ADMINISTRATIVE - INTERNAL USE ONLY

OFFICE OF PERSONNEL

STRATEGIC PLAN

for

AUTOMATION

1 JUNE 1988

ADMINISTRATIVE - INTERNAL USE ONLY

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TABLE OF CONTENTS

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TABLE OF FIGURES

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EXECUTIVE SUMMARY

The Office of Personnel (OP) currently provides personnel services to the Agency through a mixture of manual and automated systems, many of which evolved independently. The resulting support is sometimes uncoordinated, untimely, and incomplete in meeting customer's needs. To correct this situtation and prevent its recurrence, an OP Strategic Plan for Automation was developed.

An analysis of the current OP systems environment revealed that over forty systems support OP functions with at least seven more under development. These systems, although they provide much satisfactory support, have nevertheless generated customer complaints which point to a need for improvement in the areas of customer interfaces and documentation, accuracy and accessibility of data, and system integration.

The Human Resources Information System (HRIS) of the future, described generically in Section 3 of the plan, will respond to existing and anticipated customer requirements. The HRIS will provide easy-to-use support for the entire OP customer base, which includes main OP administrators, component personnel staffs, managers, and Agency employees in general. Accurate data will be available to all customers regardless of their locations and processing capabilities will be available at customer locations where they are most needed.

Achieving the HRIS objectives requires a set of interrelated implementation strategies.

- A customer support strategy designed to reduce paper and repetitive handling of data by capturing data as close to the source as possible (e.g., applicant data inputted at the RAC) and to give customers access to that data. This will require gaining and

maintaining customer participation, developing automated tools, and providing better automation training.

- An information strategy designed to provide a single, integrated HRIS data base to support all OP automated functions. This requires the establishment of an information architecture, development of a data base reflecting the architecture, and then ensuring that all automated HRIS functions use the data base.

- A development strategy designed to provide the future integrated HRIS environment. This requires a planned and systematic transition of OP automated functions from their present diverse software, hardware, and data base settings to a decentralized and consistent customer oriented system.

The OP Strategic Plan for Automation marks the way from the OP world of today to the OP world of tomorrow. In the ideal scenario, the HRIS of the future will accept an applicant at any point in the recruitment process and require only minimum paper until the retirement certificate is issued.

1. INTRODUCTION

The Office of Personnel (OP) is responsible for providing a broad range of personnel management and administration services to the entire Agency population. Currently, these services are supported by a mixture of manual and automated systems, many of which evolved independently to satisfy specific information and processing requirements. As a result, the support given to employees and managers is sometimes uncoordinated, untimely, and incomplete in meeting needs. Until recently, OP support has tended to be reactive rather than proactive in planning for future needs. To avoid repeating the mistakes of the past, a new approach, a strategy for the future is necessary.

PURPOSE

The purpose of this plan, therefore, is to define the strategy by which the Office of Personnel can develop an integrated automated OP system that satisfies the needs of the employees, component personnel offices (CPOs), and managers it must serve. This plan states the basic philosophy which will guide development efforts needed to create a responsive Human Resources Information System (HRIS). Further, to ensure that this strategic plan remains viable, the plan will be reviewed periodically and revised as necessary to reflect changing real world conditions.

OUTLINE

The plan is divided into five Sections, including this introduction. Section 2 is a summary of the current OP systems environment. Section 3, The Customer and the Future, gives a glimpse of some of the capabilities that are envisioned for the coming HRIS. Section 4 sets out a three pronged strategy to move OP from the current environment to the future. Section 5 provides a master schedule and staffing philosophy for achieving HRIS implementation. Finally, an Appendix

documents current OP functions, automated support to those functions,customer interfaces and unsatisfied requirements that must be addressed in a new Human Resource Information System.

2. SUMMARY OF CURRENT SYSTEMS ENVIRONMENT

The user friendly, data integrated future can best be appreciated by comparison with the current environment. Today, there are forty-six (46), primarily mainframe based systems that support the Office of Personnel. Apart from some generalized complaints listed below, this assembly of loosely related systems has kept most of its customers fairly satisfied. However, this satisfaction seems to be based on the customers' acceptance of a limited systems environment and a corresponding limited use and reliance on the available systems. Although managers appreciate the potential of data processing and office automation tools, they have apparently resigned themselves to the current situation and perceive few significant improvements will occur in the near future. Managers appear to be doing their jobs in spite of, rather than because of, OP automated support.

Complaints include:

* Untimely and inconsistent data
* No decentralization of data input
* Poor user interfaces and documentation
* Lack of system level interfaces
* Unreliability of some systems
* Little executive information
* Lack of terminals.

The statement of these problems confirms the need for a new OP system architecture. Representative examples from throughout OP are discussed in the next paragraphs.

Concerns about untimely and misleading data surfaced in several areas. For example, the Decision Support Staff (DSS), a primary user of HRS2 transaction data

gathered from numerous sources, must work with data that can be up to two weeks old. PYRAMID and PRIM are the two ad hoc report generation and analysis tools available to components but one operates on "effective date of transaction" and the other on "process date" making all reporting confusing. Furthermore, employee data obtained from HRS2 and EOD data from CAPS cannot be merged because the systems store employee category codes differently.

The Transactions and Records Branch (TRB) also expressed a desire for the decentralization of data input functions. They contend that the entry of information into CEMLOC and QUALS should be controlled nearer to the source of the data for greater accuracy and timeliness. Decentralization of input functions would also benefit the Organization Development Branch (ODB). Fifty percent of the changes entered by ODB to the Staffing Complement data should not require any intervention by ODB.

User documentation for OP systems is poor because most were originally designed for a small number of technical users and not for general component access. For example, to become conversant in PRIM requires graduated learning of 3 manuals, each about two inches thick, and the Introduction to Pyramid assumes that one-on-one training is the normal delivery mode. As a more quantitative example, TRB estimates that 30% of their time is spent explaining the personnel action data entry process to component personnelists.

The best example of poor system level integration is the Payroll/HRS2 interface. The existing interface cannot translate all personnel transactions to the necessary payroll transactions. About 25% of all transactions must be bussed between the two systems manually. This lack of system integration is a major cause of the heavy overtime needed to process payroll every two weeks.

The production of comprehensive management level information requires data systems without the problems described above. Also, this data must be presented in an effective and easy-to-use manner. Most management information research requires deductive, interactive analysis tools not available within OP.

The major concern expressed in the area of hardware is the current shortage of terminals and ports, for both mainframe and Wang, which provide access to OP automated support facilities. Wang systems in OP are used primarily for word processing and/or an occasional document tracking log. Although OP personnel are generally satisfied with Wang capabilities, more extensive use of these systems is hampered by competition for the limited number of workstations that are in continual use.

Access to major OP mainframe systems (e.g., HRS, PRIM) can only be supported through Delta Data terminals. Because these terminals have been discontinued and are no longer available for procurement, the current shortage of Delta Datas poses a serious problem for customers of OP systems. While the use of IBM PCs or PC compatible workstations is viewed as a possible solution for future systems, PCs within OP's current environment have limited utility (e.g., stand alone packages such as those used for Public Service Aid Society and Educational Aid Fund account processing).

In summary, these new systems are expected to support the customers in their work environment not merely capture data after the fact. The customers would like increased functionality in the new systems and they also desire systems that will reduce paper flow by decentralizing data input functions. Furthermore, new systems must foster a confidence in the data that the old systems never achieved.

New system development efforts in OP are being planned to take advantage of the corporate data environment. This will promote sharing of data among applications. Some systems that have been or are being developed in the Integrated Database Management System (IDMS) are PAIDS, ICARE and Retirement. Achievement of an integrated environment for OP systems will not be an overnight occurence; it can only be achieved with considerable planning and a firm commitment from OP management. OP management has made that commitment and this is shown by the on-going development of OP systems. Currently, OP has nine development efforts in process to either develop new systems or replace or enhance existing systems. All of these efforts combined are moving OP closer to the goal of an integrated OP environment. Figure 2-1 presents an overview schedule of current OP development efforts. The majority of these efforts are scheduled for completion near the end of FY88 and the first two quarters of FY89. During this same period, major OP projects to develop new payroll and personnel systems will begin. These efforts will result in the implementation of an OP integrated environment.

Systems Architecture Matrix

Figure 2-2 depicts the automated interfaces among OP systems and the interfaces between OP and other Agency systems. It outlines the complex relationships that must exist when each system has its own unique data base created by extracting data from a variety of sources. The matrix also shows the direction of the data flow, the number of data base management systems (DBMS) involved and the types of interface mechanisms used. An automated interface, in this context, is defined as any system level interface, whether online or batch. OP controlled systems and external systems are grouped separately. The last column in the matrix denotes which DBMS is used for each OP system. Following the matrix is a glossary of the system acronyms used on the matrix.

