

Building the Case for HR Modernization

The purpose of the **Federal Human Resources Modernization Business Case Playbook** is to help users increase the probability of securing modernization activity approval and the supporting funding by preparing better business cases. The playbook provides a guide for federal government decision makers to prepare winning business cases for human resource (HR) modernization activities by focusing on gap identification, outcome selection and cost considerations.

For the purposes of this playbook the term ‘outcome’ refers to both outcomes [changes to operating conditions] and outputs [results of production] collectively. Each output’s benefit thus is considered as either an improvement to production or change to the operating environment that provides the agency an advantage or efficiency in achieving its mission.

Not all modernization activities will require funding beyond an agency’s operational budget. For example, the adoption of governmentwide human resource service measures, such as those promulgated by the [Human Resource Quality Service Management Office \(HR QSMO\)](#), and advocated by the [HR Line of Business](#) may allow agencies to simply shift into a uniform method of performing human resource work to improve its timeliness, efficiency and accuracy, thereby modernizing its human resource services.

Key Questions

1. How can I ensure that I am identifying all gaps between the current and future state operations to effectively lead, advise, and influence HR modernization efforts?
2. What data can I document to develop a comprehensive, evidence-based business case that is both defensible and actionable?
3. What surveys and interview methods can I use to capture anecdotal experiences critical to human-centered HR modernization planning?

4. What outcome(s) and/or output(s) should be prioritized to assist with planning the future state of HR operations?
5. How can I determine the readiness of the organization for HR modernization initiatives?

Checklist

Thoroughly review the [Federal Human Capital Business Reference Model](#) (HCBRM) to determine opportunities for modernization initiatives. Map the 15 functions and 54 sub-functions

Compare current state service measures in light of desired future state utilizing [HR Service Measures](#). A simplified sample of service measures targeted for modernization is included [here](#).

Revision #1

Created 26 February 2024 16:48:10 by Tom O'Malley

Updated 26 February 2024 16:51:19 by Tom O'Malley