



# HCM Transition Update

## Quarterly Update

Volume 1

March 2009

Issue 2



**The Goal** of the Quarterly Update is to provide a comprehensive status report on the HCM Transition. The report is developed during the HR Redesign and Optimization Teams' quarterly meetings. Immediately following each quarterly meeting an update is prepared and distributed through the Regional Foresters, Station Directors, Area Director, IITF Director, and WO Staff, and posted on the HCM website where all employees can read it.

**HCM Transition Background:** The decision was made in July 2008 to proceed with efforts to re-work Human Capital Management service delivery systems. Experience with the program showed that it might require substantial modification and was unlikely to achieve the desired vision even if the present design were fully implemented. Two teams were formed:

- **Optimization Team** to focus on "making what we have work better."
- **Redesign Team** to build a more effective system "based on agency needs, program efficiencies and customer input."

**Guiding Principles--** The teams will build *success criteria* based on guiding principles which include: ■ Supporting the mission; ■ Taking a systematic approach, and ■ Favoring fundamental solutions vs. coping strategies. To see the Principles and Vision Statements, click [here](#).

**Success Criteria:** The teams have identified the success indicators for their efforts. The Scorecard, as it is called, will be used to measure the success of the recommendations they provide. The key success indicators include 1) Improve customer service, 2) Improve operational efficiencies, 3) Improve management's capacity through the HCM program, and 4) Improve return on investments. When drafted, the scorecard will be sent to stakeholders for review and comment.

## HCM Transition Status

### HCM Accomplishments Update:

- Following more than a year of testing with employees in a variety of work environments and occupations, the transition has begun to Paycheck8 in the Forest Service.
- HCM is working with Avue CEO to resolve problems that resulted from a recent system upgrade. Avue is providing resources to assist with the workload.
- Temporary employment timelines are being met. eMeetings were held and well attended. More than 1,130 requests have been submitted.
- HCM employees are receiving 18,805 classroom hours of training in 35

courses including the first 80-hour supervisory training course.

- HSPD-12 processed 22,000 background investigations; 22,000 investigations remain to be completed.
- Processed 60,000 personnel actions in 2008.

**First Progress Report Planned for May:** The first HCM Transition progress report is being prepared and will be distributed for vetting and comment on May 1.

**Optimization Team Accomplishments:** The team focused on three areas – temporary hiring, pay/leave and off-boarding, and fire hiring.

1) Temporary hiring – They found that staff were working hard to improve processes which

resulted in numerous enhancements for customers. The team will review and map employment process steps to identify bottlenecks, emphasize integration within and between branches and the field and use focus groups for feedback.

2) Pay/Leave and Off-Boarding – The Pay Staff made significant progress on 2008 lump sum leave payments and clean up of 2008 temporary employee records. Some areas of concern are: the impacts of 2007 sick leave not being brought forward for 2008 temporary hires, failure to separate 2008 temporary employees that causes problems when rehiring in 2009, and required documents that were not attached or were incomplete.

3) Fire hiring – The team plans to observe the R5 fire hire process, identify current pain-points and issues (e.g. medical standards, IFPM qualifications, 100% candidate review process and 401 qualifications) and gather information from the field fire people.

#### **Redesign Team Accomplishments:**

The original Business Process Reengineering effort had four objectives called *Success Criteria*: 1) Improve customer service, 2) Improve operational efficiencies, 3) Improve management's capacity through the HCM program, and 4) Improve return on investments. The HCM Transition effort is focused on those same four objectives.

To ensure a shared definition of success among all stakeholders, the four success criteria are supported by success indicators, measures, and targets. These will serve as a compass by which the Redesign and Optimization teams can ensure that their proposed solutions meet customer expectations and definitions of success. Specific, measurable success criteria will prevent time wasted on solutions not aligned with customer needs.

The team worked closely with Human Resources Information System personnel on the "Roadmap Back to EmpowHR."

A "Governance Model" is being framed by the team to describe how ideas for change in

processes or procedures would be developed, vetted with stakeholders, beta tested, communicated, and implemented. The model is based on continuous improvement and adaptive management concepts.

The Redesign Team identified as their top priorities Human Resources Information Systems and communications. HRIS is the comprehensive interaction between systems and how it fits in with the long term vision of CIO being the service provider and the short term needs of HCM and the field. The question is, how can we get to a more disciplined and systematic approach so people can participate, communicate and have ownership?