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SYSTEM ACRONYM GLOSSARY

ACTUARY	- CIARDS Actuarial Data Base
ARESS	- Automated Retirement and Separation System
CAPS	- Central Applicant Processing System
CDPERS	- Corporate Data - Personnel
CEMLOC	- Central Employee Locator System
CENBAD	- Central Badging System
CENCO	- Central Cover System
CENQUAL	- Central Qualifications System
CFC	- Combined Federal Campaign System
CIARDS	- CIA Retirement and Disability System
COMCON	- COMMO Control System
COMVAD	- Common Validation Tables
CREDIT	- Credit Union
CSPAY	- Civil Service Payments
CTP	- Career Trainee Program
ELECTAS	- Electronic Time and Attendance System
ETARS	- Electronic Time and Attendance Reporting System
FERS	- Federal Employee Retirement System
FTE	- Full Time Equivalent System
GAS	- General Accounting System
ICARE	- Insurance Claims and Enrollments System
IDS	- Telephone Facilities Maintenance System
JPRS	- Joint Publication Research Service
MEDSIGN	- Medical Assignment System

MINI-GAP	- General Archive Program
NOCPAY	- Non-Official Cover Pay System
OPF	- Official Personnel Folder Project
PAIDS	- Payroll Adjustment and Inquiry Database System
PAYB	- Pay - Bonus System
PAYCIARDS	- Payroll Central Intelligence Agency Retirement and Disability System
PAYROLL	- Agency Payroll System
PERCIARDS	- Personnel Central Intelligence Agency Retirement and Disability System
PERPAYMM	- Personnel/Payroll Mismatch System
PERFIT	- Personnel Fitness Report System
PERHAM	- Personnel Honor and Merit Awards System
PERPUB	- Personnel Publications System
PERSEAS	- Personnel Overseas Service System
PERSIGN	- Personnel Assignment and Status System
PERSTEP	- Personnel Step Increase System
PRIM2	- Personnel Resource Information Management System
PYRAMID	- Personnel Decision Support System
REQD	- Personnel Folder Requestor Datalist
SAWP	- Suggestion & Achievement Award Program
SIMS	- Security Information Management System
SRC	- Service Record Card System

STAFFING	- Position and Organizational Structure System
THRIFT	- Agency THRIFT Savings Program
TEAMS	- Training and Education Automated Management System
VIP	- Voluntary Investment Program
4C	- Community-Wide Computer-Assisted Compartmentation Control System

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3. THE CUSTOMER AND THE FUTURE

OP's customer base contains several user groups each with unique information requirements. Included are main OP administrators, component personnel staffs, managers and Agency employees in general. Today, OP systems primarily serve main OP administrators and, even here, many requirements are not being met. What we are trying to achieve is an integrated Human Resource Information System that responds to all of our existing and anticipated requirements.

OP and its customer base will require system networks that share general capabilities and data as well as specialized system subsets to support the unique job related tasks of an organization or individual. Based on the needs of the customer, different information and tools will be available for use. The customer will be dealing with information in all forms: text, numeric data, and graphics. Location, to include overseas, will not limit individual support. Although there may be a variety of hardware and software subsets, networks will allow transparent yet specific access and use. Based on the appropriate access parameters given each individual, OP personnel will be able to conduct business regardless of work location.

The challenge for the 1990's and beyond will not be just the acquisition and configuration of state-of-the-art equipment and software. It will also include the management of the organizational and human factors that impact on or that are impacted by the evolution of the automated office environment.

An achievable example of these future changes and advances is text processing. In the future, customers can create formal documents at a terminal and transmit them electronically to others for coordination, review, edit, and comment. Review can be accomplished in several environments. First, reviewers can read the text at their leisure, make comments, and edits and retransmit the edited document back to the author. This process can continue until the document is ready for distribution and/or publication. Secondly, the document can be reviewed simultaneously and, through teleconferencing, participants can discuss the document and immediately make changes as required. Obviously a network architecture of terminals must be in place and participants must be experienced in using the sytem and working in an environment uncommon to most of today's staff.

The future automated environment may outwardly look only slightly different from today's Delta Data terminal or personal computer, however, it will allow generalized or specialized applications according to the customer's needs. It will interface with each level of the OP hierarchy. The environment will enable CPOs to distribute or receive mail or messages electronically; access a central or distributed data base, retrieve needed data and file it in their workstation memory; and facilitate communications between peers. Likewise, managers and individuals will use the environment but with different applications to input, retrieve, or manipulate information. The ability to program specialized or general support applications in separate environments in the same office systems, offering to customers open access and interchange of information based on need-to-know, is a key element in the office of the future.

OP managers will use the future environment with its inherent capabilities but with additional management and support applications. Management decision support,

budgeting and accounting, personnel actions, electronic mail, and adminstration are but a few of the functions possible.

Definition of the future Office of Personnel, at best, is a moving target. It is apparent that there is no 100% solution, just intelligent choices. These choices revolve around a macro view of the projected way of OP doing business.

A Future System Scenario

A typical morning in the life of an OP retirement counselor should begin by his signing on to the desktop terminal for a list of supervisor-assigned appointments and their times. In preparation for the first appointment, the counselor accesses biographic and service record card information on the employee, using a menu that simply asks in English what part of the OP corporate data the counselor wishes to view. In this particular case, the counselee had prior military service and, though he appears eligible to retire, he is only 53 years old.

The retirement counselor then decides to contact the employee for more information before the meeting, because there appear to be many options for exploration. The counselor again uses the OP selection menu on the terminal to query the Central Emergency Locator System (CEMLOC) for the employee's phone number. Unfortunately, the line is busy so the counselor takes the USERID information from CEMLOC and sends a message via the OP local area network asking if the employee could bring a copy of his DD214 with him and if he had a planned date for retirement.

While waiting for an answer, the retirement counselor queries the insurance and leave portions of the OP data base and finds that the man will be eligible to continue

both life and health insurance into retirement, if he waits to retire until age 55. As expected, the man also carries the maximum amount of annual leave and 2,060 hours of sick leave. Armed with the information now available on service history, salary, leave and age, the counselor decides not to wait for the employee to return the call. Instead, using the spreadsheet tools available in the automated retirement system, he constructs a series of basic annuity calculations for retirement between 53 and 60.

At the appointed time, the counselee arrives, DD214 in one hand and a sheet of computer generated calculations of his own in the other. The employee has used the automated retirement planning tools available to all Agency employees with mainframe access to do some informal estimating and has decided that he wants to retire somewhere between ages 55 and 57. Having narrowed down the window of reference, the counselor and counselee compare and refine the basic annuity estimates, using both a static and trended approach on the counselor's desktop terminal. They then query the employee's Thrift and VIP accounts and add this information into the annuity calculation. Since the employee does not plan to retire immediately, the counselor and counselee develop a series of "what if" scenarios adjusting the amounts of VIP and Thrift contributions to develop an appropriate savings and investment strategy for the employee to follow until retirement. Finally, the counselor and counselee query the flexible benefits portion of the data base to evaluate the strategy to follow in the upcoming open season so as to maximize the benefits available at retirement. There is still one unanswered question, "does the employee wish to have a copy of the calculations on a floppy disk to take back to the office or would he like it sent via electronic mail to his terminal reading file?"

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4. IMPLEMENTATION STRATEGIES

General

The Office of Personnel has a goal of providing accurate and timely data required for personnel management activities throughout the Agency. In developing an automation strategy the focus was on data interrelationships and not organizational structure. From a data viewpoint, OP activities fall neatly into four functional areas - recruitment, personnel planning, employee services and separations. Activities included span the gamut from applicant processing through retirement pay adminstration and the number of personnel management activities increases yearly. The Office of Personnel believes that this goal can only be achieved through expanded use of automation within a human resource information system. Such a system must include an integrated data base that will support personnel functions and be readily accessible and responsive to employees, component personnel offices, Agency managers and OP administrators. The system must be developed in an evolutionary manner, taking full advantage of existing and planned supporting systems and technology, while ensuring that current critical functions are not interrupted and new capabilities are introduced in priority order. Finally, such a system should be data rather than process driven to provide flexibility in meeting changing functional requirements.

Achievement of the goal and objectives for future OP systems development will be determined by the success of our endeavors in three major areas; Customer Support Strategy, Information Strategy, and HRIS Development Strategy.

Customer Support Strategy

OP's customer support strategy incorporates the requirement to satisfy the overwhelming information needs of employees, component personnel officers and managers through automation. Problems associated with current applications such

as, untimely and inconsistent data, poor user interfaces and documentation, a lack of system level interfaces and minimal executive information access must be eliminated. The requirements of all customers, including the timeliness and accountability of all data, must be carefully considered in the development of new programs. Systems that support central administrative functions must be designed to reduce the clerical burden in the components. Likewise, the data that these systems collect must be summarized and presented in ways that are relevant to the customer's needs.

Recognizing our differing customers - administrators, employees, component personnel staffs and managers - and their unique needs, leads us to a special type of customer support strategy. In short, we will attempt to capture data as close to the source as possible and to give the total customer base access to that data. While such a strategy is philosophically sound, successful implementation depends on both the level of technology and the level of participation plus the education of the customers.

The Steps

The customer support strategy is basically threefold; gaining and maintaining customer participation, developing automated tools and finally educating the customer.

First, OP believes that the success of the new systems will be in direct proportion to the level of customer participation in design and development. Therefore, the customer or customers will be involved in requirements definition teams, participate in engineering review boards and configuration control boards and, of course, will conduct user testing and help develop user documentation and transition plans.

