



United States Department of the Interior

OFFICE OF THE SECRETARY
Washington, DC 20240

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Memorandum

To: DOI Bureau Directors
DOI Office Directors

From: Mark D. Green
Deputy Assistant Secretary - Human Capital and Diversity
Chief Human Capital Officer

Subject: Human Resources Information Systems Priorities to Continually Optimize
Customer Experience

From June 27 to 28, 2023, bureau and office Human Capital Leaders (HCLs) and members of their support teams gathered for a two-day strategic retreat to explore human resources (HR) Information Technology (IT) priorities. This memo highlights the outcome of this retreat to include: the importance of data quality and HR IT system interoperability to improve the customer experience for leaders, supervisors, managers, employees, and HR service delivery team members.

As a follow up to the HCL retreat held in November 2022, during which many needs for HR IT arose, the Office of Human Capital (OHC) Division of Strategic Human Capital Initiatives hosted this retreat to identify common HR IT priorities across all bureaus and offices. The end goal was to drive improvements in HR service delivery and customer experience. The outcome of this HR IT Retreat builds on and enables the priority HCLs identified in November 2022, to ***work together to develop consistency and transparency of the analysis of human capital data.***

During the two-day workshop, participants envisioned an “Artificial Intelligence (AI)/Intelligent Automation (IA)-Enabled HR” function serving the missions of the Interior. Participants articulated the vision for a continually optimized customer experience, leveraging standardization of processes and supporting IT to enable system integrations that provide a seamless “single system” user experience.

Specifically, participants agreed the focus must be on achieving **improved data quality** through data cleansing **and business process or technology-related solutions** to address the root cause of poor data quality. Participants discussed a process to continually identify, prioritize and act on data cleanup and solutions for long-term data quality improvements. These incremental improvements will lead to the ability to implement intelligent automations and integrations to

reduce administrative burden and allow for future integrated human capital business processes, systems, and reporting.

Participants agreed on the following priority area, timeline, and process for continuous improvement:

- 4th Quarter FY 2023 through 1st Quarter FY 2024:
 - OHC will engage bureaus/offices during the new performance management system implementation to address data cleanup for supervisor/employee relationships and organization structures, which will impact multiple systems and business needs;
 - OHC will engage with OCIO, IBC and others as needed to determine options for a solution to ensure continued data quality through standardization of relevant business process and implementation of technology solutions intended to reduce manual data entry and upkeep; and,
 - OHC and bureaus/offices will review quantitative and qualitative data on customer satisfaction for HR service delivery and employee satisfaction to determine priorities to be addressed following the agreed upon process for discovery, data cleanup, and long-term solutions toward the “single system” user experience envisioned.
- 2nd Quarter FY 2024, and ongoing:
 - Bureaus and offices will review progress and options for long-term solutions of supervisor/employee relationships and decide on a path forward, which will include considerations for budget and resources;
 - OHC will facilitate a governance process to engage bureaus and offices to determine the next priority(ies) for discovery, clean-up, and long-term solutions; and,
 - OHC will identify and draft new or revised policies to promote standardization and data quality improvements as needed, routing through the HR Policy Review Board prior to publication and implementation.

Continued prioritization of data quality will drive standardization of business processes and enable modernization options not currently available to Interior’s HR function, given the current lack of standardization and data quality. These efforts will improve OHC’s ability to perform HRStat functionsⁱ and measure progress against OMB Memorandum [M-23-25](#), the Human Capital Operating Plan, and the [DEIA Strategic Plan](#).

Thank you for supporting your HCLs and HR practitioners as they work with OHC to improve the user experience and create a path to continued optimization of service delivery in support of Interior’s missions.

cc Human Capital Officers
 Human Resource Directors
 Chief Information Officer
 OS Associate Chief Information Officer

DAS Administrative Services
IBC Director

ⁱ PB 19-10 Human Capital Accountability and Program Evaluation, part 9, section a. HRStat notes the requirement for quarterly evidence-based data-driven reviews to monitor progress in meeting key HC goals that support the DOI Strategic and Annual Performance Plans.