DCHRMS NEWSLETTER

Defense Civilian Human Resources Management System

A Message *from the Director*

Ms. Michelle LoweSolis, SES
Director, Defense Civilian Personnel Advisory Service

"Coming together is a beginning. Keeping together is progress. Working together is a success." **–Henry Ford**

As Director of DCPAS, it's always a pleasure to let you know where we are with DCHRMS and thank all the people who are helping make it a success. You'll see some of their stories in this edition of the DCHRMS newsletter.

Since our May newsletter, we have completed our first Conference Room Pilot (CRP), where all the Services and Components came in to test the DCHRMS foundation. What do I mean by the DCHRMS foundation? The foundation is all about data. It's making sure that all the data fields are properly aligned in the system to either the position, the assignment, the job, or the person. It's making sure that the drop-down menus have the right list of values. It's making sure that the data migrating over from Defense Civilian Personnel Data System (DCPDS) is migrating properly into DCHRMS. While it may not seem terribly exciting, completion of this first CRP is a critical accomplishment. Clearly, we have to get this right, and validation of the foundation means approval to move ahead. This milestone continues to be accomplished in a virtual work environment with testers in their homes all over the country. Thank you to all who participated!

Prior to starting the CRP, we provided senior Human Resources stakeholders with a demonstration of some of the functionality in DCHRMS. We demonstrated the Name Change process. We also provided a demonstration of the performance capability in DCHRMS. As you may recall, the Defense Performance Management and Appraisal Program (DPMAP) performance tool is embedded in DCPDS so when DCPDS sunsets, we lose DPMAP. The Labor and Employee Relations team has done incredible work to get the new performance capability configured in DCHRMS. Being able to see progress rather than simply conceptualizing it is a powerful motivating force. Based on feedback, we will continue to provide demonstrations to the DCHRMS Functional Board prior to each CRP. Our next CRP is scheduled to be held in August, and we'll be testing the process for bringing new employees into the Federal service (Recruit/Fill – NOA 101).

There is still a lot of work to do. We can only execute the plan with the support of the Services and Components. But if Henry Ford is right, then we are on the path to success. I look forward to updating you in our next issue of the DCHRMS Newsletter!

Ms. Michelle LoweSolis, SES
Director, Defense Civilian Personnel Advisory Service

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DEPARTMENT OF DEFENSE

DCPAS
Defense Civilian Personnel Advisory Service

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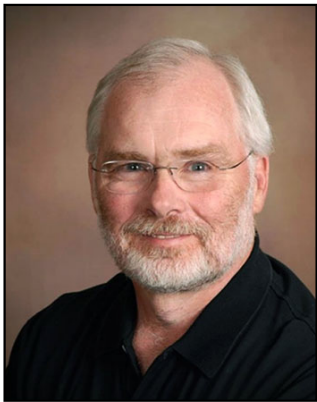
Mr. Howard Locke
Director, Defense Finance Accounting Service HR Shared Services Center

Recognizing that the current personnel system required an upgrade to meet DOD's future mission requirements, an enterprise-wide team is hard at work on the Defense Civilian Human Resources Management System (DCHRMS). Incorporating the Agile Project Management methodology, DCHRMS has made steady progress working in a virtual work environment. Having made this headway sets the stage for a critical milestone: the Defense Finance and Accounting Service (DFAS) is the first Component to test drive DCHRMS.

"It made sense for DFAS to lead the way," explained Mr. Howard Locke, Director of DFAS' HR Shared Services Center. "In line with the agile methodology of taking smaller bites of the elephant to make the project more manageable, DFAS was asked to set the baseline. DFAS is big enough to represent sufficient diversity to establish a baseline while, at the same time, alleviating the complexity of size." Mr. Locke attributed a visit to DFAS headquarters in Indianapolis by DCPAS Director, Ms. Michelle LoweSolis, for DFAS' role as an early adopter.