Second, OP believes that the interplay between the customer and the data is critical to the success of any program. The technology is rapidly changing in the direction of having more computer power and data manipulation tools on the desk, and OP must be able to exploit these capabilities. Our systems must be designed so that each function of an application can be migrated to the local computer when it is appropriate. In addition, though not explicit, the increased automation capability could potentially influence the need to assess the current OP organizational structure and influence OP in the future conduct of business.

Our customers want and need interactive analytical tools of the type outlined in our view of the future. We believe that expert systems could play an important role in the development of the HRIS, and OP will establish a team as a means of developing new tools for our customers.

Additionally, OP's customer support strategy acknowledges that by providing automated tools we will be opening up the probability of our customers generating technical innovations of their own. OP welcomes this possibility as it will enhance the overall production and performance process for all users through the potential for transferring these new innovative tools throughout the customer base. OP's strategy will be to encourage these activities as much as possible.

Finally, OP's customer support strategy reflects our need for ADP conversant users. Currently throughout the OP environment, at all levels and in all skill areas, there is insufficient awareness regarding how existing ADP technologies can improve job performance. Further there is a critical shortage of computer literate personnel. This environment must change or developing an HRIS will be akin to delivering a sports car to someone who has never ridden a bicycle. To accomplish this, OP will devise an office level ADP training and customer awareness program

under the direction of the OP Training Officer with support from the Human Resource Automation Center (HRAC). OP believes that computer based training (CBT), as is now being developed for ELECTAS, may provide an important new vehicle for customer training on some systems.

Information Strategy

The data relationships in the HRIS must be clearly understood before new applications are built. We must understand which applications update and/or access which data elements. Redundant data that is not deliberately created for efficiency must be eliminated. The integration of HRIS functions will then be achieved by creating a single, easily accessible OP data base. The data base will also be the sole repository of new information or updates generated by all automated functions. The data base will include all data within HRIS that is shared (as input or output) by two or more functions. Data unique to a single function may be in the data base but its presence is not essential. Although this unique data is not required to be part of the OP data base the possibility that it may someday be useful to other functions will be recognized in the data base design.

An HRIS Information Architecture based on the detailed analysis of all HRIS functions will be completed in 1989. This Information Architecture will describe, at the data element level, the total data environment required to support all the HRIS functions. The Information Architecture will provide a comprehensive picture of HRIS data that will identify:

* All shared and unique data elements
* The process or function generating each data element
* The process or function using each data element
* The update requirement for each data element
* The frequency of use of each element.

The identification of shared and unique data elements will do more than point out what information must be in the HRIS data base and what information may be in the data base. The Information Architecture will also reveal any functions that are totally based on unique information. Such a function can then be included in the implementation strategy as a stand-alone function to be supported by stand-alone automation (e.g., a PC running commercial off the shelf software). This approach will ensure that functions not directly integrated into the future HRIS by virtue of shared data will not be ignored but will be supported through solutions appropriate to their needs.

The Information Architecture will become the logical data base design for the HRIS. OP will look to OIT for assistance in the conversion of this design into a physical data base design. As seen in the current systems architecture matrix many systems outside OP's purview require data interfaces to support their functions and many of these systems are being developed within the corporate data environment. The DA may wish to expand the scope of OP's information architecture analysis to include all DA applications in the corporate data base. In this way, the entire corporate data structure could take full advantage of this entity-relationship design and this would make both development and maintenance of all DA systems easier.

HRIS functions will be integrated into the overall system by any of several methods.

* Existing functions will be modified to use the HRIS data base.
* Functions planned for automation will be specifically designed to use the HRIS data base.
* Functions under automation development will be reviewed to ensure that they will either use the HRIS data base when initially implemented or can be modified after initial implementation to use the HRIS data base. The choice will depend on the stage of

development of the project and the impact that changes may have on delivering a needed capability to users.

The effect of the methods above will be to ensure that all HRIS automated functions will be integrated regardless of whether they are currently automated, are being automated, or are planned to be automated.

The HRIS information strategy, then, is to establish an Information Architecture as soon as possible, develop an HRIS data base that reflects the Architecture, and then ensure that all automated HRIS functions use the HRIS data base.

HRIS Development Strategy

As a first step toward developing an HRIS, many of the services and processing capabilities resident in existing OP systems must be redesigned and moved to the new HRIS environment. In view of the large number and variety (GIMS, RAMIS, PL/I, etc.,) of systems currently supporting OP, a phased development approach will be utilized to systematically move essential personnel functions from their current environment to the HRIS data base. Those services regarded as core personnel management and administration functions (i.e., personnel and payroll transaction processing), will be targeted as primary objectives for the initial HRIS development.

To minimize the impact HRIS development may have on existing personnel services, a continued emphasis will be applied to the planning and evaluation of all components (i.e., procedures, automated systems, manual processes, etc.) that fall within the scope of HRIS capabilities. This transition planning effort will ensure that the full impact of moving software supported services to the HRIS data base will be identified and documented before the transition is attempted. In view of the interdependencies that link many of the existing personnel systems together, interim

modifications to existing systems may be required to maintain current levels of support until all related systems have been successfully transitioned to the HRIS data base. Additionally, as new capabilities are added to the HRIS, previously developed HRIS systems may need to be modified to interact properly with new systems or services.

Among the core personnel management and administration functions for OP, Personnel Action Processing, Bi-Weekly Payroll Processing and the Human Resource System (HRS2) transaction processing capabilities are considered critical for day to day Agency personnel management operation. These functions will comprise the core processing capabilities of the initial HRIS development effort.

The Personnel Action Process (1152) which currently serves as the principle source for effecting changes to personnel and payroll information will be the first of OP's core functions implemented for the new HRIS. The transition of the1152 process from GIMS to the new data base management system will provide component personnel offices with improved accessibility to electronic action processing facilities and provide the platform for developing new features that will be incorporated in the subsequent development of a new Bi-Weekly Payroll System.

The development of a new automated Bi-Weekly Payroll System will replace an antiquated system that is dependent on manual processing to support numerous services. Developed prior to OP's current personnel system, the Bi-Weekly Payroll System was not designed to process a variety of personnel actions which may affect an individual's pay status. As a result, numerous actions that process successfully through the current personnel system require special attention and human intervention to effect appropriate pay changes for employees. The current Bi-Weekly Payroll System will be streamlined and automated as a component of the

new HRIS. As payroll processing is redesigned to incorporate new personnel pay actions, previously developed Action Processing capabilities and current Personnel System processes will be modified to incorporate the new Bi-Weekly Payroll Action Processing requirements.

Many of the existing personnel subsystems reflect policies, procedures and information requirements that have not kept pace with the needs of OP functions.

To complete the development of the new HRIS core capabilities, the remaining personnel information processing services (i.e., staffing, service record card, 1152 batch processing, etc.,) resident in HRS2 will be transitioned to the HRIS data base. As each capability is added to the data base special care will be taken to ensure that the remaining dependent GIMS systems and the new systems are modified appropriately to maintain accurate transaction processing support.

While OP's core capabilities are essential to developing an HRIS, other systems will be developed and timed for entry into HRIS on a case-by-case basis subject to the impact on schedules, core capabilities and externally mandated priorities. For example, systems such as Thrift are Congressionally mandated. Others, such as Central Travel, will be instrumental in saving time for all Agency employees at a time when efficiency in resource use is crucial.

In most cases, those systems developed prior to OP's new HRIS environment (e.g. ICARE, THRIFT, etc.), will have been implemented without full benefit of OP's future systems strategy. As a result incompatibilities may exist between these pre-HRIS systems and OP's new HRIS environment. To ensure that the highest level of systems integration and compatibility is maintained within the HRIS, OP will conduct a detailed review of pre-HRIS systems and modify the systems as required to achieve full HRIS integration.

Hardware

STAT To afford maximum accessibility to OP administrators, Agency managers, employees and component personnel offices, the OP HRIS will reside on the Center computing facility operated and maintained by the Office of Information Technology (OIT). As a result, the primary access device for interacting with the HRIS will be IBM or IBM compatible workstations. This includes support for the Delta Data. While the OP development strategy recognizes the importance of providing access to HRIS users through a variety of devices (e.g., Wang, etc.), such a capability is severely constrained through limitations in OIT's current systems hardware and communications architectures. To provide adequate support for all HRIS users, OP will work with OIT to develop appropriate interim and long range solutions to existing architectural constraints.

The OIT architecture does not allow a customer at a new PC workstation to interact with a GIMS based system such as HRS2 and PRIM. There will be a high priority to rewrite these in the HRIS data base.

To the greatest extent possible, the HRIS will be developed to promote a distributed information processing capability (see figure 4-1). OP administrators and HRIS users at the office/component level will be encouraged to use local PC based processing capabilities (i.e., word processing, spreadsheets, HRIS compatible PC data bases, etc.) to satisfy local information processing requirements (e.g., planning, reporting, etc.).

