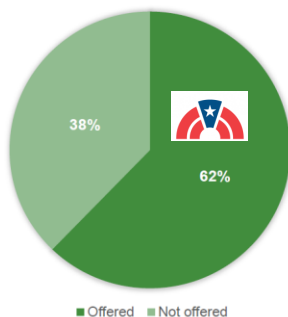
• **Compensation:** The average annual salary increase was 2.7 percent each year. The average target bonus percentage for nonexecutives was 4.7 percent compared to 10.2 percent for executives.

• **Retirement:** Among those companies that offered a 401(k), 402(b) or similar plan (92 percent), an average of 66 percent of employees participated. The average maximum employer match was 6 percent.

• **Succession Planning:** One-third of companies (34 percent) had a succession plan. The positions most commonly included in an organization's succession plan included the executive team (76 percent), senior management (71 percent) and middle management (46 percent).

• **Management Responsibility:** Those employees in middle management positions had the most direct reports (a median of 8 direct reports) compared to those at the executive level (a median of 5 direct reports).

Organizations that Offer Tuition Reimbursement for Employees



Tuition/Education Data



	n	25th Percentile	Median	75th Percentile	Average
Maximum reimbursement allowed for tuition/ education expenses per year	763	\$1,500	\$3,000	\$5,250	\$3,998
Percentage of employees participating in tuition/education reimbursement programs	729	1%	2%	6%	7%

Retirement Data

	n	Offered	Not Offered
401(k), 403(b) or similar plan	1,586	92%	7%
Percentage of organizations providing employer contribution	1,348	84%	14%
Percentage of organizations with automatic employee enrollment	1,018	62%	38%



Performance: HR Expense Benchmarks

HR Expense Data

	n	25th Percentile	Median	75th Percentile	Average
HR-expense-to-operating – expense ratio	548	0.6%	2.0%	17.8%	15.0%
HR-expense-to-FTE-ratio	695	\$659	\$1,667	\$6,000	\$10,211

PBGC = \$11,030



**PBGC HRD -
Ahead of the
Private Sector**

**PBGC HRD -
The same as
the Private
Sector**

HR Department Data

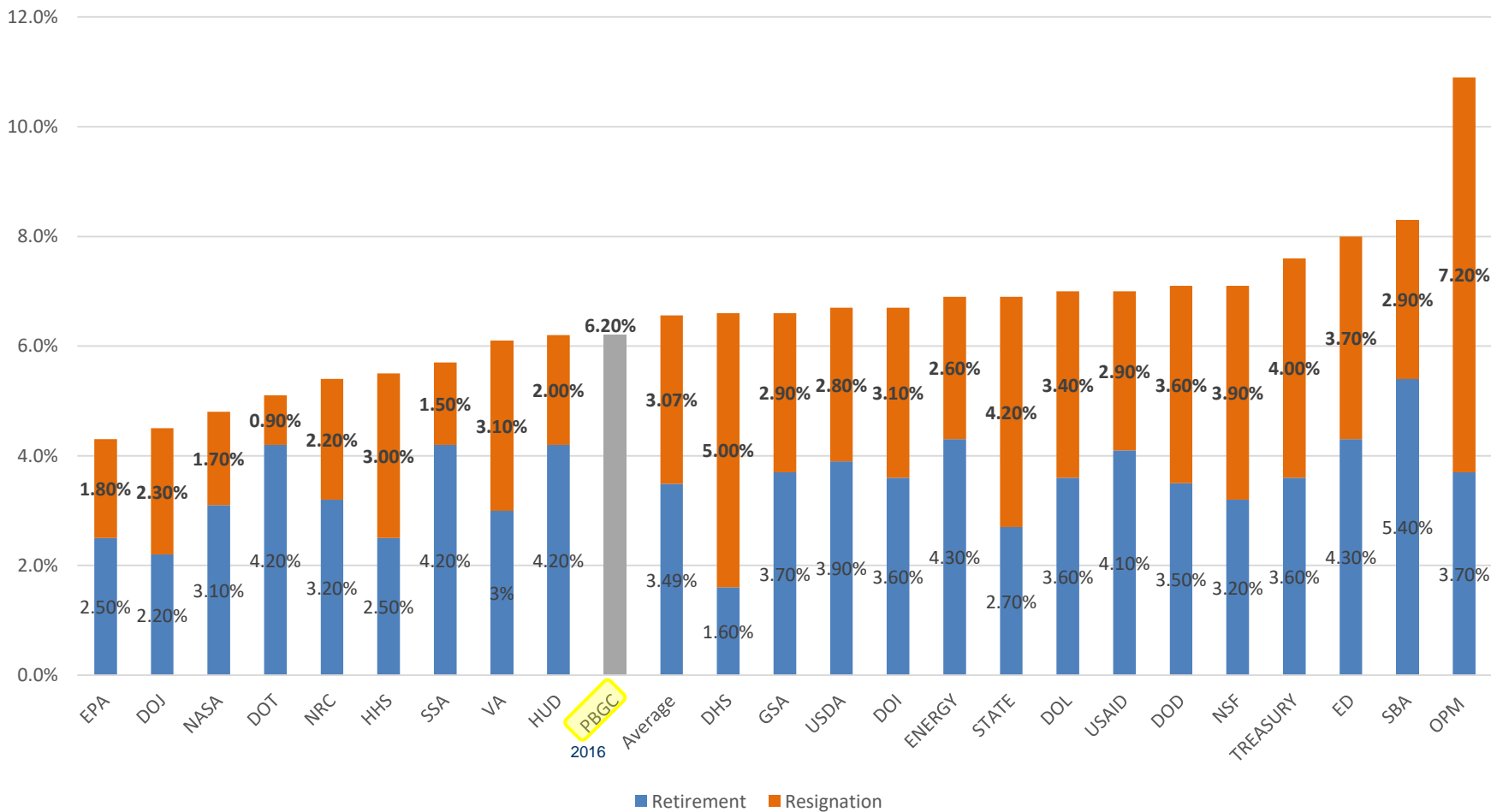
	n	25th Percentile	Median	75th Percentile	Average
HR-to-employee ratio	1,803	0.84	1.33	2.29	2.32
Percentage of HR staff in supervisory roles	1,756	33%	50%	100%	56%
Percentage of HR staff in professional/technical roles	1,390	0%	36%	57%	38%
Percentage of HR staff in administrative support roles	1,469	0%	25%	50%	28%

PBGC = 16%



Federal Attrition Benchmark

Federal Attrition Rate Comparison



HR Maturity Model



Level 5: Empowered Driver

Fully integrated continually improving Human Capital Management (HCM) in which HR:

- Regularly gathers data and provides trend information that is used for improvements and agile business adaptations.
- Is an integral business function through which the business optimizes the value it receives from its Human Capital
- These stages lay the groundwork to transform the HR function into a strategic player in the business.

