



CORPORATE HUMAN RESOURCES  
INFORMATION SYSTEM  
FISCAL YEAR 2001 – 2005 PLAN

## Executive Summary

This plan is developed to document efforts to promote sound business practices and management of businesses funded in the Department of Energy Working Capital Fund (WCF). It is based on past practices and informed by prior plans of this business and oversight agencies and federal consortiums. Performance is expressed using a balance score card methodology. Financial analysis is based on the Department's accounting system and procurement data.

The Corporate Human Resource Information (CHRIS) Project encompasses the vast majority of systems that support human resource and payroll processing and information for Department of Energy Federal employees. CHRIS was initiated in Fiscal Year 1997 to ensure that a state-of-the-art system would be in place for human resource processing and information access prior to the Year 2000 rollover. The project has been expanded over the years. It now includes an integrated systems modernization approach to meet human resource, training administration, payroll, timekeeping, and labor distribution processing and information requirements.

**Mission:** *To serve as the corporate HR information system for federal personnel and to replace the non-Y2K compliant legacy personnel system as well as numerous stand-alone HR systems developed and maintained throughout DOE and to achieve cost savings/avoidance for the Department.*

### **Balance Score Card Objectives:**

- Serve our customers by eliminating non-value-added work by HR professionals and providing the information necessary for management officials to make sound HR decisions.
- Provide costs savings to the Department by automating manual processes, streamlining processes, eliminating redundant systems, and modernizing outmoded HR systems.
- Improve internal departmental processes by enhancing operational efficiencies and reducing paperwork.
- Enhance employee productivity/satisfaction by improving the utility of employee self-service.

**Accomplishments:** Added a mass award processing capability and a managed competencies module for technical qualifications program tracking. Enhanced training administration functions included group registration and supervisory signatures on training forms. The DICAS interface for CHRIS training transactions was expended to Oak Ridge financial center. Adding the capability to view W-2s, updating locator capability, TQP competencies, and thrift savings plan expanded employee Self-Service (ESS). An automatic email notice is now sent when earning statements are posted. Upgraded the production server, installing a new server in preparation for a backup/recovery server at national Energy Technology Laboratory, completing Oracle 8 upgrade on CHRIS and DOEInfo servers, and implementing QuickHire hosting within HQ secured screened subnet. Upgrades to the production server improved performance and allowed the development of baseline data. Tuxedo encryption is in place for turn-on after confirming that there are no problems between the database server and the applications server.

## Introduction

The Corporate Human Resource Information System (CHRIS) is the Department of Energy's official personnel system of record that serves 13,000 employees and 20 human resource (HR) offices and provides mandated reports to the Office of Personnel Management. CHRIS provides integrated human resource information functions for such areas as training, position management, and performance management. Personnel data from CHRIS is used to payroll employees and for financial, budget and resource reporting and planning. A separate budget has been established to fund the day-to-day CHRIS operations and maintenance of the features and functions used by over 600 human resource and training users and all DOE employees and managers. The Employee Self Service (ESS) functions under CHRIS provide all DOE employees access to their personal, personnel, and training information and allow them to update their personnel, payroll, and personal information.

The Department's primary purpose for CHRIS is to serve as its corporate HR information system for Federal personnel and to replace the non-Y2K compliant legacy personnel system as well as numerous stand-alone HR systems developed and maintained throughout DOE and to achieve cost savings/avoidance for the Department.

Capabilities within CHRIS are being developed and implemented on a staggered basis using the PeopleSoft Federal commercial-off-the-shelf application. Future plans will enable managers to have access to personnel information on their employees and allow managers and employees to initiate and route personnel and training requests. Other capabilities will be developed in CHRIS to allow tracking of health and safety incidents, employee and labor relations cases, and perform succession planning. Additional self-service functions are being developed to allow employees to view and update other documents.

**Planning Process:** This Five-year Plan exists in a hierarchy of departmental planning. CHRIS objectives and performance goals are reported in the MA-3 Balanced Scorecard, the MA Strategic Plan, and the DOE Annual Performance Plan, The Accountability Report, Performance Agreement with the President, and DOE Strategic Plan. Except for the DOE Strategic Plan, each of these documents is updated annually. The strategies that ensure success are reported in the CHRIS Project Plan, which is updated each year. Critical milestones planned over the next five years are reported in Appendix A.

