

HR Modernization at the Social Security Administration

**Employing the Product Methodology and Leveraging Existing
Solutions to Help Modernize HR Services**



Presented by the Office Of Human Resources, Social Security Administration to the Shared Services Forum

The Challenge

Modernizing HR IT When Resources are Limited

Observed Hierarchy of Priorities

Direct Service to Our Customers

Compliance

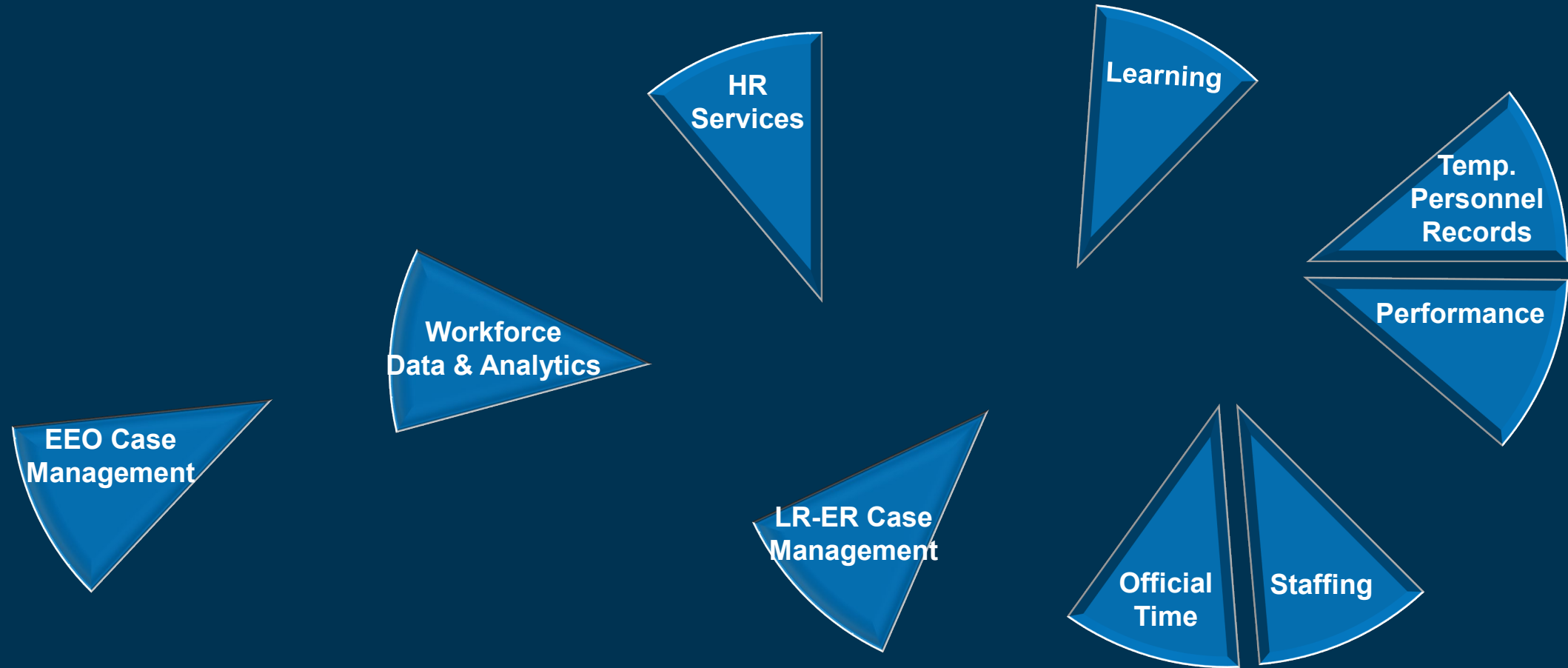
PMA/Agency Strategic Plan

Admin Systems
(Includes Human Resources)

**IT
Resource
Allocation**

Intermittent Resourcing

... may result in stove-piped development efforts.



Employing the Product Methodology

Holistically Realizing Longer-Term Goals

An Introduction to Product



- **Product is a methodology gaining traction in both the private and public sector.**
- **A Product is a collection of related projects (or Sub-Products).**
- **At SSA, we can submit a request for resources for up to five-years.**
- **Resources may be shifted to different years and among projects, if needed.**
- **If needed, we can make larger adjustments to the Roadmap by submitting a follow-up request.**
 - **Examples of this would be identifying additional opportunities for improvement or finding that your original budget will not cover all planned development.**
- **Product is an infinity loop.**
 - **We are in our first cycle and are addressing our early priorities.**
 - **We are also identifying and documenting additional priorities and maintaining a project backlog for the next iteration of HR Product.**

Our Product Team

... consistently get the right people to the table.