Level 4: Predictive Driver

Enterprise-driven predictive HCM anticipates changing market conditions and the company's ability to leverage human capital to produce bottom line results. Predictive Drivers promote:

- Continuous assessment of the workforce against anticipated future demands.
- Advises the business about emerging trends that will affect its ability to perform optimally in the near /far term.
- Providing key Human Capital insights to the company.
- Measured on its ability to help the company anticipate and supply enough skilled, engaged, and motivated employees to meet business needs and drive future business decisions.

Level 3: Integrated Enabler

Enterprise-HCM converges around talent and creates a single view of Human Capital value for leadership and the workforce and helps the organization make the best business decisions. This includes: **Effective data gathering to increase performance.**

Focus on root causation and solution mixes to drive, analysis, and reporting systems.

- Analysis of data to allow development of targeted initiatives e employee behaviors and results.
 - Talent management strategies and employee lifecycle models.
 - Integrated back office services, processes, and systems.
 - Effective analytics capabilities to interpret data.

Level 2: Strategic Service Partner

Strategic enterprise-focused HCM serves organizational leadership as well as employees. It focuses on a value-driven approach for the "Front office" HR services provided directly to the business.

- Scorecards, dashboards, and benchmarks are used to provide targets for specific improvements.
- HRBPs (Human Resource Business Partners) consult with business units to define and set compensation strategies, recruit sought-after talent, and coach leaders. Centers of Expertise (COEs) exist to maximize efficiencies in targeted areas.

Level 1: Operational Provider

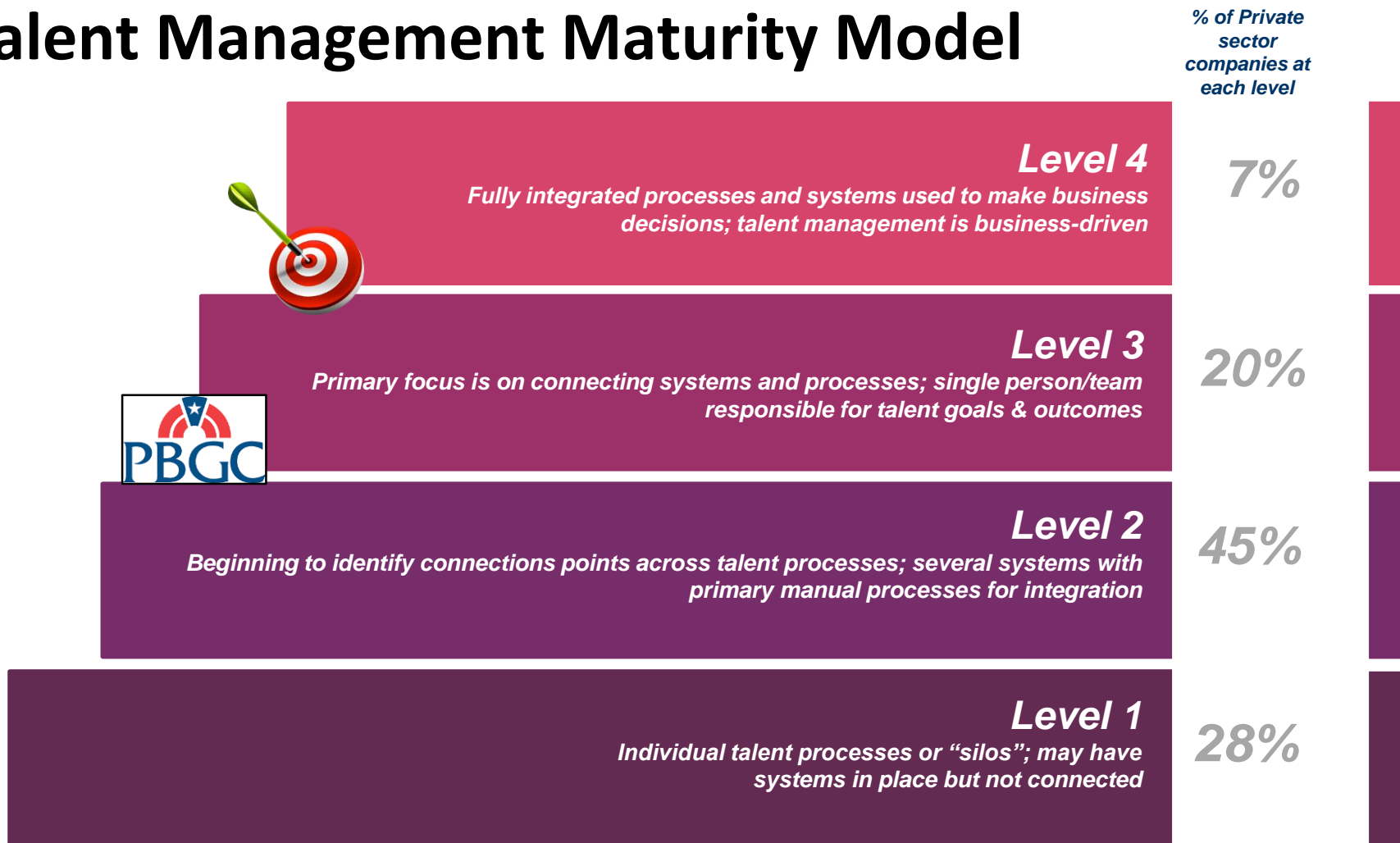
Traditional employee-focused Human Capital Management (HCM) is occasionally aligned with Line of Business. HR is a tactical, administrative, and human relations cost center that:

- Transacts basic HR services such as payroll and benefits.
- Enforces policies, compliance, and legal matters related to human resources.
 - Provides "back office" administrative support to front line leaders.