While having the inside track has its benefits, it puts DFAS in the spotlight as everyone in DOD is watching what happens with the data migration. "DFAS has the opportunity to lay the foundation. We are developing the rhythm and cadence for development and implementation of DCHRMS," said Mr. Locke. A significant position that Mr. Locke says required a lot of behind the scenes preparation. Some early challenges, according to Mr. Locke, were the "learning curve for all of us. First, learning the capability of the core software product, learning the meaning and intent of terms, and then the challenge of connecting Federal and DOD HR requirements to private sector terms, concepts, and processes, while using language that all of the stakeholders understand. I believe over the months with everyone working together, we have largely bridged this initial gap and the agile process has focused these discussions."

"For those who have experienced prior data conversions, you know the significance of data clean-up before converting data," continued Mr. Locke. "Dexter [Burnam, DCHRMS project lead] has foot stomped data quality from the beginning and I'm sure we will continue to do so. We all need to look at our processes, things we do manually today that could be improved by future automation. We need to do more than pave the cow path and put a pretty interface on it."

OTBI and HCM Extract: *A Human Resources Reporting Game-Changer*

For a Human Resources professional, the ability to access meaningful data quickly in formats conducive to multiple audiences is critical. One of many advanced features of the cloud-based Defense Civilian Human Resources Management System (DCHRMS) is the reporting tools.

Defense Civilian Personnel Advisory Service (DCPAS) officials are putting significant emphasis on ensuring the human resources workforce is well versed in the new Oracle® Transactional Business Intelligence (OTBI), and Human Capital Management (HCM) Extract tool. According to the OTBI website, OTBI "delivers a flexible and easy-to-use analysis tool that helps you to gain real-time insight into transactional data, understand data patterns, and be alerted to key events and data anomalies." OTBI's robust ad-hoc reporting features include role-based dashboards, data visualization, and self-service information delivery.

HCM Extract is a flexible tool used to generate data files and reports, which supports business requirements including bulk data updates and data sharing. HCM Extract users "will experience data extraction by way of data groups, criteria, records, attributes with several delivery options such as Excel, HTML, or PDF," explained Patricia Ward, Program Integrator for DCPAS, Enterprise Solutions, and Integration.

Setting the Pace: DFAS *is First Component to Test Drive DCHRMS*

Additional preparation involved DFAS picking people with Defense Civilian Personnel Data System experience; assembling a dedicated team focused on the success of the DFAS' Initial Operational Capability (IOC) deployment and the overall success of DCHRMS. "We have committed some of our best HR staff to the DCHRMS development effort and are ensuring they have access to other subject matter experts behind the scenes," said Mr. Locke. "We also embrace collaboration with our DOD peers and expect to work together with other Components to establish the baseline from which to build the complexity found across all of DOD."

Providing a glimpse into the DCHRMS process and some of the exciting features of the new system, Mr. Locke shared that the agile process has improved communications and helped make the 100 percent telework experience successful. "The agile process is not new to us. The SCRUMS provide a more efficient approach. By taking smaller bites, the team focuses attention on one issue and then completes it and moves on to the next issue."

As for features, "we are intrigued by the possibilities for improved self-service. From the manager being able to track the status of personnel actions, for the employee to initiate actions, to the reporting and data analytics at all levels. The look and feel of DCHRMS is more modern, an improvement over the past. The performance management piece is a significant improvement. DCHRMS provides efficiencies, process improvements, HR reforms, and savings."

Lastly, Mr. Locke emphasized that "we still need to consider the opportunities and the art of the possible. While we may not achieve that by IOC, we need to set the foundation for the future. DCHRMS' potential for mission-related impacts and meeting future DOD needs lie ahead with capabilities like data analytics, better quality data that is more accessible, tools to predict trends and workload, data collection in usable forms, and more transparency."