**Video Conference Consultation with Advisory Group:** The HCM Transition advisory group was briefed by video conference during the quarterly team meetings in March

The NLC Advisory Group member are Corbin Newman, Regional Forester, Region 3; Jim Reaves, Director, Southern Research Station; Susan Stout, Project Leader, Northern Research Station; and Cecilia Seesholtz, Forest Supervisor, Boise National Forest.

Jacque Myers, Associate Deputy Chief, Business Operations lead the briefing. Others attending included Ron Banegas, Deputy HCM Director, Jody Noiron, Redesign Team; Maria Garcia, Optimization Team Lead; Chelle Stringer, Jo Ann Romero, and Dorian Baroni, consultants; and Judith Downing, Communication Manager. Several HCM staff also participated including Omar Thompson, Florence Pruitt, and Ruth Sutton.

The history of the HCM transition was described and the 16 key issues being addressed by the teams were outlined. Observations by teams to date were presented. Advisory group members reacted to the items and asked questions. Advisory group

members then presented their observations. The meeting ended with a discussion of optimum ways to communicate between the teams and the advisory group.

**Denny Bschor Addresses Quarterly Meeting:** Denny Bschor, Regional Forester, Region 10, attended the HCM Transition Teams' Quarterly Meeting. He provided a leadership perspective to the teams and HCM staff

Denny Bschor is the chair of the Customer Services Board. The Operations Customer Services Board is responsible for ensuring that service level agreements reflect the affordable needs of services of HCM, B&F, and IRM and are aligned with budgets established for each program. To fulfill this role, the Board has established a team to review and work with service providers as they work to continuously improve SLAs and to serve as a basis for recommendations the Board may make to the Chief.

**HCM Supports Economic Recovery Efforts:** HCM has created an Economic Recovery Employment Team that will meet in March to work on 1) issuing term vacancy announcements, 2) creating additional temporary OCRs for series/grades that are anticipated, 3) developing processes, and 4) making assignments. To make the hiring process easier and to facilitate tracking, a special link has been added to the 52-Tracker.

**American Recovery and Reinvestment Act (ARRA) Recruitment Portal on Avue:** A "recruitment portal" will soon appear on Avue to facilitate recruitment efforts for the ARRA. The ARRA recruitment portal is designed to provide applicant friendly information when applying for Forest Service jobs.

Applicants can select from a list of Forest Service vacancy announcements specific to the ARRA staffing efforts and link directly to the application in Avue.

Applicants will be linked to the portal when they use search engines such as Yahoo, MSN, or Google. They will also go there directly from the vacancy announcement for employment opportunities specific to ARRA.

The portal contains information pertinent to the specific locations of vacancies, types of positions being filled, an inside look at the Forest Service, career insights, and the federal hiring process.

**Hard Copy to Electronic Documents Finalized:** ASC-HCM is finalizing the last mass shipment of personnel documents and hard-copy Official Personnel Files (OPFs) to the contracted vendor for scanning and upload into the electronic OPF (eOPF) system. Shipment date will be in late March or early April.

After the contractor has finished with the documents, ASC-HCM will perform a quality control review and begin to implement the strategy to give employees access to eOPF. Employees are expected to have access by October 2009.

**Pay Staff Processes 8,500 Lump Sum Payments:** The Pay Staff met their February goal to complete LSPs including those that were backlogged. An SF-1150 was generated with each LSP.

**Region 5 Transition Strategy:** The effort to migrate the remainder of Region 5 Human Resource functions to the ASC-HCM is underway. Stephen Deep, R5 HR Director, and Javier Delgado, HCM Business Operations Manager, are leading this task. Leadership for R5 and HCM are conferencing with each other as well as with their respective organizations. Discussions are taking place for determining Core Migration Team membership while a Draft Migration Plan is developed.

**EmpowHR: Update:** On February 4, 2008, the Forest Service discontinued using EmpowHR and MSS due to ongoing technical and function issues. PAR processing began completing actions in EPIC and Position Management is

completed in the Position Management System (PMSO). Because of the errors caused by the MSO back-feed, the Forest Service decided to use EmpowHR for Position Management starting March 31, 2009.

Human Resources Information Systems (HRIS) met with the NFC to ensure that all the previous issues and concerns were resolved before initiating use of this program. HRIS developed the "Roadmap Back to EmpowHR" that includes key critical milestones. If these milestones are not met, the Forest Service will cease all work on EmpowHR.