An HRIS capability to move information between OIT's central computing facility and compatible local office systems will be developed to support the personnel management and administration functions of OP's component personnel offices. The ability to manipulate personnel information effectively at the local level will

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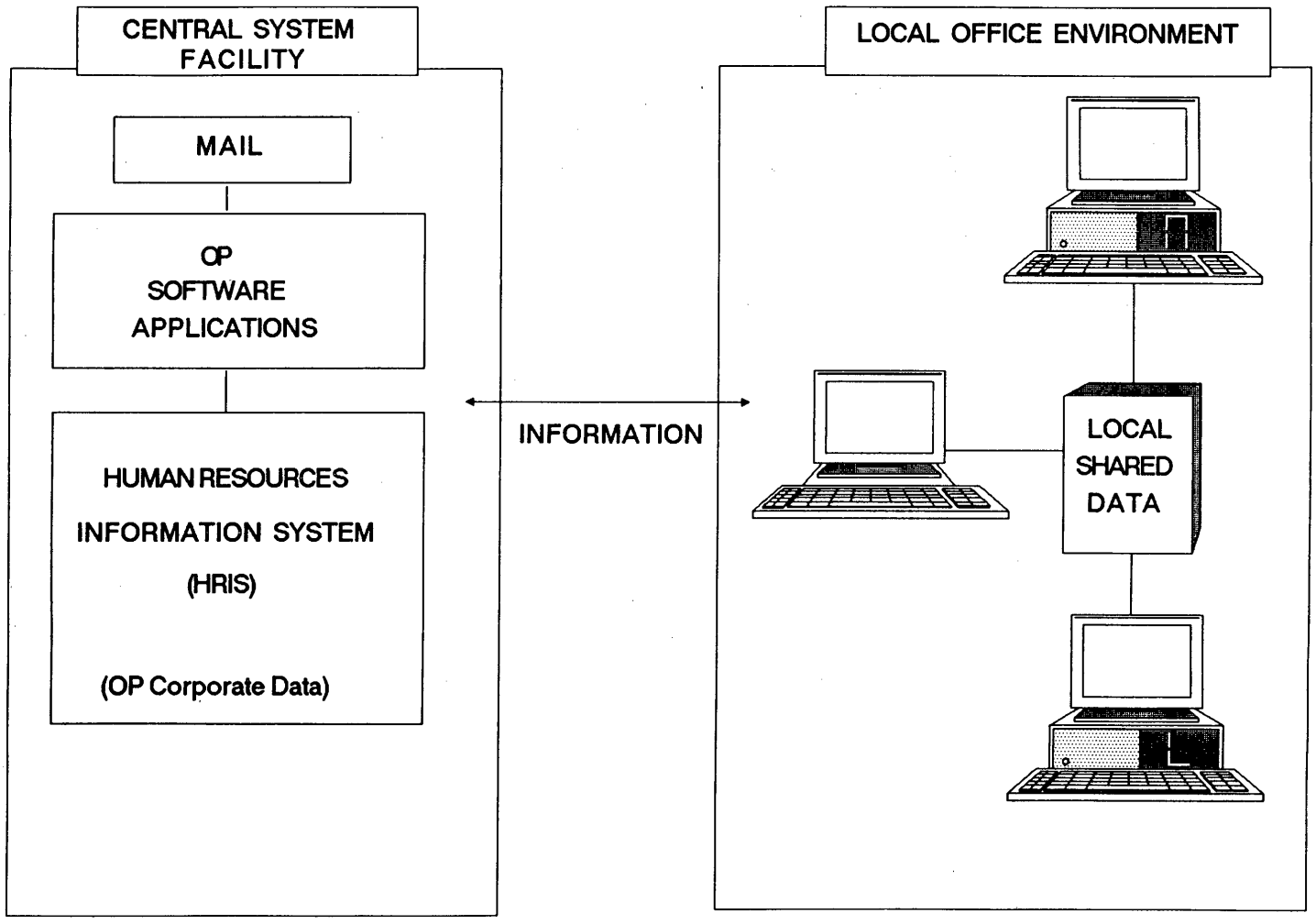

Figure 4-1

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increase CPO flexibility and responsiveness in supporting the needs of Agency managers and employees. In addition, current dependencies on the availability and performance of OIT's central computing services will be greatly reduced.

HRIS support for personnel management and administrative functions that are global in nature (i.e., personnel action processing, travel processing, etc.) will be provided to offices/components and employees through OIT's central system facility. Local office system connectivity to OIT's central system will provide access to HRIS administrative processes and integrated data base. HRIS users may interact directly with the central system capabilities or, in appropriate instances, information prepared locally (i.e., personal services contract, etc.) may be transferred to the HRIS for subsequent processing.

With regard to OIT's current systems hardware and communications architectures, Figure 4-2 is presented as an alternative "interim" architecture that may support OP's extended application processing capabilities until a long term OIT architectural strategy can be developed. This alternative is not presented as a solution for future applications development, but rather as a stimulus to promote further discussions toward that objective.

For the administrative systems of the future, distribution of information and services will be a key determinant to successful implementation. The customers of administrative systems (potentially every Agency manager and employee) must be allowed to request services, access information and communicate with other customers (i.e., a mail capability) in an easy, standardized manner through the local device (e.g., Delta Data, PC Compatible, Wang, etc.) in the customer's office environment.

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FUTURE SYSTEMS ARCHITECTURE
(ALTERNATIVE CONFIGURATION)

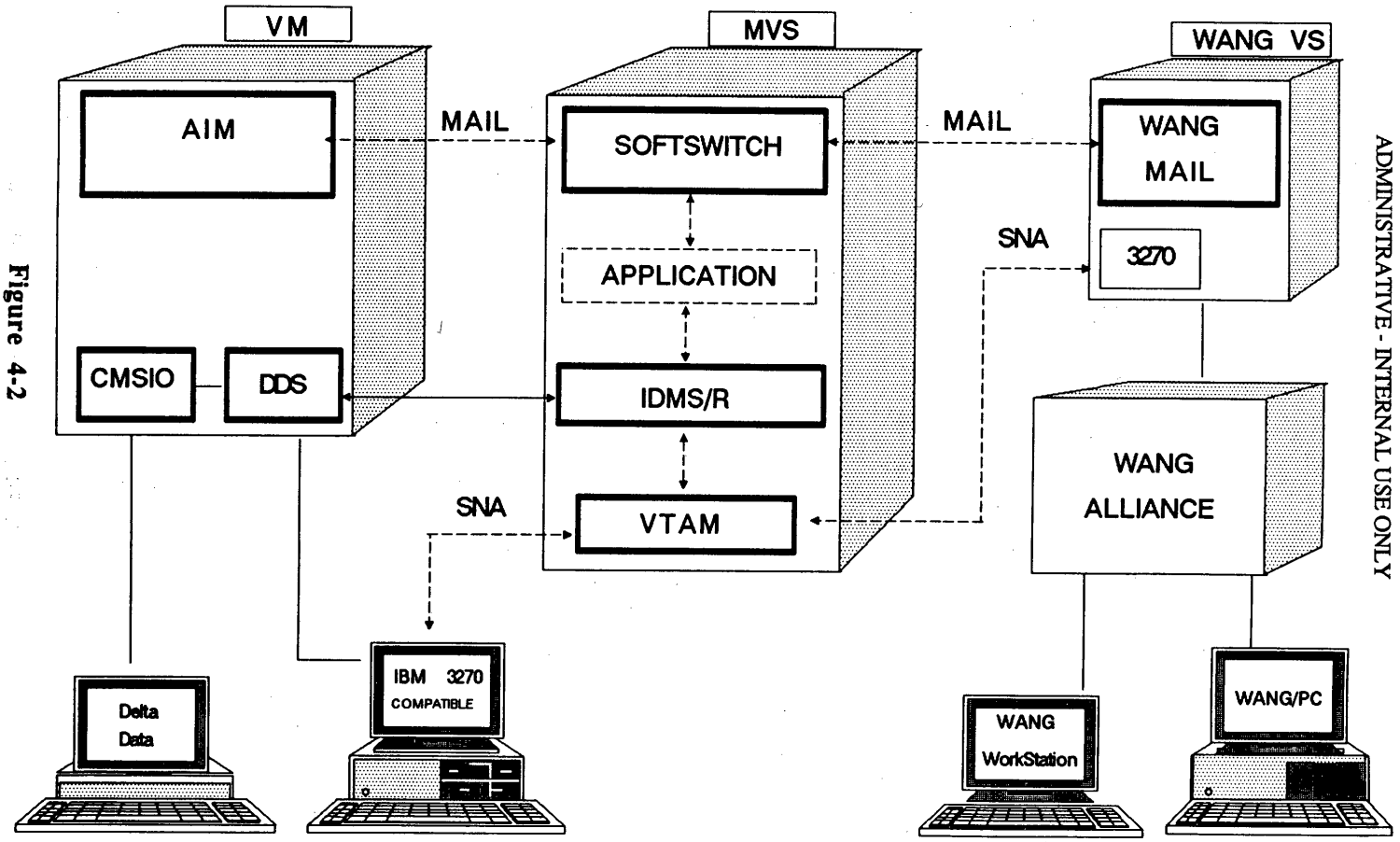

Figure 4-2

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With OIT's implementation of modern communications technology (SNA: Systems Network Architecture and VTAM: Virtual Telecommunications Access Method), the potential exists to connect any 3270 compatible device (e.g., Wang VS) to OIT's central system network. Through this 3270 connection customers would have interactive access to OIT supported applications and data base management systems (DBMS) functioning in the 3270 environment. Those customers not in a position to acquire a 3270 based workstation in the near term would continue to be supported through the existing Delta Data 3270 emulation capability (CMSIO).