**Environmental and competitor analysis:**[Are we looking at Oracle HR software?] With the modernization effort underway for the Department's financial management and budget execution systems, CHRIS implementation will provide interoperability and integration with this new corporate system. Modernization of the systems under the CHRIS umbrella is critical to the Secretary's business line goal for Corporate Management, "...organizational excellence in corporate management systems and approaches". It will provide an integrated, state-of-the-art solution to the human resources, benefits, payroll, and time and labor best business practices and business information needs of the Department's five business lines

**External regulation, partnerships, and government-wide efforts:** The Office of Personnel Management (OPM) plays the lead role in the Federal Government for human resource

regulations and management. The rules that impact CHRIS are attached as Appendix D. CHRIS management continues to participate in a joint evaluation of PeopleSoft with Departments of Labor and Treasury. DOE is also a member of Federal User Network, which shares the development costs of core changes to PeopleSoft HR software.

**Resources and capabilities of the organization:** A project management structure for the CHRIS project provides corporate oversight of the implementation process, makes decisions concerning how CHRIS is used throughout the Department, coordinates implementation at all sites, improves business practices to take maximum advantage of automated capabilities, and tracks project costs, savings, and tasks. The CHRIS team leader is accountable to the Chief Information Officer, the Chief Financial Officer, and the Director of Management and Administration for the project's success.

The CHRIS HR/Benefits Team Leader (Carolyn Collins) handles administration and project management activities and maintains and monitors the operations/maintenance budget. Approximately 65-70% of the operations/ maintenance funding is transferred to the National Energy Technology Laboratory (NETL), since the CHRIS operations and maintenance functions are physically performed at this DOE site. Carolyn Collins provides specific authorization of expenditures in writing to the on-site NETL representative for the procurement and funds execution made on behalf of CHRIS in accordance with the prescribed budget execution plan. Monthly DISCAS reports are provided to Carolyn Collins for review and monitoring and reconciliation and, to the extent possible, invoices and bills are reviewed for accuracy and completeness. Financial records are maintained to provide complete information regarding the expenditure of funds associated with the project in accordance with standard DOE contracting and accounting practices.

CHRIS development activities to provide integrate additional HR functionality using the PeopleSoft application are funded by the Corporate Management Information Program (CMIP). The future functions and major enhancements developed within CHRIS will be funded from CMIP, which will continue through FY'05. The CMIP Board of Directors, consisting of the MA Director, CFO, and CIO, approves the overall funding level. CMIP funds are administered by the CHRIS Project Manager based on input from the CHRIS HR/Benefits Team Leader (Carolyn Collins) and Technical Systems Team Leader (George Hofman). As of January 1, 2001, until the designation of the CHRIS Project Manager, the CMIP budget will be administered jointly by Carolyn Collins and George Hofman and monitored by Carolyn Collins.

**Needs and capabilities of customers and suppliers.** On an annual basis, key members of the functional and technical CHRIS team evaluate and assess:

- proposed developments and enhancements identified by users and the HR community
- system changes needed due to new legislation mandates
- hardware, software and system configuration changes needed due to anticipated PeopleSoft system changes and upgrades
- equipment and service levels needed for the new features and functions
- new procedural or agency requirements (e.g., cybersecurity regulations, encryption, etc.)

*Discuss future competitive advantages.*

## Balance Score Card Elements

**Customer Objective:** Serve our customers by eliminating non-value added work by HR professionals and providing the information necessary for management officials to make sound HR decisions.

| Goal  | Performance Standard  |
|---|---|
| Develop report to provide cumulative count of jobs advertised on DOE Jobs for pilot sites and other sites in order to compare against jobs advertised on DOE Jobs Online. | 15% or more of DOE jobs are advertised and/or filled via web-based and other cyber recruitment and staffing systems (e.g., Quick Hire, Monster.com) in FY 2001  |
| Obtain count of series used in QH and listed in the "Recommend Functional Areas by Occupation Series"   | At least 15 or more major job series are tailored to Quick Hire and used to recruit applicants in FY 2001   |
| Extent to which communication strategies provide effective interactions in meeting customer needs as demonstrated by increased operational usage.                         | Web-site visits to program oriented (e.g., IPA, drug testing) shared data bases exceed 750 in FY 2001.<br><br>Sites increase usage of CHRIS throughout FY 2001 to document employee training instances so the number of instances pulled from CHRIS is at least 80% of the number instances reported by the site for the annual Congressional report. |
| On Time Service Delivery  | 80% of the time the response time to callers to the CHRIS Training Hotline will occur within 24 hours<br><br>80% of ESS requests responded to within 3 days   |

**Financial Objective:** Provide costs savings to the Department by automating manual processes, streamlining processes, eliminating redundant systems, and modernizing outmoded HR systems.