Business Side	Systems Side
Business Sponsor (Executive)	Systems Sponsor (Executive)
Product Manager	Systems Lead
Business Side Contracting Support	Systems Side Contracting Support
Product Owners (for each Project (or Sub-Product))	Resource Managers for Development, Analysis and User Experience
Subject Matter Experts (SMEs)	Developers
Additional Stakeholders, if any	Data Architects
	Analysts
	User Experience Specialists
	508 Compliance Specialists

Establishing Goals for a Five-Year Horizon

SUPPORT DATA-DRIVEN DECISION MAKING

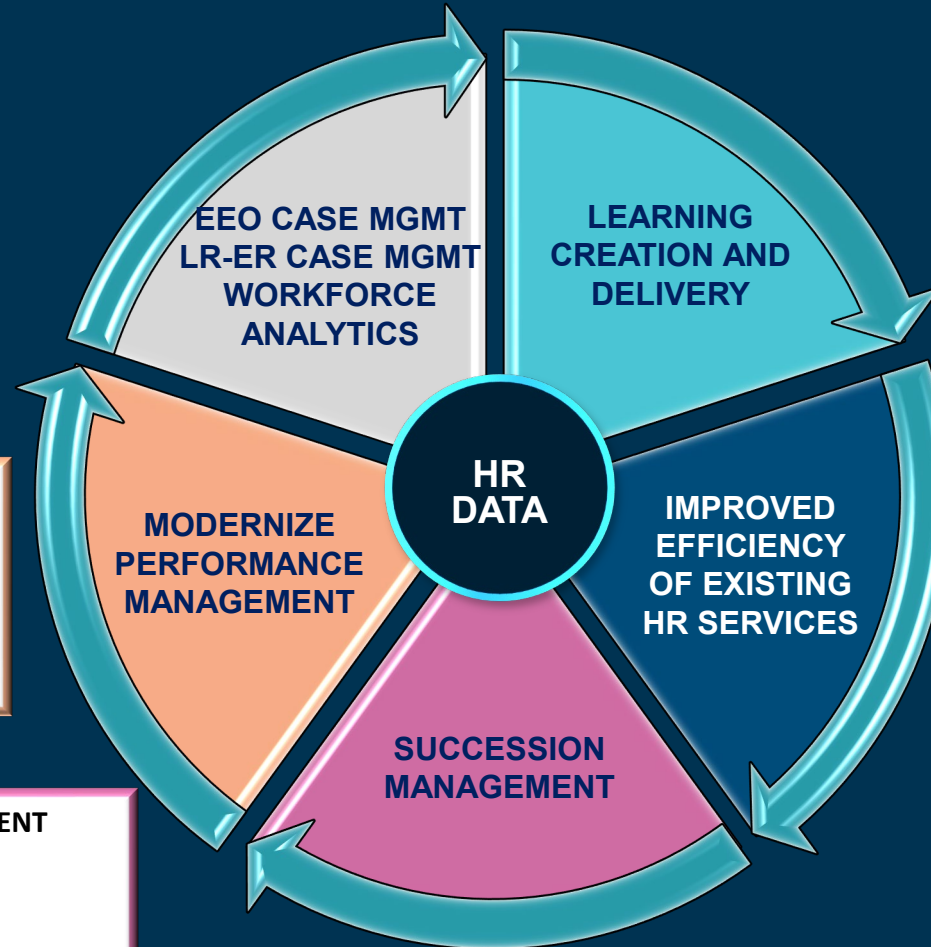
- Upgrade EEO Case Management
- Implement LR-ER Case Management
- Workforce Planning & Analytics
 - More efficiently generate workforce data and analytics.
 - Make analytics clear for the customer.
 - Make pre-determined and custom reports available.

MODERNIZE PERFORMANCE MANAGEMENT

- Upgrade or replace PACS with a compliant tool that leverages modern technology and provides more extensive analytics.

IMPLEMENT SUCCESSION MANAGEMENT

- ✓ Assess talent.
- ✓ Identify opportunities for continued development.
- ✓ Share succession management data agency-wide.
- ✓ Provide ability for employees to research career paths.



IMPROVE LEARNING CREATION & DELIVERY

- ✓ Provide interactive learning with innovative learning modalities.
- ✓ Add ability to Track training compliance.
- ✓ Automate the IDP.