Mr. Locke was appointed Director of the Human Resources (HR) Shared Service Center for the Defense Finance and Accounting Service (DFAS) in January 2017. He has served in the Federal Government for 38 years in progressively more responsible roles with DFAS and with the U.S. Department of the Army Finance and Accounting Center. Earlier in his career, Mr. Locke worked for the Indiana State Personnel Department. Among his career highlights, Mr. Locke was project manager for migration to legacy Defense Civilian Personnel Data System (DCPDS) and for implementation of the Oracle-based DCPDS.

A sixth generation Hoosier, Mr. Locke holds a Master of Public Affairs degree from the Indiana University School of Public and Environmental Affairs and a bachelor's degree in Political Science and History from Indiana University. Mr. Locke enjoys researching family history and genealogy as a member of the Society of Indiana Pioneers. ∎

OTBI and HCM Extract: *A Human Resources Reporting Game-Changer*

Training

DCPAS is committed to ensuring the Components have the training needed to prepare their employees for the transition to DCHRMS. The train-the-trainer (T3) approach is being utilized "to offer working group members the opportunity to get trained, so they become familiar with the OTBI application and HCM Extract key features and how they will increase the effectiveness and efficiencies when training their Component HR system users," said Ms. Ward.

The OTBI course is designed for team members responsible for organizing, creating, and maintaining reports and related documents within the OTBI application for DCHRMS. Participants will become adept at organizing, creating, and maintaining analyses and dashboards; scheduling content delivery; and using advanced visualization features within OTBI for HCM Cloud Fusion. Objectives of the HCM Extract training are to understand key features of HCM extracts; identify components of an extract; create, validate, and run extracts; and describe extract delivery options and details.

Ms. Ward added, "Additionally, the Reports Working Group will leverage the DCHRMS Training Working Group to ensure our T3 Trainers are prepared to instruct. They will learn principles and best practices for efforts of safeguarding a high level of consistency and T3 success across the Department."

T3 training includes one session focusing on OTBI and two for HCM Extract. The private trainings, which include T3 trainers and report developers, are specific to Department of Defense (DOD) enterprise reporting needs. The table shows the number of total seats for OTBI and the HCM Extract training sessions. Dates are forthcoming. ∎

Dates	#	Session
TBD	16	HCM Extract Training
TBD	16	HCM Extract Training
TBD	18	OTBI Training

Spotlight | Leading the Charge for DCHRMS: Mr. Dexter Burnam
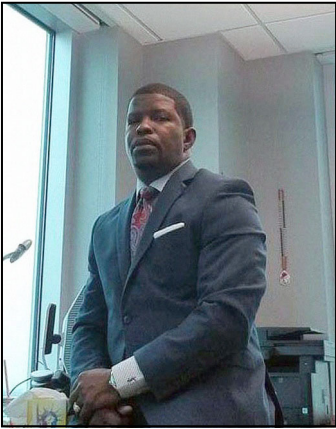
Dexter P. Burnam, MPM
Director, Enterprise Solutions and Integration
Defense Civilian Personal Advisory Service

Implementing the enterprise-wide Defense Civilian Human Resources Management System (DCHRMS) is a significant undertaking for the Department of Defense (DOD). The intricacies of building this robust system, starting with the foundation, requires multiple levels of expertise, precision, and a guiding force.

Mr. Dexter Burnam is that guiding force, providing direct oversight for DCHRMS. This project is an expansion of his experience overseeing the implementation of human resources systems in multiple portfolios throughout his career. DCHRMS is different, however.

"I believe this system is probably the most impactful because of the number of people affected," explained Mr. Burnam, Director of the Defense Civilian Personnel Advisory Service's (DCPAS) Enterprise Solutions and Integration (ESI).

In his role with DCPAS, Mr. Burnam is the functional portfolio manager and systems integrator for DOD's Civilian Human Resources Management (CHRM) IT systems. He brings strategic solutions to the table to support the more than 900,000 defense civilian employees worldwide through business process re-engineering, process improvement, and system integration. With DCHRMS coming with the territory, Mr. Burnam meticulously works across numerous teams to meet all system requirements.