In the business case developed for CHRIS, returns on investment (ROI) of 52 percent and savings and cost avoidance of approximately \$9.6 million over six years were projected. Savings are being calculated based on the number of manual transactions being eliminated and the reduction of process steps by staff. In addition, HR offices are being surveyed periodically to determine the types and number of redundant systems eliminated and/or the cost avoided for maintenance of existing systems or purchase of new HR systems. The ROI result is one of the items reported in the MA-3 Balanced Scorecard. Estimated cost avoidance over six years beginning FY 19998 was \$9.6 million of which \$x.x million has been realized.

Current operation/maintenance costs for CHRIS is approximately \$2.1 million per year. Beginning in FY'01, the operations and maintenance of CHRIS will be funded by MA and in subsequent years from the Working Capital Fund. Based on the workload factors, activities anticipated, and evaluation of the previous spending levels, the CHRIS budget and resources levels are projected for the following major categories: contractual support, hardware, software, training, travel, and federal salaries for staff outside of MA (outside of the WCF).

| Goal                           | Performance Standard   |
|--------------------------------|--|
| Cost savings to the Department | Achieve a 10% reduction in duplicative HR systems.<br>Cost avoidance in FY 2001 of \$x.x million |

**Internal Processes Objective:** Improve internal departmental processes by enhancing operational efficiencies and reducing paperwork.

The Configuration Control Board (CCB) is established to provide guidance and oversight of the configuration and change control processes for the systems included in the CHRIS project. These systems include Human Resource Management System (HRMS)/Benefits, Employee Self Service (ESS), Payroll, Time and Labor, Backup and Recovery, Training Administration and other HR functions that will be implemented in CHRIS. Change Control is the overall process for management of the preparation, justification, evaluation, coordination, and implementation of proposed changes to the CHRIS system. Change Control begins after software products are migrated into the production environment.

| Goal  | Performance Standard   |
|---|--|
| Provide streamlined, automated and cost effective processes supportive of DOE needs | Extent to which new processes and systems provide more timely and cost-effective services and products than current systems<br><br>DOE error rate for CPDF report submissions is within OPM standards at least 75% of the time |
| On time service delivery  | 80% of course information entered into CHRIS at least 60 days prior to course start dat  |

**Learning and Growth Objective:** Enhance employee productivity/satisfaction by improving the utility of employee self-service.

*This perspective captures the ability of employees, information systems, and organizational structure to manage the business and adapt to change. This section should describe the steps being taken to ensure continual professional development and growth of the staff. This is an opportunity to sell the knowledge, flexibility, and commitment to improving the capabilities of the staff to your customer; and to identify the areas where the business line is training and motivating its staff well and where it could use some improvement. You want to show that your business line is flexible, forward-looking and equipped to handle changing customer and technology driven needs.*

| Goal   | Performance Standard  |
|--|---|
| ESS transaction count compared with transactions historically accomplished manually. | Employee Self Service system decreases traditional personnel/training paperwork records by at least 15% |

## Appendix A: Milestones

**Objective: Serve our customers by eliminating non-value added work by HR professionals and providing the information necessary for management officials to make sound HR decisions.**

| Strategy  | Fiscal Year |      |      |      |      |
|---|-------------|------|------|------|------|
|   | 2001        | 2002 | 2003 | 2004 | 2005 |
| Enable Managers to have access to personnel information on employees                    |             |      |      |      |      |
| Automate training requests  |             |      |      |      |      |
| Enhance system functionality and edits based on feedback from the HR and training users |             |      |      |      |      |
| Update PeopleSoft 8.0 [Web based]   | x           | x    |      |      |      |

