



Human Capital Information Environment (HCIE) Highlights

Highlights

News and information on HCIE developments, associated systems, and recognition

Volume 6, Number 3, Winter 2012

Did You Know?

NASA Pathways

The current Pathways initiative is to collaborate with internal users to ensure its full potential utilization. NASA's automated Staffing and Recruitment System (NASA STARS) now has a template for creating Pathways-specific posts for USA Jobs, and the Pathways Web sites will provide direct links to those positions. However, HR staff needs to understand how to tailor the template for their specific needs, as well as adjust reports from STARS on the back end to identify and evaluate Pathways candidates correctly.

Looking ahead, the Pathways team is looking into developing a Web-based tool to help users navigate to either Pathways or the U.S. Department of Education's One Stop Shopping Initiative (OSSI), which represents non-civil servant opportunities.

Pathways Web sites are available from NASA People, Careers at NASA (http://nasajobs.nasa.gov/careers_lp.htm) and the NASA HR Portal (<https://hr.nasa.gov/>).

For more information, please contact Dan Fusco at dan.fusco-1@nasa.gov.



We're Listening...

HCIE is always looking for new article ideas, photos, suggestions, and feedback. You can reach the HCIE team at hcie-feedback@lists.nasa.gov.

Virtual Executive Summit



The 2012 Virtual Executive Summit was a series of sessions, activities, and interactions conducted in an online environment throughout the month of October. The summit targeted approximately 600 executives across the Agency. Its objective was to demonstrate that relevant Agency communications, collaboration, and learning can be effectively delivered in a distributed environment that engages employees virtually. The Virtual Executive Summit succeeded in its objective and even enabled events and activities to continue throughout Hurricane Sandy.

The 2012 Executive Summit predominantly used two tools to achieve success: Human Resources Messaging Service (HRMES) and the Human Resources (HR) Portal. Event organizers used HRMES for marketing. They leveraged the system's ability to filter based on Federal Personnel Payroll System (FPPS) HR data to reach all relevant participants, including individuals detailed to Senior Executive Service (SES) positions. A weekly HRMES message provided the targeted SES audience with a list of the week's events with embedded links to proceed directly to each promoted activity.

The HR Portal supported a new Executive Development Community, which hosted all of the recorded and live sessions, message boards, and chat functionality. The Virtual Executive Summit introduced many participants to online collaboration tools, such as Adobe Connect. Lunch and Learns helped to educate participants in how to use the featured tools, and participation increased as end users become increasingly familiar with the new opportunities to collaborate virtually.

For more information, please contact Shannon O'Connor-Jobe at shannon.k.oconnorjobe@nasa.gov.

SES Performance Appraisal System

In 2011, the Office of Personnel Management (OPM) issued a Government-wide performance appraisal system, which provides a standard framework to communicate performance expectations and evaluate the performance of SES members across all agencies. Other agencies, including the U.S. Department of Veterans Affairs, have adopted and implemented this new system.

While OPM implemented the design and framework for the system, agencies have the ability to apply agency-specific policies and processes within established OPM guidelines. OPM approved NASA's policies and processes for the new system, which will be implemented this cycle for the 2012-2013 performance year. The new SES Performance Appraisal System (SES PAS) provides the structure and framework that supports an environment and culture of effective leadership and achieving results. There are three key dates for the 2012-2013 performance year:

Continued on the next page

Continued from the previous page

- January 31, 2013: All Performance Plans and Executive Development Plans (EDPs) are complete.
- April 30, 2013: All midterms are documented and complete.
- August 31, 2013: All proposed ratings and summary narratives are complete.

NASA has also developed an automated tool for the new SES PAS, allowing for greater convenience and efficiency. The automated tool will replace NASA's existing paper-based system, and executives will conduct performance appraisal activities using a Web-based application (i.e., develop performance plans and EDPs, document midterms, and perform end-of-year closeout activities). The new tool provides features and benefits that will reduce some of the administrative aspects of the paper-based process, including real-time reporting and use of electronic signatures.

The automated tool will be implemented Agency-wide in December. The tool will be accessible through the HR Portal for all Executives and those who provide support, including Center and Agency Executive Resource Points of Contact (POCs) and Administrative Officers.