Through OIT's new SOFTSWITCH capability, being implemented by this summer, customers with Wang VS systems will have the capability to generate mail on local Wang workstations and route that mail to customers in the central systems AIM environment. Similarly, customers in the AIM environment may generate documents that will be sent through SOFTSWITCH to recipients on a connected Wang VS network. This capability is a major step forward to closing the technological gap that currently exists throughout OIT's customer base.

The SOFTSWITCH capability to intercept message traffic and forward the traffic to the proper recipient may prove to be a major benefit for future applications development. Because SOFTSWITCH doesn't care whether the recipient of its traffic is a real user or an application program, it may be possible to develop a software application interface that will facilitate an exchange of information between application programs and SOFTSWITCH. If this is possible, application programs may be developed to process information generated from a variety of devices on the network. For example, a Component Personnel Officer (CPO) in the DS&T may request a medical evaluation for travel (via form 259b) through the local Wang network using the same automated form that the CPO in the DA submits through the local PC. The software application processing this request will know where the request came from and adjust the routing and processing accordingly.

The reality of an OIT systems architecture that supports a variety of workstations through a responsive, flexible and stable communications structure will dramatically change the development strategy for future software applications. For the first time, administrative systems may be planned and developed to take advantage of the full power of both local and centralized automated capabilities. This new source of support will provide the basis for distribution of information and services to the point where it is needed most -- the customer's desk.

To ensure that the facilities required to develop OP's future systems are in place when needed, these requirements must be coordinated through the organizational entities responsible for hardware and communications services. Although the capabilities described here appear to be possible, a much more in-depth analysis is required to determine the specific implementation strategy. To avoid the pitfall of creating new software applications that provide no greater service/capability than those they replace, an increased emphasis must be applied to the system engineering of hardware and communications services that provide the capabilities these new applications require.

5. HRIS MASTER SCHEDULE

Staffing for Development

The HRIS will be built by teams of staff employees and contractors. Each team will have an HRAC project manager, and each team will have customer representation from requirements definition through implementation. Many of these systems will support several OP customer groups and the level of effort required by each customer may vary. Nevertheless the need for continuous and consistent customer participation is of paramount importance. Several variations on this theme are outlined below as development proposals for Retirement (FERS), Personnel Action Processing (1152) and Payroll (Bi-Weekly).

The Retirement administration system is being developed by a team of OIT, OF, and OP personnel in which the OF and OP representatives are assigned to work full time as functional analysts using an evolving prototype approach. Although the system requirements in general are known, many of the specific functionalities are being dictated by Congressional and OPM directives. Onsite daily functional expertise from OP and OF is required to adjust rapidly to new directives and these representatives have full authority to make decisions on menu and data field changes.

Second, Bi-Weekly Payroll development will also use a team concept but with a more structured development approach. A small combined team of staff and contractors, including two representatives from Compensation Division will spend nine months updating the system requirements document and constructing a system development plan. At least one of the customers representatives should remain on the development team throughout the development cycle providing continuing input. Component personnel input into the process will be provided through a senior liaison officer attached to HRAC.

Third, contractors have spent time with component personnel staffs and OP customers to identify problems and impediments with the current 1152 system. Customer determined solutions have now been agreed upon for the most serious problems, reducing errors and increasing system access. The contractor has begun analyzing data requirements needed to move the existing data entry mechanism to a new data base. This will allow system access via other terminals in addition to Delta Datas. A major failing of the initial decentralization of the system was the lack of component participation on transition planning and revision of user documentation. A component personnel officer and former customer is now working full time to rewrite the user documentation using an OP standard that draws heavily on that developed by OIR. A series of small projects to provide up front validation, new action entry screens and better system reporting are underway. Each will be developed and tested in a specific component as a pilot to ensure customer satisfaction and participation.

HRIS Master Schedule

The Master Schedule at the end of this section (Figure 5-1) provides management with a graphic overview of the proposed HRIS development activities through 1990.

The Master Schedule conveys OP's initial development approach and intentions to customers, developers and senior management. The schedule will undergo continual refinement. The initial schedule indicates time and sequence of planned activities, and should assist managers in the planning, programming and budgeting process as concerns the commitment and allocation of resources (staff and funds).

HRIS MASTER SCHEDULE

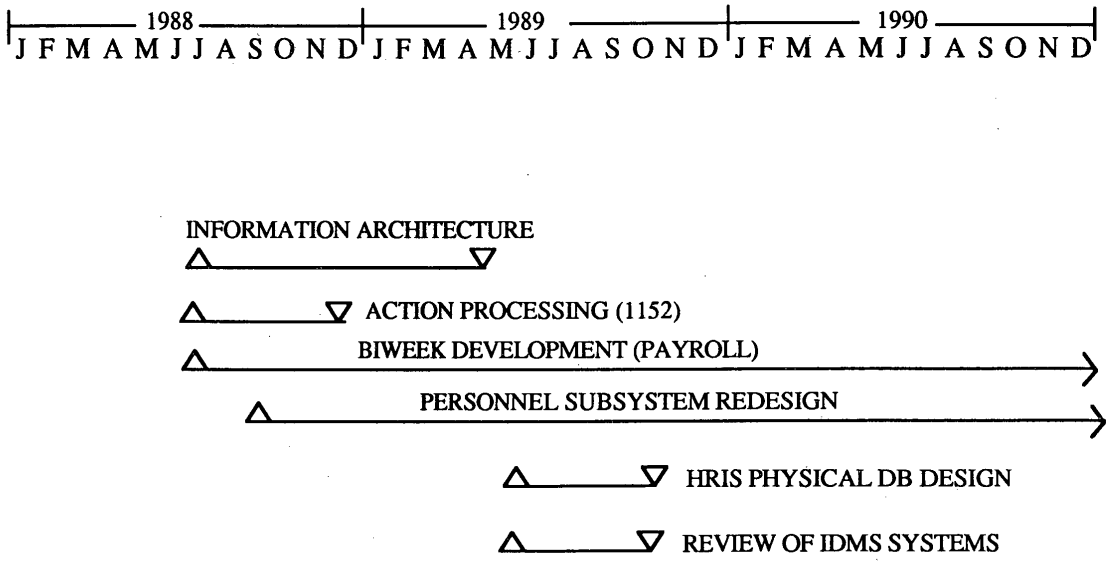

Figure 5-1

ADMINISTRATIVE - INTERNAL USE ONLY

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APPENDIX A. OVERVIEW OF CURRENT OP MAJOR FUNCTIONS

The Office of Personnel (OP) and its component representatives provide services and support to all Agency personnel. These OP services are provided through an organizational structure which has evolved over many years. To accurately present the actual functional areas in which OP provides support, it appeared appropriate to group OP into four major functional areas. These functional areas span the current organizational structure including component personnel activities. Further, the functions are often mutually supportive, e.g., determining recruitment strategies requires both staffing management and compensation analysis.

The four functional areas are:

* Recruitment
* Personnel Planning (Staffing Management and Compensation Policy)
* Employee Services (Insurance, Payrolling, Travel, and Counseling)
* Separations.

Each of these four major OP functions is described from four aspects.

* The lower level functions which collectively support the major functions will be identified.
* Current automated systems used in support of the major functional area will be defined with a brief description of the system and the database each system uses.
* Interfaces between each major function and other Agency components and the Agency and other government agencies will be identified. The type of information passed in each interface will also be defined.

* Unsatisfied needs/requirements for each major function will be identified and briefly discussed.

Discussion of the major OP functions in each of the above mentioned areas will help to provide insight into potential improvements in OP support to its users.

Recruitment

Recruitment - Functions

The Office of Personnel supports the Agency with activities involving the recruitment and initial placement of staff, contract employees and independent contractors. Recruitment is defined as any activity directed towards securing new members of the Agency. Listed below are some of the functions performed by the Agency in the area of recruitment.

* Conduct ceiling, position and attrition analysis to determine appropriate EOD and recruitment activity
* Develop and administer recruitment programs for summer employees, special trainees, and students
* Produce statistical reports and analysis of minority and female recruitment activities
* Screen and interview Agency applicants based on recruitment analysis
* Track applicant status through the field and headquarters screening process
* Schedule and coordinate applicant testing activities for professional, technical, and clerical applicants
* Schedule applicant medical exams and polygraphs and generate pertinent applicant correspondence regarding interviews, testing, security and medical

* Advertise for Agency positions in local and national periodicals and develop Agency recruitment brochures
* Negotiate and administer contracts for contract employees and independent contractors

Recruitment - Current Systems

The Agency organizations performing recruitment functions use several automated systems in support of their activities. The automated systems used in recruitment, along with a brief description of each system are listed below.

Central Applicant Processing System (CAPS) - CAPS is responsible for tracking applicants from the time they enter into Agency processing until the applicant either EODs or is rejected. CAPS provides Component Personnel Officers (CPOs) with access to status information on their applicants, and CAPS provides the capability for OS and OMS to input status information on both security and medical lab approval and disapproval data. CAPS is an IDMS based system.

Recruiter Applicant Processing System (RAPS) - RAPS tracks the resumes and applications that are received by Recruitment Activity Centers (RACs) located around the country. The system performs many functions previously done manually, such as generating correspondence to applicants, tracking receipt of required forms/documentation, tracking scheduled test dates, and generating status reports. RAPS is a PC based system using dBASE III+ and Leading Edge Word Processor running on both Wang and IBM PCs.

