Federal Human Resources
Modernization Business Case Playbook

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Project Summary

Kick Off: February 2023

Government Sponsor: Steve Krauss, Director HR QSMO / HR LOB

Industry Chair: Jd Walter, Jefferson Consulting Group

Project:

- **Genesis:** HR QSMO presented design session findings at a SSLC-NAPA-SEA Forum in September 2022 that stimulated discussion about the need for the federal human resources (HR) community to leverage a common set of modernization return on investment factors. That led to establishing an SSLC project to '**create a playbook to assist government leaders in preparing winning business case justifications for HR modernization investment**.'

- **Working Group**: Meeting twice a month during the Spring 2023, the working group identified a large variety of potential benefits [ROIs] that may serve as the justification for modernization activities. Additional discussions framed the playbook's structure, and identified sources for additional, amplifying content.

- **Playbook**: Once the template was designed, the lion's share of the work was in content development, editing and refinement of the benefits. Additional considerations included:
  - Sources of funding
  - The cost of not modernizing
  - Standards adoption

1.1.1 Increased Speed to Hire

Increased speed to hire can be measured in a variety of ways, to include either as a lifecycle or segment activity. To define the outcome, agencies must first define the starting point (e.g., from the submission of the job requisition, creation of the job analysis, or receipt of the certificate of eligibles by the customer) and the ending point (e.g., acceptance of the job offers, starting date, completion of onboarding).

Modernization Context	Modernized human resource information systems (HRIS) and workflows foster achieve increased speed to hire by increasing integration and streamlining of hiring processes, maximizing information sharing in real-time, and optimizing management (performance and oversight) of work throughout the hiring workflow.
Operational Driver	Beyond posing challenges to performing routine mission activities under normal operating conditions, lagging speed to hire further negates an agency's ability to rapidly expand its workforce when faced with emerging administrative demands (e.g., infrastructure funding) or public service necessities (e.g., COVID-19 pandemic). Long term gaps to staffing have both a negative impact on employee morale through unrealistic production expectations and may lead to increased attrition and / or contract spending to acquire the needed talent, even if only temporarily.
Anticipated Benefit	Increased speed to hire means an agency does not suffer long term vacancies that negatively impact productivity, which cause project delays or require outsourcing to complete work in a timely manner. Shortened hire times also improves the quality of the hires since the best candidates often have multiple offers in a short time span and it minimizes the probability a selected or preferred candidate will take another offer.

Desired Outcome	The objective of this outcome is to reduce the time in either total man hours expended, or duration of activities spent obtaining new employees. The increase in speed to hire may also reduce the total labor hours expenditure and thus likewise reduce the cost per hire.	**Output Measure(s)**	1. Reduced total time spent recruiting and selecting new employees (lifecycle: from job requisition to onboarding). 2. Reduced total time to select and onboard new employees (segment: from receipt of certificate of eligibles by the customer to selection and onboarding).
		Outcome Measure(s)	1. Sufficient staffing to conduct routine business operations and perform mission activities. 2. Inability to acquire sufficient and right talent to perform mission activities, which will cause the agency to fail.

Risk of Not Modernizing	Perpetually lagging speed to hire will ultimately put an agency at risk of not successfully performing its mission due to the lack of the necessary subject matter experts (SME) to lead mission activities. Further, the lack of SMEs is detrimental to the internal development of talent necessary to support meaningful succession planning to ensure consistency of operations over time and promote critical knowledge retention.

- Playbook is currently undergoing a White Glove review by both Industry and Government stakeholders.
  - Evaluating for completeness, usefulness and usability.
- Final publication is targeted for mid January 2024.
- Beyond Publication:
  - Promote awareness and usage via government and industry forums.
  - Identify small agency(s) or sub-component(s) to conduct a pilot.
  - Design a workshop for government participants, facilitated by industry representatives to learn about the playbook and create a rough draft of a modernization business case.
  - Revise the playbook, as necessary.
    - As pilots are conducted adjust the playbook based on lessons learned.
    - As workshops are conducted incorporate resulting business cases as examples.
    - As other playbooks are developed align and cross reference.