For more information, please contact your local Center Employee Resources (ER) POC.

HRMES Phase 3

HRMES, the internally developed, Internet-based HR application, will be made available for use by all Centers in January 2013. HRMES's functionality enables e-mail messages to be sent to a specific target audience by utilizing a series of filters based on HR data stored in the FPPS. The system has been in use by NASA's Office of Human Capital Management (OHCM) and the NASA Shared Services Center (NSSC) since early 2011. OHCM and the NSSC have predominantly used HRMES for Agency-wide messages to specific audiences.

Starting in January 2013, Centers will be able to use HRMES to address specific audiences within their own Center. To communicate between Centers or Agency-wide, Centers will still have to submit a request for a HRMES message to OHCM. Because HRMES messages are uniform, it will not be possible for end users to distinguish between Center-originated messages and Agency-originated messages. For this reason, Centers will receive guidelines and lessons learned about the HRMES communication channel for appropriate messages. Each Center will also have a HRMES POC who has been trained on the system and can help evaluate whether HRMES is the best vehicle for a message.

For more information, please contact Dan Costello at daniel.p.costello@nasa.gov.

Telework WebTADS Project

OHCM and the Center telework coordinators have been coordinating with the NASA Enterprise Applications Competency Center (NEACC) to enhance the telework request feature in the Web-based Time and Attendance Distribution System (WebTADS) to more effectively support the Work from Anywhere/Telework program and to meet the requirements of the Telework Enhancement Act of 2010. The updates began in June 2012 and will be completed in mid-December 2012.

The new telework functionality will streamline the process to enroll in and create a telework agreement. For example, there is now a data feed from the System for Administration, Training, and Educational Resources for NASA (SATERN) into WebTADS, so supervisors can easily see when their employees have fulfilled the training requirement before approving. In addition, reports will provide additional granularity into tracking telework, including reports on which employees are eligible for telework and whatever type of telework they're participating in.

WebTADS is accessible to employees through the NASA HR Portal (<https://hr.nasa.gov/>) via the Systems Launcher. For more information, please contact Samichie Thomas at s.k.thomas@nasa.gov.

Comments from Candy

It's hard to believe that 22 years have passed for me at NASA and that I'm about to journey down a very, VERY different path. I started at NASA in 1990 as a rescue case by Vicki Novak, the Agency Human Resources (HR) Director at the time. As was Vicki's way, she knew someone who knew someone who knew me—and knew I was very unhappy with the organization I was working for. The transition from the U.S. Department of Defense to NASA as the Staffing Policy Lead was truly one of the most fortunate opportunities I have ever had. At NASA, I was able to lead an exceptional group of staffers across the Agency, shape Agency and Federal policy, and ultimately work in partnership with my staffing partners at the Centers to automate our hiring system in 2001. NASA STARS was a journey of discovery for many of us, as automation was new and exciting (or scary), but promised us relief from resource-intensive processes that were increasingly insufficiently staffed.

Although NASA STARS was not my first attempt at automation, it was truly for me the turning point in my career that evolved from my love for staffing to a love for automation and process efficiency (I know, corny). So, where did it start?

It started with a Texan-Staffing-Lead-turned-Benefits-Lead (you likely know him by the name Mike Stewart), who was like a bloodhound on a trail in search of better support for his



Candy

Candace S. Irwin
Director, Workforce Systems and
Accountability Division
Office of Human Capital Management

Continued on the next page

<https://hr.nasa.gov>

Human Capital Information Environment (HCIE) Highlights

Continued from the previous page

customers and more efficient processes. His career likely should have been as an attorney, as his arguments in getting me to go to conferences, considering different ways of doing business, and finding funding were always passionate and could counter (argue) any objection or question I posed. Thus began the partnership that grew into an amazing collaboration between HR and Human Resources Information Technology (HRIT) staff across the Centers to deliver better, faster, and cheaper (and of course user-friendly, informative, and integrated) human resources processes and capabilities.