HR Maturity Model - Analytics



Talent Management Maturity Model



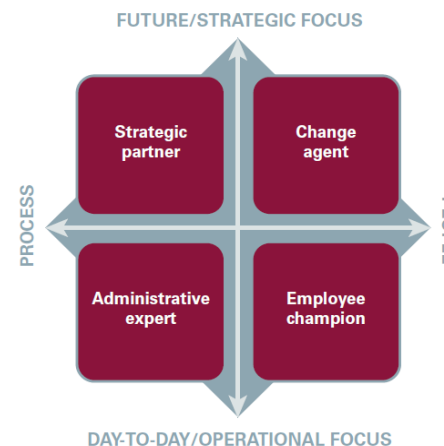
Source: Bersin & Associates, 2010.



HUMAN RESOURCES TARGET STATE

HR Trends

- Gig Economy - Employees Get Work on Employment Marketplaces
- Managing Organizational Change
- The HR Consultancy / Strategic Focus
- Analytics, Analytics, Analytics
- ✓ Focus on succession planning
- Focus on retention
- Mobile- 70% of HR is now using mobile devices to manage HR processes, up from 30% 2 years ago
- Artificial Intelligence – Recruiting, Training
- ✓ Human Capital System(s) in the Cloud*



*PBGC is required to use one of several OMB Centers of Excellence for Payroll and HR services. PBGC uses DOI Interior Business Center and OPM for a majority of its core HR services.

Current - Key Themes

■ Organizational (208):

- ❑ Strategy and Performance (41)
- ❑ Culture (131)
 - Communication (48)
 - Collaboration (33)
- ❑ Organizational Structure (36)
 - HR Personnel (14)

■ Business Process (365):

- ❑ Staffing and Classification (150)
- ❑ Personnel and Physical Security (9)
- ❑ Personnel Actions (27)
- ❑ Employee Services (33)
- ❑ Management and Leadership Development (39)

■ Technology (296):

- ❑ Data and Analytics (71)
- ❑ HR Systems/Applications (209)
- ❑ IT Security (16)