**Top 16 Action Items Identified** Between them, the Redesign and Optimization teams will address all of the following 16 issues:

1. Human Resources Information System.
2. Self Service Rejection.
3. Homeland Security Presidential Directive (HSPD) 12.
4. Transaction Backlogs – Staffing, classification, pay, leave audits.
5. Lost high touch/human interface.
6. Cost of HR -- is it the same or increased?
7. Burden Shift.
8. Customer Service – Unresponsive HR system, return calls, status updates, HCM Staff.
9. R5 transition strategy.
10. Human Resource Liaison Strategy – Engagement, human touch, communication, training.
11. Surge Workloads; Temporary hiring, fire hiring, off-boarding, HSPD-12.
12. Service Level Agreements – Reporting, design, evaluation.
13. HCM staff training.
14. Data clean-up.
15. Drug free workplace/HSPD-12.
16. HCM Communication/roll-out.

**Governance Strategy:** In the spirit of working collaboratively with CIO, the Redesign and Optimization Teams will use the Governance Strategy. It is the same strategy that CIO uses as a mechanism to make sure that disciplined program project management is used. It includes project related processes and procedures from inception through implementation and through a continuous improvement cycle.

**Paycheck8 Deployment Continues Smoothly:** Employees are now using Paycheck8 at CIO/ISO, HCM, R3-RO, The San Juan National Forest, PNF FIA Superior National Forest, and selected staff at B&F. Deployment proceeds in small steps during which it is carefully watched for problems. At least one pay period is skipped between deployments to allow for analysis and mitigation of problems if needed.

Employees are currently being trained in Paycheck8 in R2, R3, The Rocky Mountain Research Station, The Job Corps National Office, and the Boxelder and Pine Bluffs Job Corps. The next scheduled group is R8, The Southern Research Station, all Job Corps within R8, and the International Institute of Tropical Forestry (IITF).

An interface from e-Forms is being tested to automatically build a Dashboard (connectHR) and Paycheck8 account. This should alleviate much of the manual intervention now required to create timesheet profiles for the temporary workforce. If it passes the test, the interface will be fully operational by next pay period.

Pay Policy is working on FS policy for LEOs. Once policy is written, Paycheck8 project staff will assist writing business rules for this group. Because policy is still under development, Law Enforcement will be among the last groups to implement Paycheck8.

Paycheck8 now separates compensation time into travel and regular compensation time for the user.

Issues have been fixed with carry over hours for part-time employees.

Temporary NTE and 1039 hour balances are populated by pay period into the T&A where applicable.

Leave errors in Paycheck8 are less than ½ of one percent. Currently 90% of timesheets are approved or at NFC by COB on Monday following the end of the pay period.

**Temporary Employment “How-To” Guide Available:** New “How-To” guides have been published on the HCM website for temporary employment. To reach the guides go to <http://fsweb.hcm.fs.fed.us/employment/SOPs/temp.php>.

Alternatively one may go to the HCM website and click on “employment” under the column heading, “HCM Programs.” Under “Employment, select “How To’s.” In the window that opens, select “Temporary Positions.”

A menu of things you may want to do related to temporary employees is presented. The top selection on the list is “Temporary Appointment.” You can select “single vacancy announcements” or “1039 New Hire OCR’s.” Clicking on either of these will take the user to a table of instructions. When forms or other information is needed, links are provided.

The guides are intended for people doing temporary hiring such as field supervisors. The overall consensus is that the guides are user friendly but the HCM staff continues to improve them as they get feedback. The guides were rolled out in the Temporary hiring eMeetings.

**Temporary Employment eMeetings were Well Attended:** The eMeetings were intended to roll out a new system for hiring temporary employees and to provide information on temporary employment policy. Supervisors and field administrative support people who will be hiring temporary personnel attended.

Temporary employment eMeetings were held in the following locations:

- **Region 1 and Research Stations/Areas** located in the R-1 geographic area, January 30
- **Regions 2 & 4 and Research Stations/Areas** located in the R-2/R-4 geographic areas, February 4.
- **Region 3 and Research Stations/Areas** located in the R-3 geographic area, February 3.
- **Region 5:** Tuesday, February. 10.
- **Regions 6 & 10, PSW and PNW:** February 6.
- **Regions 8 & 9 and Research Stations/Areas** located in the R-8/R-9 geographic areas: February 3.
- **Washington Office & Job Corp:** February 11.