Evaluating additional functionality :

- Provide career planning tools for employees.
- Define & manage competencies.
- Implement additional LMS functionality.

IMPROVE EFFICIENCY OF EXISTING HR SERVICES

- ✓ Provide a one-stop-shop for agency HR services online, by combining the HR Portal and HR Service Center (Integrated HR Framework).
- ✓ Add Litigation Hold functionality to the electronic temporary employee personnel file.
- ✓ Provide online Transit Subsidy enrollment
- Automate Union Dues Enrollment

The HR Product Roadmap

Establishing a High-Level Project Plan to Meet Your Goals

Key

- * = Shared Service
- ** = COTS
- *** = In-House

Y1

MILESTONES

1. Launch a new Learning Management System (LMS). **
2. Develop and Launch HR Service Center website. ***
3. Add Litigation and Administrative Hold functionality to employees' temporary personnel file. ***
4. Procure a solution for Succession Management.

Y2

MILESTONES

1. Configure and launch an enterprise Succession Management solution. **
2. Configure and rollout related reporting and analytics. **
3. Rollout DOT's Transit Subsidy application. *
4. Procure a platform to provide EEO and LR-ER Case Management and Union Dues enrollment.

Y3

MILESTONES

1. Configure and implement EEO Case Management. **
2. Configure and implement LR-ER Case Management. **
3. Make build or buy decision for Performance Mod.
4. Select solution for Workforce Data and Analytics.
5. Procure Workforce Data and, if needed, Performance Mod solutions.

Y4

MILESTONES

1. Develop and implement online Union Dues Enrollment solution. **
2. Begin configuring Workforce Data and Analytics. **
3. Begin configuring or developing Performance Modernization.
*, **, or ***

Y5

MILESTONES

1. Implement Workforce Data and Analytics.
2. Implement Performance Modernization
3. Submit for resources to continue the HR Product cycle and address additional gaps identified during this cycle.

Wrap-up: Employing Product

Advantages

- Leveraging the multi-year lifecycle of the Product process is enabling SSA's Office of Human Resources to better support our vision by establishing longer-range goals and developing the roadmap needed to reach them.
- The Product process allows us to adjust our Roadmap within the constraints of the funding and Systems' resources we originally received.
- Product brings all the right players to the table – from both the Business and Systems sides.
- The Product cycle is an infinity loop, so we can identify additional opportunities for improvement, document them, and cycle back to address them in a future iteration.

Lessons Learned

- The Product process is an investment at both the agency and organizational levels. The agency must provide training in topics such as Product, Agile, Facilitation, Knowledge Capture, etc. The organization must be willing to provide the staff needed from the business side in order to realize the full benefit of Product.
- Product has not necessarily reduced the workload associated with obtaining resources. However, it has smoothed the process out a bit and given us the means to more effectively implement our vision for Human Resources IT.

Leveraging Existing Solutions

Shared Services and Commercial Off-the-Shelf Applications
are Helping Us Stay on Time and Within Budget

Architectural Methodology for HR Product

Seamless and Intuitive Access to Information
and Services for Our Customers

Shared
Services*

COTS Solutions
Expand Existing - Platforms – Applications

In-House
Development

Internal and External Data Stores

* IT Services Offered by Another Federal Agency and Accessed Through an Inter-agency Agreement

Process for Identifying Solutions

- Will an application already in use at the agency meet our needs?

If Not...

- Will a currently available shared solution meet our needs?

If Not...

- Will a platform solution already in use at the agency meet our needs?

If Not...

- Can we identify a solution through Market Research?
 - Issue Request for Information
 - Schedule Software Demonstrations
 - Facilitate Follow-up Q&A Between Vendors and Product Owners

If Not...

- Use In-House resources to develop a Custom Solution

Wrap-up: Leveraging Existing Solutions

Advantages

- Shared solutions can provide a cost-effective and efficient means to manage business processes.
- When a shared solution isn't an option, COTS products are generally more economical than in-house development.
- COTS products can generally be configured and deployed quicker than custom-developed solutions.
- No-code/low-code platforms may provide both the ability to deploy solutions quicker and the opportunity for enough customization to assure a good fit. They can also provide a clearer path to developing integrated applications.

Lessons Learned

- Not all projects are a great fit for a COTS solution.
- Not all COTS are a good fit for the Federal sector.
- It's important to leave plenty of room in your schedule for market research and the acquisition process.
- To help ensure a complete and enforceable Statement of Work, involve all parties (business side, systems side, and acquisition specialists) from the start.

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Questions?



**Office of Human Resources
Social Security Administration**

Thank You!