HR BNA – Bridging the Current and Target

CURRENT STATE FRAMEWORK

Organizational

Business Process

Technology

TARGET STATE INITIATIVES

Strategize

*Develop long-range
HR operational
plan*

Collaborate

*Coordinate and
engage with
stakeholders on HR
services*

Communicate

*Engage with customers
to enhance processes
that cross-departmental
lines*

Integrate

*Connect existing
applications to
streamline
processes*

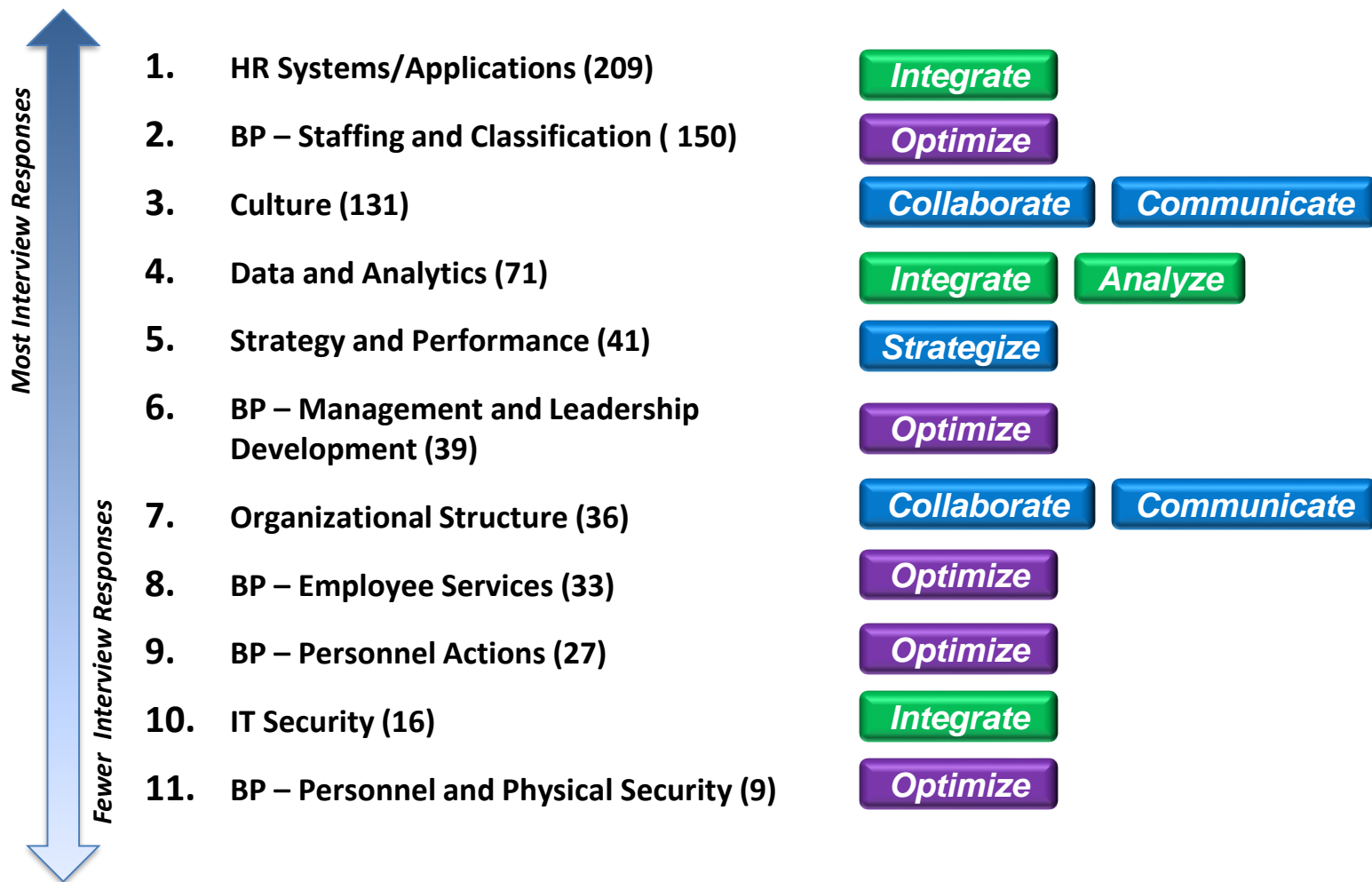
Optimize

*Analyze existing
processes to
standardize and
streamline*

Analyze

*Enhance existing
operational analytics to
become predictive and
strategic*

Current State Themes and Target State Initiatives



The Roles of HR - Ulrich's Four-Role Model



Target State Initiative 1: **Strategize**

			Level of Effort	Duration	Cost	Dependencies	Stakeholders	Owner	Success Criteria	Expected Business Value	Target Phase	Source / Justification
1.1	Strategize	Continue to Measure, Review and Update HR Operational Plan	Medium	Annual – Ongoing	N/A	None	HRD Mgt	CRBAD	Serve as an opportunity to set direction and course corrections based on new information that outlines the HRD goals, activities and strategic outlook over the next 5 years	Become closer to the customer and stakeholder by planning and fulfilling their needs	Phase 2	Best Practices

Target State Initiative 2: **Communicate** **Collaborate**

			Level of Effort	Duration	Cost	Dependencies	Stakeholders	Owner	Success Criteria	Expected Business Value	Target Phase	Source / Justification
2.1	Communicate	Continue to provide training and access to WTTS and FPPS users to track HR actions.	Low	1-3 months	N/A	None	Dept Directors and Staff	ESSD / ALL HRD	<ul style="list-style-type: none"> # of HR Liaisons and WTTS/FPPS users that have received training. Increase in # of users of FPPS and WTTS 	Improve customer perception(s)	Phase 1	Interview / Best Practice
2.2	Communicate	Reinstate quarterly HR liaison and other HR stakeholders sessions. Provide more information about new releases.	Low	6 months	N/A	None	HR Liaisons, Dept Directors and Staff	ESSD / ALL HRD	Scheduling of quarterly meetings with agendas that will help the Liaisons stay current on HR processes and enhancements	Enhance IT Lifecycle support and comprehensive deployment; and better adherence to standards and framework	Phase 1	Best Practice
2.3	Collaborate	Host semi-annual meetings with key HR stakeholders departments to discuss cross departmental processes and ownership.	Moderate	12 months	N/A	None	Dept Directors and Staff	All HRD	Stakeholder department agreement that process connections are in place	Improved process efficiency and performance of cross-departmental process	Phase 1	Interview
2.4	Collaborate	Investigate and Leverage pre-configured HR COTS portal solutions to enhance collaboration and communication with stakeholders.	High	30 months	\$\$\$	None	Dept Directors and Staff	ESSD / ALL HRD	Enhance HRD Intranet Site, with self service / fact sheets, services, knowledge portal	Better communications with stakeholders, customers, and better documentation and self service capabilities for stakeholders	Phase 1	Interview

Target State Initiative 3: **Optimize**

			Level of Effort	Duration	Cost	Dependencies	Stakeholders	Owner	Success Criteria	Expected Business Value	Target Phase	Source / Justification
3.1	Staffing and Classification	Create a departmental JA&RS and PDs library	Moderate	6 months	N/A	None	Dept Directors and Staff	SCD	Departmental PD Library managed by HRD, and utilized for each departments	Streamline classification and hiring processes	Phase 1	Interview
3.2	Hiring and Recruitment	Continue partnerships with affinity and academic organizations to assist in recruitment	Moderate	12 months	\$	Agreement with stakeholder departments	OBA / ONR /PRAD	SCD	Form relationships with, potentially resulting in internships, hirings, and academic involvement in PBGC	increase diversity and pools of qualified applicants for actuarial positions, and better exposure of PBGC brand management	Phase 1	Interview
3.3	Hiring and Recruitment	Continuously seek to further opportunities to automate the hiring process	Moderate	12 Months	\$\$	Workflow process development (potentially SharePoint?)	Dept Directors and Staff/IT	SCD / ESSD	Fully implement an automated, paperless hiring processes (via workflow(s) or technology)	Streamlined hiring process with automation and potential auditability and performance reporting	Phase 1	Interview
3.4	Hiring and Recruitment	–Continue working with COLA to enhance PBGC Brand Image and use of social media in recruiting process LinkedIn, Facebook; GlassDoor	Low	6 Months	\$\$	None	COLA	SCD / Front Office	Increased visibility via social media platforms to PBGC vacancies on USAjobs.gov	Increase diversity and pools of qualified applicants for actuarial positions, and better exposure of PBGC brand management	Phase 1	Interview / Research
3.5	Onboarding	Look into new extended onboarding approaches (e.g. Southwest)	Low	On-going	N/A	EMC acceptance and support	EMC	Front Office	Schedule and conduct welcome sessions regularly	Potential improvement of morale and talent retention	Phase 1	Best Practice
3.6	Retention	Develop and evaluate initiatives that when implemented increase retention	Low	On-going	N/A	Funding	Dept Directors and Staff	SCD / Front Office	Develop, measure, and track evaluations criteria	Information to provide insight and guide hiring and retention activities	Phase 1	Best Practice
3.7	Personnel Actions	Continue to evaluate and streamline personnel actions and details process	Low	4 months	\$	Workflow process development (potentially SharePoint?)	Dept Directors and Staff/IT	ESSD	Fully implement an automated, paperless WIGI/promotion processes (via workflow(s) or technology)	Streamlined process with automation and potential auditability and performance reporting	Phase 1	Interview