NOMAD Scheduler - The NOMAD scheduler provides OP the capability to schedule applicants for polygraphs and medical labs against a preestablished number

of appointment slots. The system is a stand-alone system runing in NOMAD, which currently does not interface with other OP recruitment systems. Plans are in place to integrate this function with CAPS.

Wang - The Wang Alliance Word Processing system is used by several RACs to generate additional correspondence to applicants. Additonally, OP offices performing recruitment functions use the Wang for small localized tracking and scheduling systems.

Recruitment - Interfaces

The OP Recruitment functions interface with the following areas external to OP.

Office of Security (OS) - OP Recruitment functions interface with OS to secure polygraph slots for applicants and to process security paperwork. This information is tracked in CAPS. OS currently provides the information to OP via manual methods.

Office of Medical Services (OMS) - OP Recruitment functions interface with OMS to obtain laboratory slots and medical results on applicants. This information is tracked in CAPS. A subsystem of CAPS titled CAPS OMS has been developed to schedule and track the status of applicant medical information.

Agency Components - Recruitment interfaces with Component Personnel Officers to provide information on applicants in process for their component. OP provides both hardcopy and on-line access to this information for the components. The components provide OP information on position requirements and recruitment priorities.

Recruitment - Unsatisfied Needs/Requirements

Recruitment's unsatisfied needs focus primarily in three areas: increase automation of existing systems, decrease manual paperwork, and improve the accuracy and integrity of the data.

Recruitment needs to continue expanding the CAPS system to provide increased automation and functionality to OP. An effort is underway to develop CAPS enhancements to increase functionality and improve data validation.

Development of an interface with PERSIGN or its replacement will eliminate the redundant input of employee information. Applicant information will form the basis for an employee's HRIS record.

Develop an automated interface to OS and OMS for CAPS. OP is heavily dependent on OS and OMS to process applicants. Automating the current manual information exchange will save a significant amount of labor and time, resulting in an increase in EODs and a decrease in applicant processing time.

Increase CAPS access to components, by providing on-line access to additional CAPS information, allowing access to additional users, allowing components limited update capabilities, and improving reporting.

Integrate the NOMAD Scheduler function in an IDMS environment. This effort would reduce or eliminate duplicate data entry, improve utilization of available applicant medical and polygraph data.

Develop an electronic interface between CAPS and RAPS to facilitate the entry of data from the RACs. Currently data from the RACs is reinput into the CAPS system

and data from CAPS is not readily available to users in the field, which makes it difficult for the field to completely and accurately track applicant status or statistics.

Streamline and automate the contract process to provide the same tracking capabilities available for staff employees and to eliminate back door processing that causes users to question data validity.

Personnel Planning

Personnel Planning - Functions

Personnel planning in the Office of Personnel encompasses a broad spectrum of human resource activities from conducting position classification and organizational development activities through employee placement and administering Agency policy on compensation, performance evaluations, and competitive evaluations. It includes all record keeping and statistical analysis done to support HR activities in general and the development of HR policies and programs needed to support personnel planning decisions. Listed below are some of the functions performed in the personnel planning area.

* Modeling and forecasting to assist management planning and budgeting
* Development and maintenance of a position classification system to promote equal pay for equal work
* Component organizational design support including the optimal organizational structure for an office and a proposed staffing plan
* Assignment of individuals to an Agency wide staffing complement
* Component support in developing career handbooks, developing specialized career tracks including skills development expectations and training

AGENCY EVALUATION SYSTEM

JOB EVALUATION FACTORS AND DEGREES

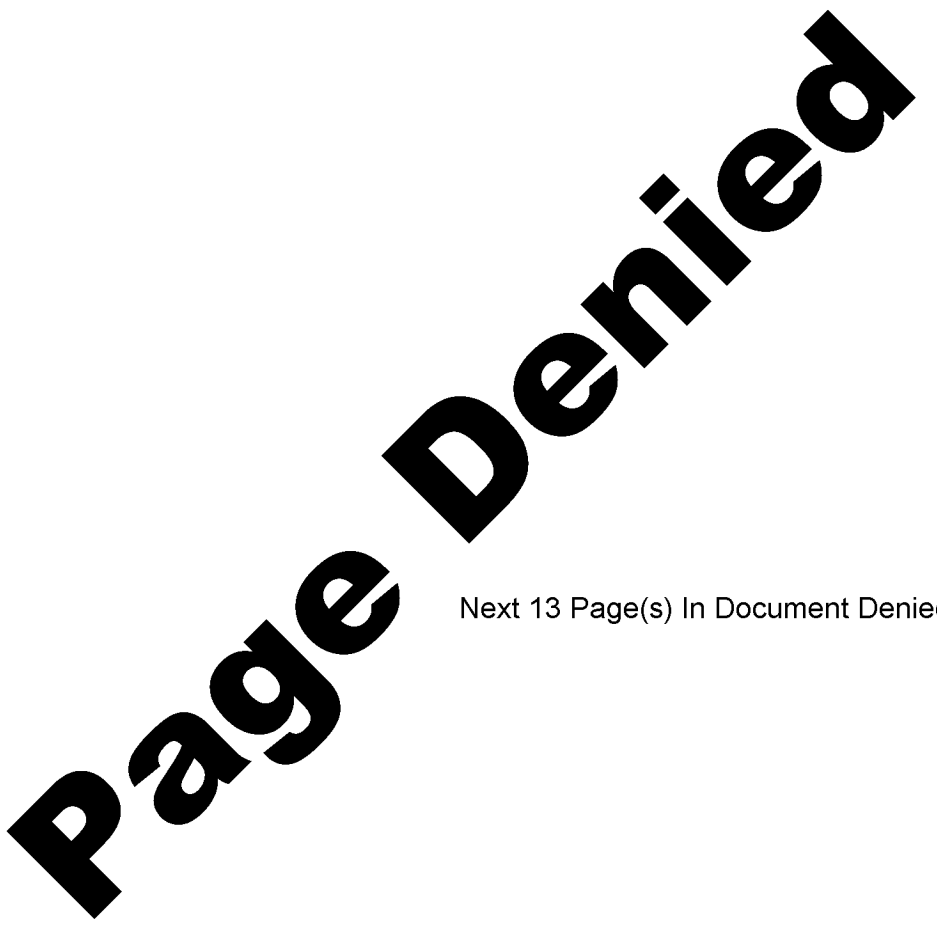
A. QUALIFICATIONS

This factor measures the degree to which an individual must possess certain knowledge, abilities, or skills in a specialized technical, administrative or professional field to successfully perform the duties and responsibilities of a job. The qualifications required to perform a job may be acquired through formal education, on-the-job training, experience or a combination.

Degree	Definition
1	Requires knowledge, skills and abilities to read and understand technical information and instructions, perform basic arithmetic calculations, understand routine procedures and methods, and operate equipment requiring minimal specialized training.
2	Requires basic technical and/or practical knowledge to execute a variety of administrative and/or operating practices and techniques. Requires basic knowledge of Agency policies and procedures as well as ability to present information orally and in writing. This level would generally require completion of a high school education or its equivalent, and/or an on the job training program in order to successfully perform the job.
3	Requires knowledge, skills, and abilities in a technical discipline to apply the theoretical and practical applications of the discipline. This level of knowledge generally requires completion of a two year post high school degree, and/or combination of certification and 1-2 years relevant work experience. This level may also be attained through Agency experience that has developed in the individual broad knowledge, as in an administrative support function. This level may require additional Agency training to acquire the skills of the job. Requires ability to communicate orally and in writing in the form of cables, brief reports or other basic correspondence. Working knowledge of Agency policies, practices and regulations is also required at this level.

Degree	Definition
4	This level is found in entry level officer positions which typically require the types of analytical, writing, and research skills that would be acquired through a bachelor's degree program. Agency work experience that would prepare an employee to enter a career program as an officer in a field such as operations, analysis, or the administrative occupations would be considered comparable (e.g. IORA, computer assistant, personnel assistant). At this level, the officer briefs groups of peers and/or participates in briefing customers, staffs and members of the Intelligence Community. This level would also be found in intermediate-level technical jobs that have as a prerequisite the basic Agency training and developmental programs, and now require independent performance of a wide variety of technical assignments.
5	This level is acquired through several years of Agency experience. Requires skills and abilities at the full performance level in a professional or scientific field such as operations, administration, engineering, computer science, or intelligence analysis to independently perform a variety of assignments in field/headquarters environments. Positions at this level identify problems and propose solutions as well as apply Agency principles, procedures, and policies. This level also includes certain professional jobs, such as law and medicine, which require specialized advanced educational programs that enable individuals to enter specific jobs with the types of skills necessary for successful performance.
6	Requires an in-depth knowledge and application of professional and/or management skills acquired through many years of experience in the discipline. This level is characterized by a requirement for a blend of both expert technical knowledge of the occupational field and a thorough understanding of the relevant Agency environmental factors such as unique political, legal, and operational considerations. This level requires in-depth knowledge of Agency missions and functions, the Intelligence Community and foreign policy goals.

