Government-Wide			Enabling		Employee Lifecycle					Supporting		
F1 Federal Iuman Capital Leadership	F2 Federal Oversight and Evaluation	F3 Federal Retirement	A1 Agency HC Strategy, Policies, and Operation Plan	A10 Agency Human Capital Evaluation	A2 Talent Acquisition	A3 Talent Development	A4 Employee Performance Management	A5 Compensation and Benefits	A6 Separation and Retirement	A7 Employee Relations	A8 Labor Relations	A9 Workforce Analytics an Employee Records
F1.1 Federal Human apital Regulation and Policy	F2.1 Human Capital Strategic and Operational Oversight	F3.1 Pre-Retirement Activities	A1.1 Workforce Planning	A10.1 Human Capital Programmatic Evaluation	A2.1 Talent Acquisition Management	A3.1 Talent Development Planning and Strategy	A4.1 Employee Performance Management	A5.1 Compensation Management	A6.1 Separation Counseling	A7.1 Employee Accountability for Conduct	A8.1 Labor Management Relations	A9.1 Employee Inqu Processing
F1.2 Human Capital Service Delivery Model	F2.2 Human Capital Evaluation	F3.2 Retirement Case Processing	A1.2 Human Capital Strategy		A2.2 Candidate Sourcing and Recruitment	A3.2 Talent Development and Training	A4.2 Recognition Management	A5.2 Work Schedule and Leave Management	A6.2 Retirement Planning and Processing	A7.2 Employee Accountability for Performance	A8.2 Negotiated Grievances and Third-Party Proceedings	A9.2 Employee Research
	F2.3 Human Capital Agency Guidance and Evaluation Development	F3.3 Post-Retirement Customer Service	A1.3 Organizational Design and Position Classification		A2.3 Candidate Assessment and Selection	A3.3 Learning Administration	A4.3 Performance Appraisal System Certification for SES and SL/ST	A5.3 Benefits Management		A7.3 Administrative Grievances and Third-Party Proceedings	A8.3 Collective Bargaining	A9.3 Workforce an Performance Analytics
,			A1.4 Diversity and Inclusion		A2.4 Background Investigation and Adjudication			A5.4 Work-Life Wellness and Employee Assistance Programming		A7.4 Reasonable Accommodations		A9.4 Workforce an Performance Reporting
			A1.5 Employee Engagement and Communications		A2.5 New Hire In- processing and Onboarding		l	riogramming		A7.5 Employee Suitability		A9.5 Employee Reco Recordkeepir
		'				•			•			A9.6 Employee Rec Disclosure

Objective of this Request for Information (RFI)

While the employee lifecycle is clearly defined by statute and understood as a practice, the federal government finds it difficult to manage the end-to-end HC data lifecycle due to duplicative "stove-piped" HRIT systems that are unable to interface and exchange data effectively. This is primarily due to inconsistencies and incompatibility of cross-government legacy HRIT data exchange capabilities, lack of data standards or inconsistent application of existing standards, unstructured data transformation, and data security and privacy concerns. In addition, the fiscal burden of modernizing legacy government-wide HRIT to eliminate these data barriers are difficult to quantify and operationally unfeasible due to severe funding constraints.

The existing environment ultimately limits the government's ability to effectively understand the federal workforce landscape, inform strategic policy and decisions and to provide to agencies the tools and services that foster timely, data-driven decisions. Moreover, it is currently impossible to construct and exchange a single, machine-readable employee digital record throughout the federal employee's career. For example, there is an immense amount of manual human interaction and intervention needed during retirement processing to collect structured and unstructured data from multiple government-wide authoritative agencies in order to complete the employee's retirement package. When there is an issue pertaining to accuracy or completeness in the employee record, the burden of proof falls on the employee's ability to provide the data which is usually in the form of paper records they saved over the course of their career. If the employee did not maintain accurate records this can severely delay the completion and adjudication of their retirement package and delay and/or reduce their earned benefits.

These issues are government-wide and these limitations especially affect OPM. OPM currently receives personnel action records, payroll records and limited employee training information through 19 data feeds from agencies and shared service providers (SSPs) into the EHRI Data