In the late 1990s, we came together as a community to better position NASA to attract and motivate job applicants, tackling the Center-specific recruiting Web sites and deploying a well-branded, well-organized, meaty Agency-wide NASA Jobs Web site. A wonderful collaboration using real-time development focused on best practices gained through research, conferences, and innovative ideas.

Over the next 5 years, we expanded NASA Jobs, deploying our NASA People Web site, and we clicked off one Agency-wide, AWARD-WINNING human capital system after another, including NASA STARS, SATERN, NOPS, NEPS, WTTS, NSEMS, EODS, EPCS, FPPS, and CMS. These systems provided automated, efficient solutions for key elements of the human capital process and resulted in enormous return on investment for NASA.

In 2005, we recognized the importance of integration and providing valid, comprehensive information for our stakeholders. Our HRIT team gathered requirements from over 120 stakeholders and reached out to the Office of the Chief Information Officer (OCIO), the Office of Diversity and Equal Opportunity (ODEO), HR directors, professors, protective services, and other organizations to help us formulate a business case and concept to move our HRIT solutions into the best Human Capital integrated, information Environment in the Federal government—competitive with top companies in the private sector.

Over the past 5 years, we have completed automation of all elements of the human capital life cycle, have focused on information delivery through a fabulous portal gateway, focused on usability and communications, and have moved into support for working from anywhere and a culture of innovation. You have to be enormously proud of your accomplishments. We were successful because we understood the value of community, of listening, and of our customer, and we were committed to enabling our HR programs to enable the success of our Agency. I cannot thank you enough for the friendship, the expertise, the extremely hard work, the testing, requirements development, the change management... your patience, and all of the many, many things you've willingly done to support this environment we have built that is truly the envy of other Federal agencies.

So, although I am moving into greener pastures (literally), as I bought the farm (in a good way), and have started to put critters on it (mini-donkeys and horses), I will always look back with gratitude, enormous respect, and pride for what we have all accomplished. I will miss all of you but leave absolutely certain that you are an amazing group and will all work together to continue this awesomeness (I stole this word from Erica ☺) that we have built.

Well Wishes for Candy

Throughout the course of a person's life, one is led by many different types of people. Over time, a person realizes that being in a leadership role does not create a leader—one simply does not beget the other.

Truly great leaders do not coerce; they enlist support. They inspire those under them to try harder, be more creative, and push the boundaries of convention. They lead by example, requiring as much from their people as they expect of themselves. Great leaders do not mandate the way forward but help shape it, requesting support, ideas, and input from all members of their team.

Candy Irwin is such a leader. Her vision of how NASA systems could support human capital functions within the Agency created an organization that continues to thrive today. The Human Capital Information Environment (HCIE) provides automated tools and resources that allow every NASA employee to spend more time focusing on their mission-oriented work. The systems created under Candy's leadership have saved the Agency a great deal of time and money and are the bar that the rest of the Federal Government strives to meet.

Throughout her career at NASA, Candy approached each of her roles with the vision and confidence of a great leader. She requested support and input from all members of her team, she worked night and day as an advocate for her organization, and she required only as much from her employees as she expected of herself—a lot. With a serious tone (but quick smile) and a vision for better things, Candy worked to involve all members of the impacted communities in the decision-making process surrounding HCIE. From developers to HR executives, she ensured everyone had a voice. As a result, she fostered a community that is creative and communicative, a community that supports each other and works diligently to make human capital processes accessible and efficient for all NASA employees. Candy also created a familial atmosphere within her team, fostering an environment where anyone could suggest an idea, no matter how crazy. As long as they had an implementation plan and were open to guidance, Candy was all ears.

The next life cycle of HCIE is currently taking shape. There is no doubt, in the minds of all involved, that Candy Irwin's legacy will have a large footprint on the future of HCIE. Candy's vision and values shaped the organization we all know today and we will strive to carry that legacy forward into the next generation. Working under a great leader is an infrequent occurrence in one's career, and we are all very grateful for the opportunity we had to work with Candy.

All of us in HCIE wish her the best of luck in the future, and we say, with sincere gratitude, thank you, Candy, for everything.



