

**PART I - A**

**PART I: SUMMARY INFORMATION AND JUSTIFICATION**  
*In Part I, complete Sections A, B, C, and D for all capital assets (IT and non-IT). Complete Sections E and F for IT capital assets.*  
 OMB Text Limitations - SHORT ANSWER(250 Characters), MEDIUM ANSWER(500 Characters) and LONG ANSWER(2500 Characters)

<b>Section A: Overview (All Capital Assets)</b>
<i>I.A.1) Date of Submission (mm/dd/yyyy)</i>
Oct 15, 2008
<i>I.A.2) Agency</i>
029 - Department of Veterans Affairs
<i>I.A.3) Bureau</i>
00 - Agency Wide Initiatives
<i>I.A.4) Name of this Investment:(SHORT ANSWER)</i>
E-Payroll-2010
<i>I.A.5) Unique Project(Investment) Identifier: Update the UPI using the Exhibit 53 tab.</i>
029-00-01-19-01-1331-00
<i>I.A.6) What kind of investment will this be in FY2010? (Please NOTE: Investments moving to O&amp;M in FY2010, with Planning/Acquisition activities prior to FY2010 should not select O&amp;M. These investments should indicate their current status.)</i>
Full-Acquisition
<i>I.A.7) What was the first budget year this investment was submitted to OMB?</i>
FY2004
<i>I.A.8) Provide a brief summary and justification for this investment, including a brief description of how this closes in part or in whole an identified agency performance gap: (LONG ANSWER)</i>
<p>The e-Payroll Initiative, as a whole, is an OMB/OPM program consolidating Federal payroll systems to four approved providers. Under this program, the VA was directed to migrate its payroll service to the system hosted and operated by the Defense Finance and Accounting Service (DFAS).</p> <p>This goal of this project, therefore, is to successfully perform this migration, including all the supporting activities such as interface integration, training, data clean up and conversion, and ensuring that VA specific payroll issues are accounted for (such as Title 38 employee pay). This migration to DFAS must occur transparently and ensure that employees are paid accurately.</p> <p>VA Payroll processes will be consolidated and standardized as well. The decentralized time and attendance system will be replaced with a centralized web-based system which uses more recent programming language that will be easier to maintain. Since DFAS is an effective dated system, VA will be able to obtain more accurate data for accruals resulting in more reliable accounting data.</p> <p>This effort directly supports several Presidents Management Agenda (PMA) initiatives. The consolidation will realize significant savings of tax dollars by reducing operating costs and avoidance of duplicate modernization investments, and directly support the initiative of Expanded E-Government by creating greater efficiencies in payroll processing.</p> <p>Consolidating payroll data across the Federal Government is improving the link between performance and budgets by standardizing payroll systems to improve accuracy and ensure that payroll costs are processed and captured across government in a standard way. The federal payroll consists of significant expenditures which directly relate to the budget and performance goals. The initiative will improve financial performance.</p> <p>The ePayroll system run by DFAS is well maintained, easier to modify and will ensure that VA complies with all payroll rules and regulations. The system will be modified by the hosting provider as needed when new regulations are enacted or payroll processes change. This will result in a higher degree of accuracy and will provide both program managers and finance officers with information needed to make well-informed decisions.</p>

This initiative also represents a strategic investment in human capital. As payroll processes are standardized and systems are consolidated, they will become easier to maintain, and simpler to use.

I.A.9) Did the Agency's Executive/Investment Committee approve this request?

Yes

I.A.9.a) If "yes," what was the date of this approval?

Jun 27, 2007

I.A.10) Did the Project Manager review this Exhibit?

Yes

I.A.11) Contact information of Program/Project Manager?

	Project Managers Names (SHORT ANSWER)	PM Phone	E-mail (SHORT ANSWER)
Primary in-house	Jonathan Lambert	202-273-7880	vacolambej@mail.va.gov

I.A.11.a) What is the current FAC-P/PM (for civilian agencies) or DAWIA (for defense agencies) certification level of the program/project manager?

DAWIA-Level-1

I.A.11.b) When was the Program/Project Manager Assigned?

Jan 1, 2008

I.A.11.c) What date did the Program/Project Manager receive the FACP/PM certification? If the certification has not been issued, what is the anticipated date for certification?