Target State Initiative 3: *Optimize*

			Level of Effort	Duration	Cost	Dependencies	Stakeholders	Owner	Success Criteria	Expected Business Value	Target Phase	Source / Justification
3.8	Optimize	Publish HR fact sheets and service documents so that HR customers have a quick references on HR resources and services. Post HR Timelines for various HR processes.	Moderate	6 months	N/A	HRD staff availability	Dept Directors and Staff	Front Office	Enhanced communication across PBGC	Better understanding by stakeholders that need HR services, and potential efficiency and effective gains from documented processes and procedures	Phase 1	Interview / Best Practice
3.9	Management and Leadership	Provide information on participation in M&L programs to C-levels and Department directors.	Low	12 months/ On-going	N/A	C-Level interest and availability	Managers	Front Office	Development of participation metrics and report/presentation, and scheduling (perhaps at EMC or like meeting) and/or providing information via a predefined delivery medium	Knowledge and tracking of training taken by managers/leaders in the agency, and potentially find correlations to performance, employee satisfaction, retention, etc.	Phase 1	Interview
3.10	Management and Leadership	Prepare managers for their next level of leadership (e.g. interviews, strategic thinking, workforce planning, developmental opportunities).	High	18 months/ ongoing	\$\$	None	C-level/Dept Directors	M&L	Measured improvement of existing staff level of preparedness for next level assignments	Developing from within leads to improved retention and potentially improved organizational results	Phase 2	HR
3.11	Management & Leadership	Implement requirement for new supervisors to have Individual Development Plans, including supervisory training.	Moderate	12 months	\$	C-level buy-in	C-level/Dept Directors	M&L	75% of new supervisors IDPs in place and acted upon starting FY 2019	Professional growth of supervisors leads to improved staff and mgr retention, improved work place environment	Phase 2	HR
3.12	Labor Relations	Develop a clarification of roles between HR-ELR and OGC.	Moderate	12 months/ Ongoing	N/A	None	Dept Directors	ELRMD	Completion of role clarification document	A shared understanding of departmental responsibilities.	Phase 1	Interview / Best Practice
3.13	Work-Life Balance	Develop and communicate a work-life vision or fact sheet	Low	3 months	N/A	None	Dept Directors and Staff	ESSD	Develop and deliver policy via pre-defined medium	Potential improvement of communications and transparency	Phase 1	Best Practice
3.14	Work-Life Balance	Assess how to align PBGC's culture with it's work life strategies	Low	3 months	N/A	Development of polices and procedures	Dept Directors and Staff	ESSD	Document cultural alignment and activities	Cultural maturation to address modernization of work-life strategies and elements	Phase 1	Best Practice
3.15	Accessibility	Work with COLA, EEO and Procurement Department to ensure electronic information is accessible (e.g. captioning)	Low	2-3 months	N/A	COLA availability	ALL PBGC	Front Office	Accessibility (508 Compliance) check of all public documentation and web pages	Compliance with Federal 508 guidelines, and accessibility for all PBGC personnel	Phase 1	Interview / Best Practice
3.16	Personnel Security	Provide adequate funding for background investigations in the baseline budget	High	12 months	\$\$\$	Budget Formulation, C-Level Buy-In	BD, All PBGC	Front Office	Analysis and re-baseline of background investigation activities, and formal request to ITPRB/BPIT of revised baseline May need trade-off budget(s) from other HR initiatives	Better estimate of costs, in order to ensure proper funding and lessen the reliance to off-cycle funding	Phase 1	Interview
3.17	Personnel Security	Integrate PSIS with USAccess and other DOI systems (WTTs/EODS) Integrate personnel security services to eliminate manual data entry	High	6-12 months	\$\$\$	DOI system requirements and limitations	ALL PBGC, new hires/IT	Front Office	Evaluation of potential integration, planning for integration, and implementation of technical updates	Improved data quality, reduced manual effort and potential improvement of data integrity and validity	Phase 1	Interview
3.18	Personnel Security	Ensure adequate staffing for personnel security operations	High	6-12 months	\$\$\$	BD/EMC	All PBGC	Front Office	Timely processing of all actions related to personnel security	Improved customer service, data quality and closed audit findings	Phase 1-2	Interview

Target State Initiative 4: **Integrate** **Analyze**

			Level of Effort	Duration	Cost	Dependencies	Stakeholders	Owner	Success Criteria	Expected Business Value	Target Phase	Source / Justification
4.1	Integrate	–Develop and maintain a Technology Roadmap with stakeholders and an annual reviews with stakeholders. –Prioritize none automated processes within a technology roadmap – e.g. selection, hiring.	Moderate	4-6 months	\$	None	FOD; Budget; HR Stakeholders /IT	ESSD	Completion of market and vendor research, and development of a technology succession plan and overall HR technology roadmap	Potential consolidation, modernization, or enhancement of technologies	Phase 2	Best Practice
4.2	Analyze	Build out a robust HR analytics reporting capability at the department and agency level that moves to the next level of analytics maturity.	High	6 months	\$\$	Funding	IBC/IT	CRBAD/ESSD	Implementation of BI/analytics/reporting tool	Improved performance outcomes on human resources	Phase 2	Interview / Best Practice
4.3	Integrate	Investigate mobility access for HR solutions	Moderate	24 months	\$\$	Funding/IBC/ Security	IBC/ IT	Front Office	Seamless ability to approve HR actions via PBGC iPhone	Improved cycle time; Improved ease of use	Phase 2	Best Practice/ HR

Communicate



- 2.1 Training on visibility tracking HR actions through FPPS/WTTS
- 2.2 Hold Qrtly HR stakeholder sessions