"As the lead for DCPAS for this huge effort, it requires meeting with stakeholders regularly and working with the HR Core Working Group on so many different levels," said Ms. Michelle LoweSolis, DCPAS Director describing Mr. Burnam's role with the DCHRMS project. "There are so many pieces of this. This is a team effort. To lead a project of this magnitude and get it on the street is no small task. I am happy that Dexter is leading the charge."

What is Happening Now with DCHRMS

DCHRMS recently completed its first Conference Room Pilot (CRP) including civilian HR Subject Matter Experts (SME) from each 4th Estate Component and the Services. As the Defense Finance Accounting Service (DFAS) is the early adopter for DCHRMS, the CRP focused, in part, on data validation for the organization with the participation of all Services and Components.

DFAS' involvement at this early development stage of DCHRMS is valuable to the future direction of the project. "I am very appreciative that DFAS is stepping up to the plate," said Mr. Burnam. "They are very willing partners. DFAS brings a unique perspective as a Component going in first. DFAS is the overall departmental pay office, so it makes sense to work with DFAS to ensure we mitigate pay issues before we deploy." Also, DFAS' role is critical at this stage of the project because they have "most of the record types that the Department requires," he added.

About Conference Room Pilot 1

CRP 1's purpose was to establish the new system's foundation by transferring data from the old system, Defense Civilian Personnel Data System (DCPDS), to establish the baseline for data conversions and alignment for future configurations and deployments. There were two primary objectives to CRP 1: a) Confirming DCPDS data fields migrated to DCHRMS; and b) Moving specified DCPDS data to equivalent DCHRMS fields by defining conversion requirements.

"This is the foundation of the system," explained Mr. Burnam. "If this is not done correctly, it will prove to be very difficult to move forward with subsequent CRPs. Alignment is important. Without a foundation, we cannot have a house."

One of the major challenges testers faced going into CRP 1 was the scope of data elements that required review and validation, inclusive of nearly 345,000 values. Examples of data categories for these elements included name, social security number, date of birth, job, position, and assignment. Developers also had to consider how the data is displayed within the system, as the information is converted from DCPDS to the new framework in DCHRMS.

"The event was a success," said Mr. Burnam. "Participants reviewed thousands of data fields and validated the acceptance criteria." CRP 2 – tentatively scheduled for later this summer – will focus on the Recruit-to-Fill process.

Spotlight | *Leading the charge for DCHRMS: Mr. Dexter Burnam*

The Role of the SCRUMS in DCHRMS Implementation

Using the agile methodology, the development becomes segments or sprints. This approach allows teams to concentrate primarily on requirements for configuration, systematic breakdowns, and what it takes to build the system, explained Mr. Burnam, who also oversees all SCRUM teams. Teams continuously gather requirements while completing system configuration.

SCRUM teams provide an advantage to system development, allowing for simultaneous development. Instead of duplicating efforts, the teams consolidate efforts with checkpoints throughout each integral step. SCRUMS are a form of agile development that puts SMEs on specific teams independent of each other. They develop a backlog of user stories, define requirements and definitions, and then convene for the "team of teams" to consolidate requirements and link them.

The SCRUM reviews are periodic tests of the system, which include a playback and a hands-on review of the system as developed. "Using SCRUMS allows us to identify risks early before they become a problem," said Mr. Burnam.

He added, "We don't want a waterfall – waiting until the end to address a problem we already have and know will impact the scheduling, for example. There are three main things to watch from a programmatic standpoint: cost, schedule, and scope. SCRUMS allow us to manage cost, schedule, and scope without introducing scope creep."