Degree	Definition
7	Requires knowledge, skills and abilities necessary for a complete command and mastery of a broad professional or scientific discipline. This level is generally characterized by individual credentials in what may be a narrow specialty area of a scientific discipline, or a regional expertise in a geographic area. Incumbents at this level are considered experts in the field, and are sought by those outside the Agency to provide advice or authoritative guidance to major national level policy decisions. Incumbents may also possess skills so advanced that the individual can be assigned the most sensitive or complex assignments. This level of expertise would generally be found only in senior expert level positions charged with performance of individual work, rather than broader management responsibilities.



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TERMS OF REFERENCE FOR DA PERSONNEL POLICY REVIEW

The Directorate of Administration will undertake a review of the personnel processes within the Directorate's Offices. The review has four purposes. The first is to describe the various policies and practices within the Offices so that both common and unique aspects can be identified. The second is to critique those policies and practices so that senior managers within the Directorate can improve them where warranted. The third is to document the Directorate's policies and practices with a series of products -- 1) common or "core" guidelines which describe personnel requirements and policies for the Directorate; 2) an office-specific supervisor's handbook which incorporates the "core" guidelines but also details office-specific operations; and 3) an employee's handbook which contains an overview of personnel policies as well as useful information for the new employee. The forth purpose is to design and produce a useful body of supervisory advice and lore which can be included in the "core" guidelines. Suggested sections include: what to look for in the hiring process, how to read the PATB, preparing the Advanced Work Plan, evaluating performance, suitability considerations, the differences between performance ranking, CER and promotion ranking, feedback and counseling, career development, training considerations, supervising your secretary, awards and recognition, where to turn for advice and support, EEO programs, the meaning of sexual harassment, etc.

Each officer and the Career Management Staff will assign a full-time representative to the DDA Personnel Task Force. The representative must be at the GS-14/15 level, have a strong record of success as a supervisor, be insightful, articulate and able to write, and must work well with others when negotiating contentious issues. The Task Force will commence operation on 5 September under the Chairmanship of the Career Management Staff. The Task Force will have completed its job when all the products are completed, estimated to require from nine months to a year. Candidates will be nominated by their Offices by 26 August.

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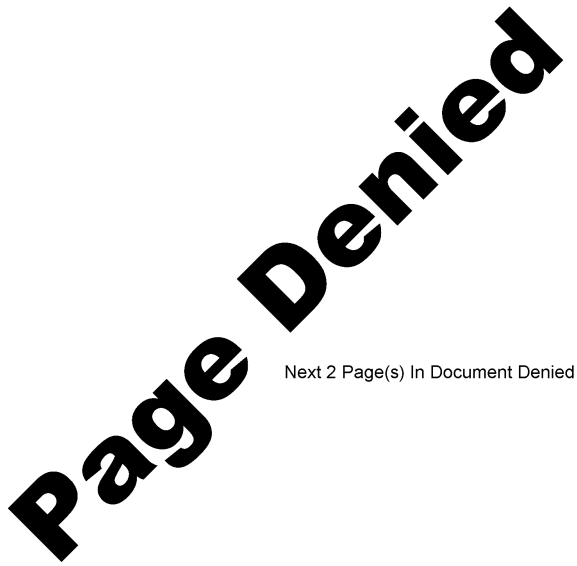
OMS



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* Develop, issue, and coordinate Agency regulations affecting staffing management
* Develop and monitor an Agency wide performance appraisal system to provide employees information on job performance
* Establish and monitor Agency competitive evaluation system including criteria, evaluation, and promotion schedules
* Establish, maintain, all employee's personnel records including assignments, skills, salary, occupation, and all legally required documentation
* Provide specialized management reports from the personnel records to support management activities
* Conduct research and advise management on potential staffing management problems with optional solutions.
* Develop and administer incentive pay programs
* Devise and administer appropriate salary structures for the Agency
* Refine and manage the Agency awards program

Personnel Planning - Current Systems

Most of the functions performed in personnel planning are done manually. The few automated systems that are used generally do not allow for decentralization of input and do not access centrally located data. This makes the performance and satisfaction of the personnel planning function inefficient. The systems that are currently used are described below.

The Central Employee Locator System (CEMLOC) - A GIMS system which contains home and family information on all Agency employees.

Personnel Assignment and Status System (PERSIGN) - A GIMS system from which personnel data is extracted and loaded into Statistical Analysis System (SAS) files to perform data modeling and forecasting on staffing positions and requirements.

The Personnel Overseas Service System (PERSEAS) - A GIMS system which maintains a record of overseas service accumulated by Agency personnel.

CENQUAL - A GIMS system which maintains a biographic profile on Agency employees. Transactions and Records Branch is responsible for producing the qualifications sections of the Agency biographic profile.

Personnel Planning - Interfaces

The personnel planning functions performed by OP interface manually with many organizations external to and within OP. A short description of some of the external interfaces follows:

Office of the Comptroller for exchange of budget and ceiling control information needed to support position management, promotion, and resource planning

Office of Congressional Liaison for coordination of all staffing management proposals requiring Congressional input

Office of Information Technology for information needed to support telephone information and data transfer between automated systems

Office of General Counsel for legal input on staffing management proposals

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Office of Personnel Management for information on government staffing requirements and personnel policy

Agency Components interface with OP to gather data for development of staffing plans and organizational structures for their office.

Personnel Planning - Unsatisfied Needs/Requirements

A major deficiency in the function of personnel planning is a lack of user friendly automated tools needed to retrieve, integrate, and manipulate data available in the many OP systems in order to conduct and implement HR management decisions.

Another problem is the lack of automation in general in such critical areas as position classification and management. Each position description must be prepared manually and matched with a manual standard job classification as defined by the Agency or OPM.

Lack of decentralized input wastes time for both components and main OP personnel in such areas as CEMLOC and Staffing. In addition, inappropriate decentralization not accompanied by sufficient training and user-friendly tools and documentation, as in 1152 processing, results in a high error rate and more lost time correcting problems.

Personnel planning activities consume heavy amounts of both data and words. The current hardware architecture emphasizes one set of capabilities or the other resulting in massive amounts of data re-inputting in order to produce finished products.

The preparation of vacancy notices appears to be a very labor intensive and time consuming activity. They are submitted to Employee Services Division (ESD) for publication and distribution. However, ESD manpower and equipment (one Delta Data terminal) is limited and this one function consumes a large amount of available resources. A way is needed to reduce the number of times a description must be typed.

There is a need to forecast recruiting requirements through a more refined attrition analysis and a more accurate delineation of specific occupational requirements by the career service.

Employee Services

Employee Services - Functions

The function of providing employee services to Agency employees is partially dictated by law. However, the purpose of providing services to employees is to supplement the monetary recognition of their service. In many ways, the services offered do more for an employee's morale and productivity on a job than just the distribution of a paycheck. The Agency offers numerous services to its employees which cover needs such as financial seminars, payroll deductions, travel processing, and relocation assistance. Agency employee service functions are listed below.

* Provide psychological and financial assistance in case of casualty
* Provide assistance for terminally ill employees
* Maintain information on next of kin contacts
* Administer a blood donor program for employees and their immediate family
* Establish Public Service Aid Society to provide interest free loans or grants to employees and their families in need

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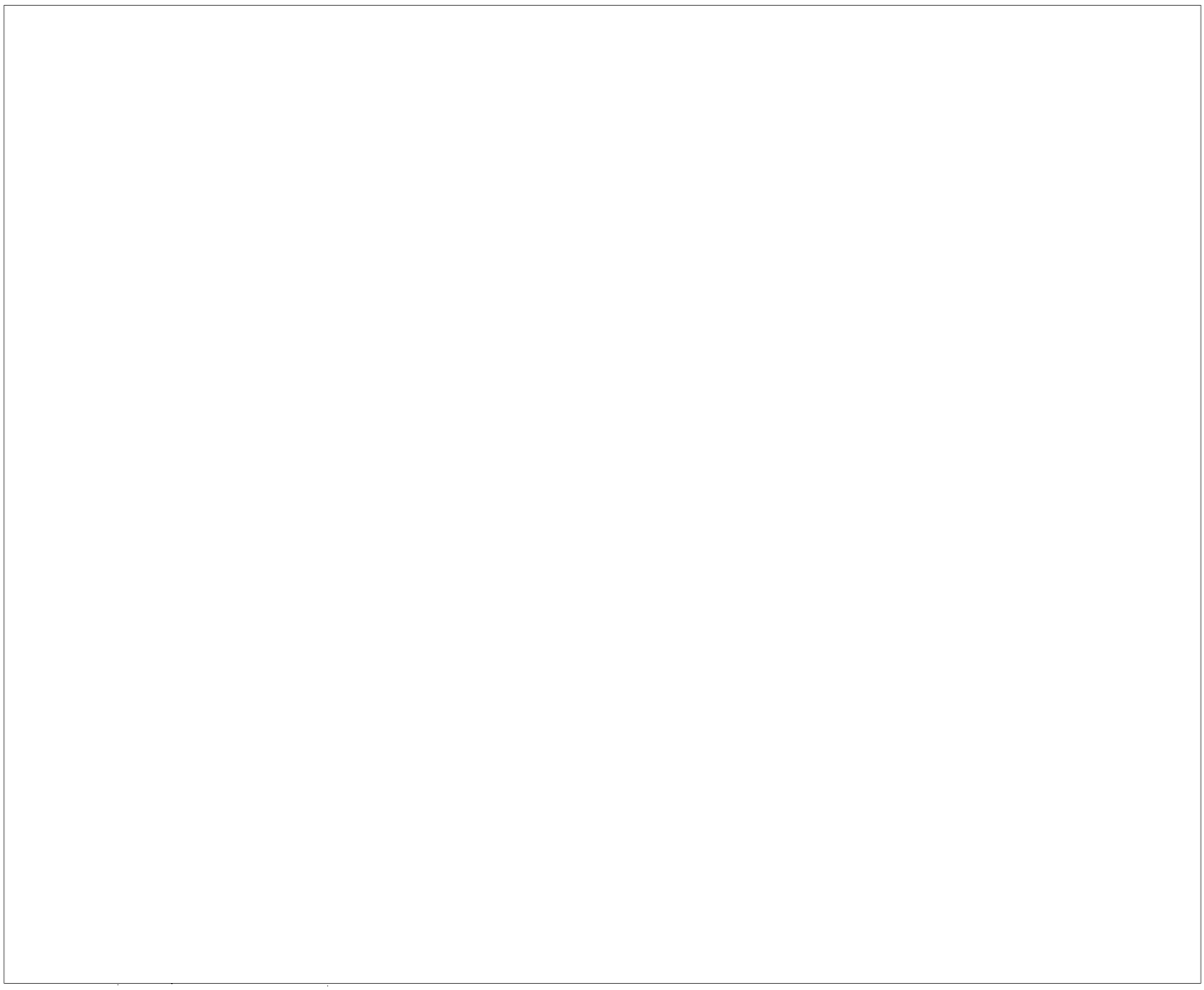