**Objective: Provide costs savings to the Department by automating manual processes, streamlining processes, eliminating redundant systems, and modernizing outmoded HR systems.**

| Strategy  | Fiscal Year |      |      |      |      |
|---|-------------|------|------|------|------|
|   | 2001        | 2002 | 2003 | 2004 | 2005 |
| Replace one duplicate field HR system each year | x           | x    | x    | x    | x    |

**Objective: Improve internal departmental processes by enhancing operational efficiencies and reducing paperwork.**

| Strategy   | Fiscal Year |      |      |      |      |
|--|-------------|------|------|------|------|
|  | 2001        | 2002 | 2003 | 2004 | 2005 |
| Expand use of PeopleSoft Competency module to other positions and/or programs. |             |      |      |      |      |
| Monitor and analyze health and safety incidents.                               | x           | x    |      |      |      |
| Monitor and analyze employee and labor relations cases.                        |             |      |      |      |      |
| Create a model to facilitate succession planning                               |             |      |      |      |      |
| Develop integration with On Line Learning Center course registration.          |             |      |      |      |      |

**Objective: Enhance employee productivity/satisfaction by improving the utility of employee self-service.**

| Strategy  | Fiscal Year |      |      |      |      |
|---|-------------|------|------|------|------|
|   | 2001        | 2002 | 2003 | 2004 | 2005 |
| Develop web capability to maintain Individual Training Plans. |             |      |      |      |      |
| Implement new ESS update capability (e.g., savings bonds).    |             |      |      |      |      |

## Appendix B: Financial Analysis

For FY 2001 the CHRIS project is funded in the Department's Office of Management and Administration at \$1.787 million. This funding acquires contractual support for training, operations and maintenance; hardware upgrades associated for the PeopleSoft system; various types of software; a variety of other costs associated with operating, maintaining and upgrading the PeopleSoft system. In FY 2002 the Department proposes to fund CHRIS in the Working Capital Fund. Expenses related to federal employees (\$313,000) including salary, rent, travel, and other services are not included in business expenses recovered from the WCF.

**Pricing Policy:** CHRIS charges represent operating costs which are comprised of: (1) contractor costs to support the operations at NETL; (2) hardware support including Dec Alpha maintenance, upgrades, and support and accessory items like tape drives; (3) software licenses including oracle; (4) headquarter infrastructure support (desktop support); (5) other contractual support including PeopleSoft license support; and, (6) **NETL federal CHRIS staff**. These charges will be allocated among program organizations based on the number of employees on board on the first pay period of the fiscal year in the same manner as the payroll business line. **DO costs vary depending on amount of activity?**

**Pricing Method (Billing Calculation):** CHRIS charges are based upon annual estimated operating costs for CHRIS operations approved by the WCF Board. Rates are structured to recover this amount. Customers will be billed in the October WCF bill for the total annual costs [see payroll business line in bill]

## **Appendix C: Validation and Verification**

**Data Sources:**

**Baselines:**

**Frequency:**

**Data Storage:**

**Verification:**

## **Appendix D: OPM Guides and Information**

- 1 - Title 5, United States Code (U.S.C.) and the Code of Federal Regulations - Can be found at <http://www.access.gpo.gov/nara/cfr>
- 2 - Guide to Personnel Data Standards - <http://www.opm.gov/feddata/html/datastan.htm>
- 3 - Guide to Personnel Recordkeeping - <http://www.opm.gov/feddata/html/opf.htm>
- 4 - Guide to Processing Personnel Actions - <http://www.opm.gov/feddata/gppa/gppa.htm>
- 5 - Health Insurance - <http://www.opm.gov/insure/index.html>
- 6 - Job Classification Systems - <http://www.opm.gov/fedclass/index.htm>
- 7 - Life Insurance - <http://www.opm.gov/insure/life/index.htm>
- 8 - Pay and Leave and Work Schedules - <http://www.opm.gov/oca/INDEX.HTM>
- 9 - Retirement Programs (CSRS & FERS) - <http://www.opm.gov/retire/index.htm>
- 10 - Performance Management - <http://www.opm.gov/perform/index.htm>
- 11 - Reduction in Force - <http://www.opm.gov/rif/general/rifmenu.htm>
- 12 - Thrift Savings Plan (TSP) - <http://www.tsp.gov/>