Candy, it is with sadness that we say goodbye to you in retirement but with joy that we've had such a strong advocate as you for this Agency, in particular, the Office of Human Capital. Without you and your enthusiasm for human capital issues and concerns, we would not be where we are today with all the flexibilities, tools, and capabilities that we have. You have always been there for us (Stennis) by looking out for the little guys—and we say thank you. Seems like you have been at NASA forever, like me. I remember back in the day, always calling you and Joanne Mueller when I had questions and you were always spot on—a personal thanks to you for that. Well, I'm going to miss you, kiddo, but I know this is a transition to the next chapter—enjoying retirement, taking care of horses, and looking forward to grandbabies—the best part! So best wishes to you and your family—take care of yourself, and keep in touch.

Dorsie and your friends at Stennis!

Best wishes for an absolutely amazing retirement! I've had many supervisors in my 28 years of Federal service, but never have I had one such as you. You are such a powerful, passionate, amazingly motivating force that has inspired me on many occasions to be more and do more always and in everything. When I think of you, the words mentor, leader, and most importantly, friend come to mind. I will truly miss your enthusiasm, strong opinions, guidance, and brilliance upon your retirement.

Thank you so much for everything,

Patricia A. Strother (Please stay in touch☺)

Thank you for the example you have set as a leader, a mentor, and a manager. I have been personally blessed by the projects that I have led or participated in because you had the faith in the people that you tasked and the patience and wisdom to guide. Your legacy is that I and the others you mentored have become better leaders, mentors, and managers.

It continues to bless me that every project that the NASA human resources community has undertaken is held up by other Government agencies and the private sector as benchmarks in their own right, as well as the overall vision.

Thanks for the ride!

Lou Nosenzo

Candy,

Our history literally started on my first day with NASA. I was sent on travel my first day to DC to participate on the NASA STARS development team to begin designing and implementing a new automated approach to staffing and recruitment. As the project lead, you welcomed me to the team with open arms. You have remained a true friend and co-worker, one of the brightest professionals I've ever had the pleasure of working with. What a loss to NASA, but your influence on so many will hopefully position us to continue the forward path that you've paved for us. Best wishes on your retirement. You will truly be missed by many!

Lois Alliss

Looking back, the innovative HR information technology years will be known as the "Irwin Era." HCIE grew from an idea into a robust integrated system that enhances all aspects of the HR world. I continue to delight in seeing the faces of new HR employees who are surprised how developed the HR systems are in NASA. "NASA is light years ahead of other agencies," they say. "Well of course, after all, this is NASA," I reply. Candy's determination led, pushed, pulled, and cajoled us into the 21st century and beyond. I appreciate being along for the ride. Thank you, Candy! Enjoy your retirement; you deserve to relax and reflect upon the legacy that has benefitted so many NASA employees.

Best regards,

Jody Williams

Candy is unequalled in terms of vision, dedication, and determination. It has been my privilege to be associated with her through work on the HR Portal and NEACC governance. I hope retirement brings well-deserved rewards and contentment.

Barbara S. Henry

On behalf of Goddard Space Flight Center, I would like to say "THANK YOU" for supporting GSFC's OHCM office through the years as it relates to all things human capital. You embraced OHCM's decision to formally dedicate full-time resources to human capital systems and thus included those HRISes at the Agency level. I personally would like to say "THANK YOU" for giving me the opportunity to lead and be a close partner on Agency initiatives. I have learned so much from you and your team of experts! You will be missed.

Nicole Reed

Dear Candy,

This quote is truly about you: "Don't think of retiring from the world until the world will be sorry that you retire." —*Samuel Johnson*

You've truly accomplished the above! ;-)

As for me, I want to thank you so much for making my experience here at NASA such a positive and educational one! I really appreciate your warm welcome to the OHCM and HCIE team 10 months ago, and I am very sad to see you go....

Enjoy your next adventure!

Love,

Olia Legoshina

Please extend my congratulations and thanks to Candy for her support while I was on detail in OHCM in 2006 under the Leadership Development Program.

Sincerely,

Steve Helland

Congratulations and good luck, Candy! Thank you for NASA STARS training and implementation.

Hope your retirement is everything you desire.

Best Regards Always,

Tracy McClough