Employee Services - Current Systems

The Agency service functions use automated systems in support of their claims processing for insurance and medical payments, payroll processing, and travel processing. Most of the other data needed to satisfy their mission is stored and updated manually. Efforts are underway to define future requirements for an integrated personnel payroll system and a travel processing system to more effectively support employee service information needs. Below are the systems currently being used within the employee service area.

Insurance Claims and Enrollments System (ICARE) - IDMS system and CICS systems used to process and maintain insurance information for all Agency employees. ICARE is in the process of replacing the PERINSUR System. It is complemented by a Wang tracking system.

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Agency Payroll System (PAYROLL) - The Agency's primary payroll system for processing bi-weekly payroll, which includes the majority of Agency employees. It is a tape based system that is currently inadequate to meet the Agency's payroll processing needs. It requires significant manual intervention on a pay period by pay period basis.

Payroll Adjustment and Inquiry Database System (PAIDS) - An IDMS based system which provides payroll technicians query access to payroll data for payroll adjustments and inquiries. In the near future, PAIDS will provide the capability for the payroll technicians to update payroll adjustments on-line. This information will then be fed into the PAYROLL system.

Personnel Asssignment and Status System (PERSIGN) - A GIMS based system which processes the personnel transactions for the payroll system. This includes any status change that affects the pay record. The current interface does not adequately process all of the transactions properly; therefore, much information is lost during the transition of personnel transactions to payroll transactions. In addition, a lack of formal training for staff presents many problems. New staff must learn the system on the job.

Central Employee Locator System (CEMLOC) - A GIMS system which Transaction and Records Branch is responsible for updating. It is difficult, however, to maintain up to date records, because the data is centralized. The system would be better served by allowing the CPOs to maintain the information locally. CEMLOC is used in the compensation function at the beginning of the year to obtain employee address data to process W2 forms.

Special Pay - An IDMS system which processes payroll for the independent contractors in the Agency.

Voucher Tracking System - Supports the tracking and audit of travel vouchers against the actual expense report submitted by employees. RAMIS based system operating on the IBM mainframe.

Employee Services - Interfaces

Employee service functions interface with several internal and external Agency entities. Below is a summary of these interfaces and a brief description of the information exchanged.

Office of Medical Services (OMS) for keeping track of blood donations by employees. If an employee (or members of the immediate family) needs blood, donation statistics and medical history information can be accessed.

Credit Union to process payroll deductions.

Department of the Treasury via tape to produce hard copy payroll checks for Agency employees.

The Federal Reserve via tape to process electronic fund transfers (EFT) for Agency employees.

Social Security Administration once a year to report FICA or Medicare tax deductions for Agency employees.

Agency Components - The Component Personnel Officers serve as the middlemen between the employee and OP when there is a problem with an employee's compensation.

Office of Finance (OF) - CTS interfaces with the Office of Finance to provide voucher information for accounting processing. The component personnel and B&F shops interface heavily with Central Travel STAT

Employee Services - Unsatisfied Needs/Requirements

Employee service requirements focus primarily on increased automation, integration of existing and future systems, and decentralization of systems to the ultimate users.

There is no automated mechanism for an employee to review his benefit data. The employee benefits statement is produced annually but it is a static picture and provides no information on such items as beneficiaries since these are not resident in any data base. Also information needed to query benefits is dispersed among many data bases and the lack of system interfaces makes direct query impossible and the data itself unreliable, since many benefits change with salary, age, and occupation.

The Agency has accepted responsibility for administering workman's compensation for employees and does not yet have the automated adjudication, tracking and payrolling tools to perform this service.

Insurance is using four separate automated systems but lacks the network needed to provide access to all users within the Division.

EAA has no automation even though it moves an inventory of over $1 Million a year.

The blood donor program administered by ESD operates off of 5x7 cards.

The current Payroll system functions properly but requires an extensive manual effort to process each payroll cycle. The payroll system should be developed as part of an integrated HRIS.

Additionally, a major problem which exists today and must be addressed in any HRIS development, is the required interfacing to other systems. OP must look at how a payroll system should interface with data of other subsystems within the integrated HRIS to ensure the required data will be available to meet Payroll requirements.

Much of the data entry currently done by main OP should be transferred to the Component Offices. This is where a majority of the information originates and it is the most appropriate place to perform the input.

Data in the payroll system is often incomplete and incorrect because of the lack of edits at the various entry points where data is entered. Data from many systems

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Separations - Current Systems

The Agency separation function utilizes several data bases as sources of information for processing their functions. Several of these systems currently have new replacement systems under development or planning. These systems are listed below with a brief explanation of each.

Personnel Assignment and Status System (PERSIGN) - PERSIGN is a GIMS based system used to obtain employee service related information which is applicable to employee retirement.

Insurance Claims and Enrollments System (ICARE) - ICARE is an IDMS and CICS based system used to process insurance claims and insurance enrollments for Agency staff and Agency retirees.

Civil Service Payments (CSPAY) - CSPAY is the Agency's in-house retirement and payroll program used to process retirement payments for Agency retirees who receive Civil Service retirement. CSPAY will be replaced by FERS.

CIA Retirement and Disability System (CIARDS) - The Agency's in-house retirement system handling Agency retirees receiving payments is PAYCIARDS. PAYCIARDS will be replaced by FERS. PERCIARDS is a records handling project containing personnel data only.

Automated Retirement Employee Selective Service (ARESS) - ARESS maintains an accounting of all Agency retirement deductions. ARESS receives the data from the payroll system. The data is stored in a NOMAD database.

Payroll Adjustment and Inquiry Database System (PAIDS) - PAIDS is an IDMS based system that provides retirement personnel access to payroll information to verify payroll deductions and make adjustments.

Agency THRIFT Savings Program (THRIFT) - System to track payroll savings and employee contributions to the Agency's 401K system. THRIFT is currently under development with an IOC planned for summer 88. The system is a CICS based package called ERISCO, with the data stored in VSAM files.

Federal Employee Retirement Systems (FERS) - FERS will replace the Agency's existing retirement systems. IDMS PL/I based system. IOC planned for 12/88.

Separation - Interfaces

The OP separation function interfaces with the following internal Agency components and external government Agencies. Below is a summary of these interfaces.

Office of Finance (OF) to acquire payroll information, retiree payments, payroll deductions, and payroll adjustments. The information is used to update the retirement systems. Interfaces to OF are currently changing based on new development efforts in OF and OP.

Other Government Agencies to verify employment history, retirement deductions, service records, and balance them against constantly changing federal retirement legislation.

Separation - Unsatisfied Needs/Requirements

In view of the recent dramatic changes to retirement programs and policies, OP/RD's scope of responsibility has increased significantly. Greater assistance is required by new employees to sift through the various programs for the one most suited to the individual. Current employee concern relative to the impact of career choices on retirement options has increased OP/RD's role as advisor and information broker. Support and assistance for employees about to retire and for retired employees has increased as retirement programs have become more complex.

To facilitate retirement processing, which has now become a "cradle to grave" concern, OP/RD functions must be streamlined and integrated with appropriate employee benefits systems (e.g., Insurance, Payroll, etc.). A change in employee status should signal potential changes to retirement options automatically so that appropriate action can be taken to ensure that an employee is given ample time to consider available options and make intelligent decisions about retirement benefits. Because new retirement savings options require periodic employee intervention or at least review, automated tools are needed to assist them in this task. Linking automated retirement processing to associated benefits systems such as Insurance and Payroll will facilitate overall processing and result in more timely response to the employee and more educated decision making.

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