Collaborate



- 2.3 Semi-Annual Departmental Stakeholder meetings

2.4 HR COTS Portal solution

Optimize



- 3.5 Social Media Integr/Brand Mgt

3.3 Hiring process/ automation/ Review
3.7 Streamline Personnel Actions

3.3 Hiring process/ automation/ Review
3.7 Streamline Personnel Actions

3.3 Hiring process/ automation/ Review
3.7 Streamline Personnel Actions

3.3 Hiring process/ automation/ Review
3.7 Streamline Personnel Actions

- 3.1 Create Dept folders for PDs/JARS

3.8 Publish HR Fact Sheets/Services/ Processes

- 3.6 Retention initiatives

3.9 Provide info t C-level on M&L
3.10 Prepare Managers for Next level of Leadership

- 3.11 Implement IDP requirement

3.12 Mgt & Ldershp

- 3.15 Accessibility with COLA/PD/EEO

- 3.13 Work-Life Fact sheet

- 3.16 Investigation Budget fully funded

- 3.14 Work-Life Alignment initiatives

- 3.14 Work-Life Alignment initiatives

- 3.14 Work-Life Alignment initiatives

- 3.12 OGC-LR role clarification

- 3.12 OGC-LR role confirmation

- 3.12 OGC-LR role confirmation

Integrate/Analyze



4.2 Develop robust HR Analytics capability

- 3.17 PSIS Integration with WTTS

- 4.1 Annual HR Technology Roadmap with Stakeholders

- 4.3 Investigate Mobility for HR

Strategize



- 1.1 HR Operational Plan Update

- 1.1 HR Operational Plan Update

- 1.1 HR Operational Plan Update

LEGEND

Numbers correlate to slides 28-32.

- Milestone
- Start
- Technology/Tool
- Implementation

Summary: Engage with Stakeholders on processes/collaboration. Begin process optimizations

Summary: Complete process optimization. Begin Integrate and analyze recommendations

Summary: Complete and Continuous Process Improvement and Innovation

Next Steps

1. Discuss, Revise and Update
2. Obtain executive sponsor approval



3. HR begins working the HR Target State recommendations IAW Transition Plan
 - Confirm Target State recommendation assignments
 - HR plans for necessary budgets
 - Form required working groups

HR BNA Integrated Project Team (IPT) Composition

Executive Co-Sponsors

Director of HRD
Arrie Etheridge

CMO
Alice Maroni

CIO
Bob Scherer

- Confirm IPT members, define vision, and approves IPT recommendations

Senior Stakeholders

Director of Budget
Edgar Bennett

Director of EGD
Melanie Carter

- Confirms Federal Team Leaders & Backups
- Alerts Federal Team and AA Team to IG or other strategic concerns
- Approves final recommendations

Federal Team Leaders

HRD Business Lead
Lorraine Trotter

WSD Business Lead
Leslie L'Heureux

CMSD/IT Prog Mgr
Nicole Queen

EAD Mgr/CEA
John Larsen

- Coordinates engagement and socialization efforts
- Equips AA team with necessary intel and documentation
- Represents business interests and challenges
- Makes decisions on recommendations
- Communicates progress
- Attends workshops & Executive Briefing

IPT

Customer Relations and Business Analytics
Kelly Britt

Employee and Labor Relation Management
John McLemore

Employee Services and HR Systems
Nichole Tillman

Cybersecurity
Desiree Wilson / Sue Schultz-Searcy

Staffing and Classification
Joyce Folsom

Information Security (ISSM)
Karen Whitecotton

IT Infrastructure
Scott Schwartz

Finance
Tim Morse

BISD HRD IT Project Manager
Demeika Clary

Enterprise Architect / EAD Lead
Sage Kim

- Attends workshops & Executive Briefing
- Participates in interviews
- Reviews draft artifacts and provides feedback to Segment Architecture team (est. 1-2 hrs/wk)
- Provides input on target recommendations and sequence plan
- Represents interests of respective business unit

SMEs

SME

SME

SME

SME

SME

SME

SME

- Participates in interviews
- Provides documentation/background information
- Provides relevant subject matter expertise

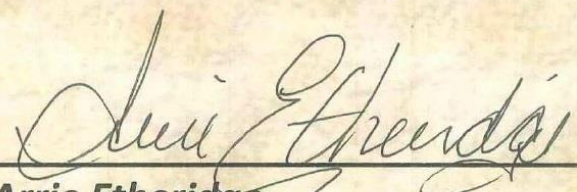
Architectural Analysis Team

EAD
John Larsen

EAD
Sage Kim

- Facilitates architecture process & communications
- Performs interviews & discovery
- Performs analysis
- Develops artifacts and deliverables

Executive Sponsor Approvals / Signatures

Approved: 
Arrie Etheridge

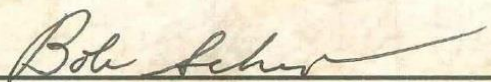
Director of Human Resources Department
Executive Sponsor of HRD BNA

Date: 9.6.2018

Approved: 
Alice Maroni

Chief Management Officer
Co-Executive Sponsor of HRD BNA

Date: 9-6-2018


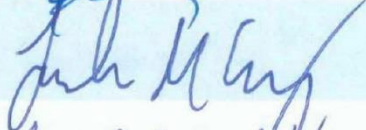
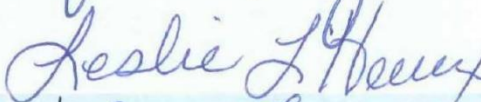
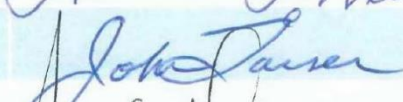
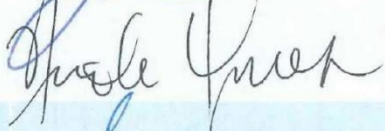
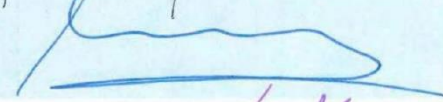
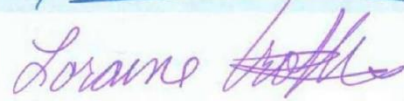
Approved: 
Bob Scherer