**New Temporary Employment Website Tool:** A new Temporary Hiring Website Tool was developed and is now operational. In 2008, employers had to search for Open Continuous Rosters in Avue and on the website. The new tool downloads Open Continuous Enrollment Vacancy Announcements and position descriptions.

In 2008, those hiring temporary employees had to physically go to the Tracker and create a SF52 block by block looking for information in many different places. Rehire data are downloaded in the new tool. 52Tracker is automatically initiated. People simply select a person’s name from a list. A SF52 is created and populated immediately with the employee’s personnel information.

Last year, when supervisors created a SF52, they did not know who to call for a case manager. Now a case manager is immediately assigned.

The tool eliminated two hard copy forms – the job offer form and the supervisory certification form. These are now built into the website and 52Tracker.

It is no longer necessary to create a second SF52 for quarters deductions. The temporary

referral list request module was moved from the 52Tracker to the website freeing up space.

After last year's problems, Joy Thomas developed the tool to simplify the process, making

it easier and more efficient to hire temporary employees.

**Roster:** Click [here](#) to see a roster of personnel working on the HCM redesign-optimization project.

Contacts:

**Ronald Banegas**, Deputy HCM Director, [rbanagas@fs.fed.us](mailto:rbanagas@fs.fed.us), 505 563 9430; **Maria Teresa Garcia**, Optimization Team Leader, [mtgarcia@fs.fed.us](mailto:mtgarcia@fs.fed.us) 530 283 7845; **Judith L. Downing**, Communications Manager, [jldowning@fs.fed.us](mailto:jldowning@fs.fed.us) 530 908 5128;

## Guiding Principles and Project Vision

**Guiding Principles.** The teams will build success criteria based on guiding principles which include:

- Supporting the mission
- Taking a systematic approach
- Favoring fundamental solutions vs. coping strategies

### Vision for the Teams

- Human Resources is a strategic enabler of the organization's ongoing mission and individual managers' abilities to lead.
- Centralized HR transitional service – “Silent/Seamless running”
  - Efficient, Effective, Timely, Reliable
- Distributed HR advisory services – “High Touch experience”
  - Easy to access
  - Provide high quality strategic advice
  - Embody the best of USFS culture
  - Prepare the organization to leverage the impending talent dynamics
- High Quality Access to HR services – “User interface elegance”
  - Strategic advisory services distributed in the field (based on criteria to be determined)
  - Non-routine HR transactions moved out of ESS or MSS approach
  - Simple/routine HR transactions accessed through layered ESS or MSS approach – phone, email, fax, computer
  - Enabled by information systems solutions that serve out needs.

## Roster of HCM Transition Project Personnel

### PROJECT MANAGER

Jacque Myers, Associate Deputy Chief,  
Business Operations,  
/WO/USDAFS@FSNOTES

### HUMAN CAPITAL MANAGEMENT LEADERSHIP

Jim Pena, Acting Director,  
HCM/USDAFS@FSNOTES

Ron Benagas, Deputy Director,  
HCM/USDAFS@FSNOTES

### OPTIMIZATION TEAM

Maria T Garcia/R5/USDAFS@FSNOTES,  
Team Leader

Dixie  
Youngblood/HCM/USDAFS@FSNOTES,

Jeanie Harris/R2/USDAFS@FSNOTES,

Jeni Evans/R2/USDAFS@FSNOTES,

Kasey  
McEuen/HCM/USDAFS@FSNOTES,

Vishwanatha Rama-  
baatta/NONFS/USDAFS@FSNOTES

### REDESIGN TEAM

Jacqueline  
Myers/WO/USDAFS@FSNOTES, Team  
Leader

Jody Noiron/R5/USDAFS@FSNOTES,

Doug Law/R1/USDAFS@FSNOTES,

Cliff J Berg/NONFS/USDAFS@FSNOTES,

Paul W Po-  
plett/HCM/USDAFS@FSNOTES,

### COMMUNICATIONS

Judith L Down-  
ing/R5/USDAFS@FSNOTES, Manager

Sandra Lopez/HCM/USDAFS@FSNOTES

Ruth Sutton/HCM/USDAFS@FSNOTES

### CONSULTANTS

Dorian Baroni, "Dialogos"  
[dorian.baroni@dialogos.com](mailto:dorian.baroni@dialogos.com),

JoAnn Romero "StrategyWorks, Inc"  
<stratwks@flash.net>,

Chelle Stringer "StrategyWorks, Inc"  
<chelle@orgchangemanagement.com>,