Where DCHRMS Started

In June of 2019, DCPAS successfully tested and accepted a DCHRMS prototype. Today, developers are building on top of the model to complete the system. In taking steps to realize greater efficiency, user roles were reduced by approximately 70 percent, data fields downsized by nearly 40 percent, and business rules decreased by 30 percent.

"Our long-term goal is to bring efficiencies," said Mr. Burnam. "We are switching over to a brand new look and feel. There will be pain points which will be alleviated as users get more comfortable using the system."

As of now, things are moving along quite well with the promise of a new system that will drastically shape the way the Department administers HR services. "When I take a step back and think about what we are doing, it is pretty amazing," said Mr. Burnam.

Mr. Dexter Burnam's career spans more than 28 years, including the Military and Federal Civil Service. Before serving as the Director of Enterprise Solutions and Integration, he was the Chief of Information Systems supporting the Office of the Secretary of Defense (OSD) for Personnel and Readiness, Transition to Veterans Program Office. Mr. Burnam was also a Senior Consultant and IT Program Manager for Abacus Technologies supporting the Defense Security Service's Office of the Chief Information Officer, and Senior Business Systems Analyst for Science Applications International Corporation supporting OSD's Business Transformation Agency.

Mr. Burnam retired from the Army with 21 years of honorable service. He received the Office of the Secretary of Defense Exceptional Civilian Service Award and earned a Master of Project Management and a Master of Information Systems Management. ■

Performance Management Making Traction

With testers fresh out of the first Defense Civilian Human Resources Management System (DCHRMS) Conference Room Pilot (CRP), the development of new Performance Management automation features is closer to reality as foundational requirements are getting validated.

The significantly enhanced performance management tool will provide Department of Defense (DOD) managers and employees with one-stop access to a more intuitive and user-friendly system. The Defense Performance Management and Appraisal Program (DPMAP) will be the first performance management program to transition to the new cloud network through a phased approach.

During CRP 1 in July, the Performance Management team's role was to monitor day-to-day actions for any impacts. As efforts shift to the CRP 1 After-Action Review, the focus is capturing lessons learned, explained Ms. Amber Goodman, DCPAS Human Resources Specialist, Labor and Employee Relations.

Performance Management Making Traction

CRP 2 will continue with a focus on Recruit-to-Hire processes as testers and developers lay the foundation for DCHRMS to implement the system with early adopter, Defense Finance Accounting Service (DFAS), and, ultimately, enterprise-wide. DFAS is leading the way in the agile SCRUM, team-of-teams approach to system build-out. The Washington Headquarters Service and the Defense Logistics Agency will follow DFAS.

"We are looking forward to CRP 3 because that is when the Components will get in the system and see how the performance management tool really works," said Ms. Goodman. "But, first, we need the foundation in place before we can configure the DPMAP system and get in and poke around."

DCHRMS will first incorporate DPMAP automation followed by the Defense Civilian Intelligence Personnel System. Additional performance management programs may be integrated into DCHRMS in the future.

Collaboration with the Services and Components has been critical to the performance management system's core development. Requirements have been tailored during both in-person and remote sessions with the Components and Defense Manpower Data Center to prepare for the upcoming SCRUMS and CRP 3 later in 2020.

Next steps for performance management development include a performance management demonstration that will present more streamlined processes flowing together with DOD terminology incorporated. The performance management team is also actively engaging with working groups such as DCHRMS Core, Testing, Reports, and Training to ensure that all its objectives are met along the road to deployment. ■

Employee Landing Page

Career and Performance

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NEWTON, CAMERON JERELL

Skills and Qualifications
Build your talent profile by adding skills and qualifications.

My Performance Plans
Set and manage performance performance elements & standards.

My Performance Documents
View performance documents and complete related tasks.

My Journal
View or request feedback about yourself.

Next Steps

- *Conference Room Pilots 2 and 3*
- *Focus on Recruit-to-Fill System Integration*
- *September Newsletter publishes*
- *Train-the-Trainer sessions continue with Components*