Chief Information Officer
Co-Executive Sponsor of HRD BNA

Date: 9/6/18

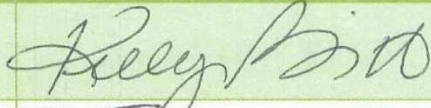
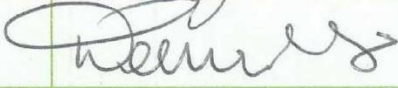
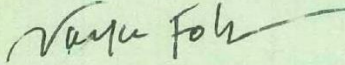
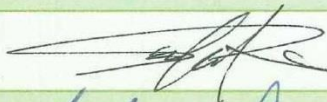
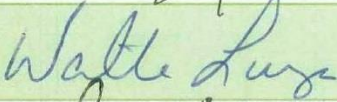
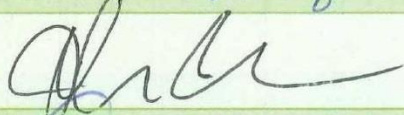
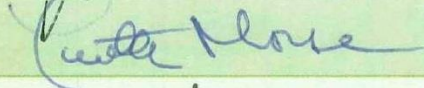
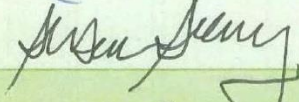
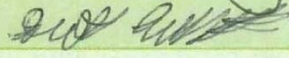
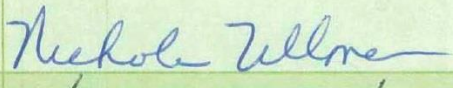
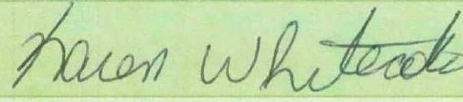

Leadership Approvals / Signatures

- Federal Leads
- Senior Stakeholders
(Including all C-levels attending the Executive Briefing)

Names	Title / Role	Signature	Date
Carter, Melanie	Director of Enterprise Governance Department		9/10/2018
Kossoy, Joshua	Director of IT Infrastructure Operations Department		9/11/2018
L'Heureux, Leslie	Business Program Manager for Chief Management Office		9/6/18
Larsen, John	Chief Enterprise Architect		9/10/18
Queen, Nicole	IT Program Manager for Corporate Management Service Division – BISD		9/6/18
Shyamsunder, Vidhya	Director of Business Innovations and Services Department (BISD)		9/10/2018
Trotter, Loraine	Business Program Manager for Human Resources Department		9/6/2018



IPT Approvals / Signatures

Name	Title / Role	Signature	Date
Britt, Kelly	Division Manager – Customer Relations and Business Analytics Division – HRD		9-6-18
Clary, Demeika	IT Project Manager for Corporate Management Service Division – BSD		9-6-18
Folsom, Joyce	Division Manager – Staffing and Classification Division – HRD		9-14-18
Kim, Sage	Enterprise Architect		9/6/18
Luiza, Walt	Chief Financial Office – Financial Operations Division (CFO – FOD) Representative / Deputy Director of FOD		9/17/18
McLemore, John	Division Manager – Employee and Labor Relation Management Division – HRD		9/11/18
Morse, Tim	CFO – FOD Representative		9/17/18
Schultz-Searcy, Sue	Enterprise Cybersecurity Representative		9/24/18
Schwartz, Scott	IT Infrastructure Operations Department		9/17/18
Tillman, Nichole	Division Manager – Employee Services and HR Systems Division – HRD		9/14/18
Whitecotton, Karen	Information System Security Manager (ISSM) for Corporate Management Office (that includes HRD)		9/18/18
Wilson, Desiree	Enterprise Cybersecurity Representative		9/16/18

Current HR Application Capabilities

New applications to address new business requirements or opportunities.

Systems of Innovation

Applications that enable industry-specific (HR) capabilities.

iDashboards

Systems of Differentiation

Monster

PD
Library

PSIS

FPPS

FHR ELR

FHR Retirement
Calculator

USAjobs

eDelivery

WTTS-
EODS

Data Mart

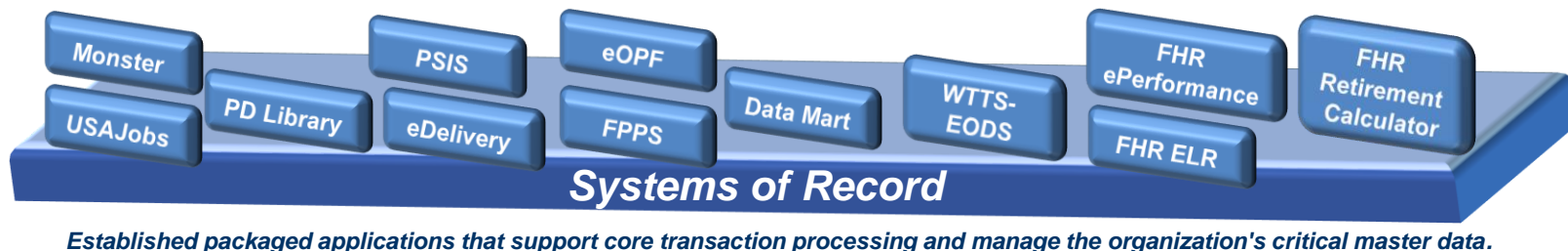
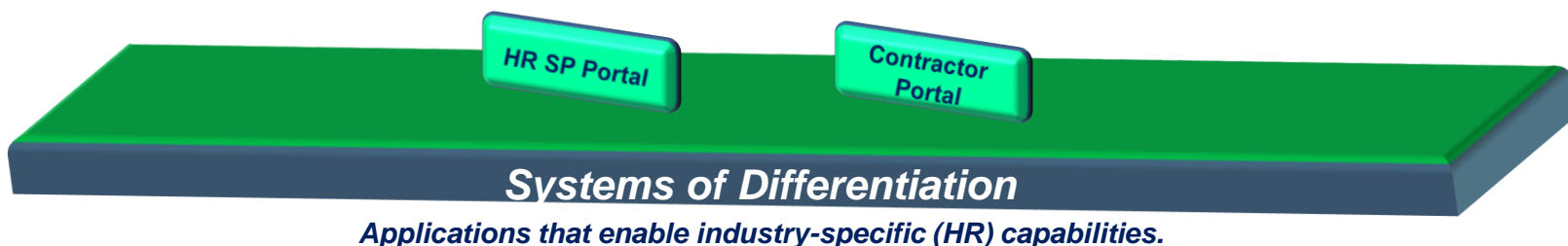
eOPF

FHR
ePerformance

Systems of Record

Established packaged applications that support core transaction processing and manage the organization's critical master data. The rate of change is low, because the processes are well-established and common to most organizations, and often are subject to regulatory requirements.

Target HR Application Capabilities



HRD Technology Roadmap-Example

CY 2019

CY 2020

CY 2021

CY 2022

CY 2023

HUMAN CAPITAL MGT

Workforce /Succession Planning
Position Classification & Mgt
Diversity & Inclusion
Employee Engagement

Workforce/Succession Planning

Position Description Library

Employee Engagement

HR ShPt Portal

TALENT ACQUISITION

Candidate Sourcing & Recruitment
Applicant Screening
Onboarding

USAJOBS.COM

Monster Hiring

Social Media Integration

IBC WTTS-EODS

PERSONNEL SECURITY

Background investigations
Credentialing

PSIS/eDelivery

Contractor Portal

MANAGEMENT & LEADERSHIP

M&L Training
M&L Administration

Management and Leadership

PERFORMANCE MANAGEMENT

Performance Mgt
Recognition Mgt
SL Appraisal Certification

FHR Navigator -ePerformance

Recognition Management

COMPENSATION & BENEFITS

Work Schedule & Leave Mgt
Work Life Wellness
Employee Assistance Pgm
Compensation Mgt

FPPS

Mandated New Payroll System

WORKFORCE ANALYTICS

Workforce/Perf Analytics
Employee Records

IBC OBIEE

iDashboards

HR Analytics

eOPF

LABOR & EMPLOYEE RELATIONS

Labor Mgt Relations
Negotiated Grievances/3rd Party

FHR ELR

SEPARATION & RETIREMENT

Separation Counseling
Retirement Planning/Processing

FedHR Navigator-Retirement Calculator

Legend:

Alternatives Analysis

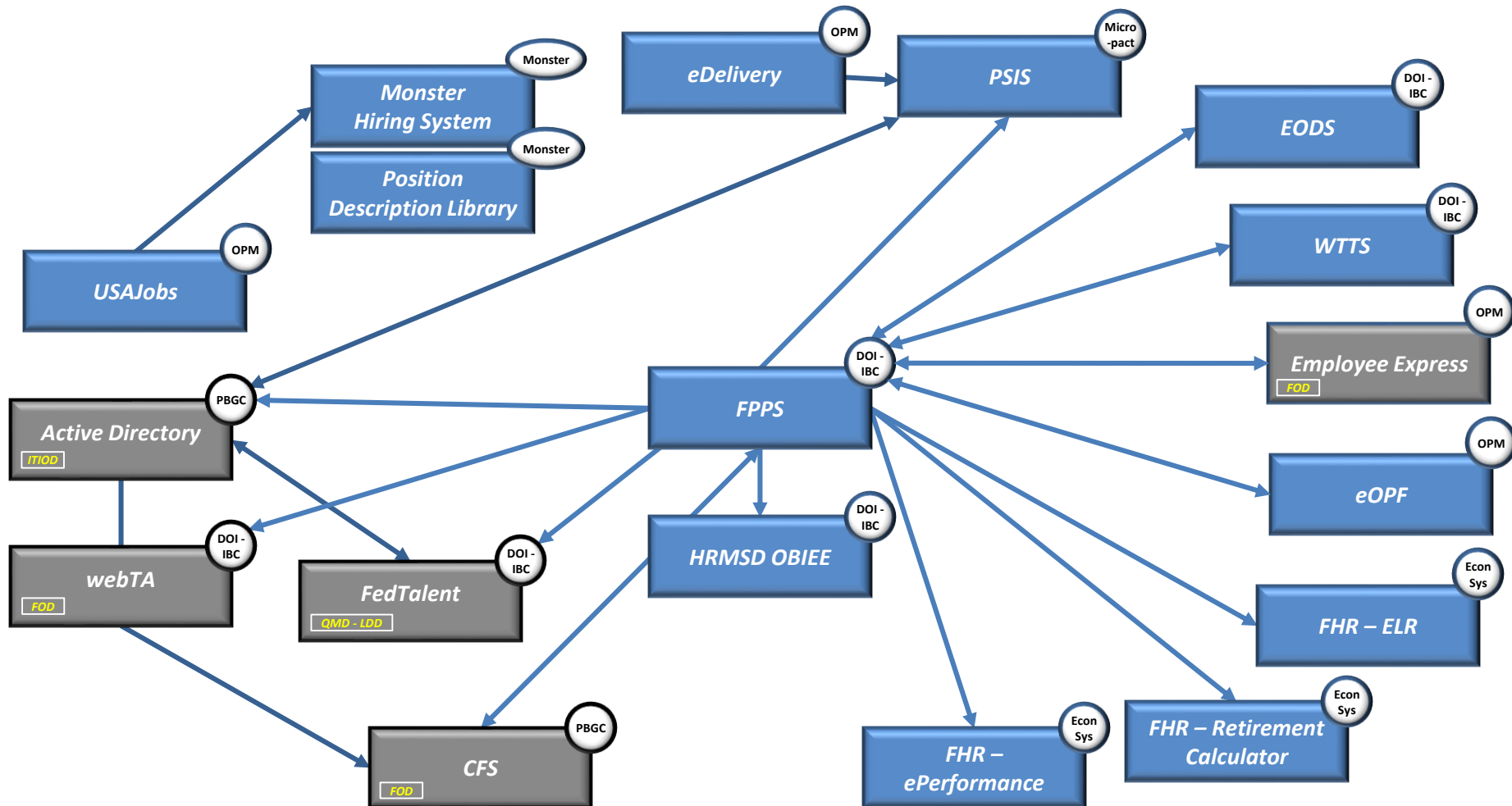
Procurement

Deployment

Existing App

Prospective App

Application – Data Exchange



Legend:



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