Aug 22, 2007

I.A.12) Has the agency developed and/or promoted cost effective, energy-efficient and environmentally sustainable techniques or practices for this project.

Yes

I.A.12.a) Will this investment include electronic assets (including computers)?

Yes

I.A.12.b) Is this investment for construction or retrofit of a federal building or facility? (Answer applicable to non-IT assets only)

No

I.A.12.b.1) If "yes," is an ESPC or UESC being used to help fund this investment?

I.A.12.b.2) If "yes," will this investment meet sustainable design principles?

I.A.12.b.3) If "yes," is it designed to be 30% more energy efficient than relevant code? (Answer applicable to non-IT assets only)

I.A.13) Does this investment directly support one of the PMA initiatives?

Yes

I.A.13.a) If "yes," check all that apply:

	PMA Initiatives for XML Submission	PMA Initiatives
Yes	Human Capital	- Human Capital
Yes	Budget Performance Integration	- Budget Performance Integration
Yes	Financial Performance	- Financial Performance
Yes	Expanded E-Government	- Expanded E-Government
		- Competitive Sourcing

		- Faith Based and Community
		- Real Property Asset Management
		- Eliminating Improper Payments
		- Privatization of Military Housing
		- Research & Development Investment Criteria
		- Housing & Urban Development Management & Performance
		- Broadening Health Insurance Coverage through State Initiatives
		- "Right Sized" Overseas Presence
		- Coordination of VA & DoD Programs and Systems

I.A. 13.b) Briefly and specifically describe for each selected how this asset directly supports the identified initiative(s)? (e.g. If E-Gov is selected, is it an approved shared service provider or the managing partner?)(MEDIUM ANSWER)

DFAS is an approved shared service provider. The consolidation effort will save tax dollars across government by reducing operating costs and avoiding duplicate modernization investments. Standardizing will improve accuracy and increase ability to use information to support performance measurement. The initiative will improve financial performance by providing information needed to make well-informed decisions. The systems will become easier to maintain, and simpler to use.

I.A. 14) Does this investment support a program assessed using the Program Assessment Rating Tool (PART)? (For more information about the PART, visit [www.whitehouse.gov/omb/part](http://www.whitehouse.gov/omb/part).)

No

I.A. 14.a) If "yes," does this investment address a weakness found during a PART review?

No

I.A. 14.b) If "yes," what is the name of the PARTed program? (SHORT ANSWER)

I.A. 14.c) If "yes," what rating did the PART receive?

I.A. 15) Is this investment information technology? (See section 53.8 for definition)

Yes

I.A. 16) What is the level of the IT Project? (per CIO Council PM Guidance)

Level 1

I.A. 17) What project management qualifications does the Project Manager have? (per CIO Council PM Guidance)

Qualification Status	Qualification Status for XML Submission	Description
1	(1) Project manager has been validated as qualified for this investment	(1) - Project manager has been validated as qualified for this investment.
		(2) - Project manager qualification is under review for this investment.
		(3) - Project manager assigned to investment, but does not meet requirements.
		(4) - Project manager assigned but qualification status review has not yet started.
		(5) - No Project manager has yet been assigned to this investment.

I.A. 18) Is this investment or any project(s) within this investment identified as "high risk" on the Q4-FY 2008 agency high risk report (per OMB Memorandum

M-05-23)

Yes

I.A.19) Is this project (investment) a Financial Management System? (see section 53.3 for definition)

Yes

I.A.19.a) If so, does this project (investment) address a FFMA (Federal Financial Managers Integrity Act) compliance area?

Yes

I.A.19.a.1) If yes, which compliance area?

FFMIA System Requirements

I.A.19.a.2) If "no," what does it address? (MEDIUM ANSWER)

I.A.19.b) If "yes," please identify the system name(s) and system acronym(s) as reported in the most recent financial systems inventory update required by Circular A-11 section 52 (LONG ANSWER)

Production systems for this project are listed in the VA Financial System Inventory and are listed as follows: PAID (Personnel Accounting Integrated Data System) - OLDE (Online Data Entry System) - ETA (Enhanced Time and Attendance System) - EEX (Employee Express).

I.A.20) What is the percentage breakout for the total FY2010 funding request for the following? (This should total 100%)

Percentage of Total Investment	
% Hardware	
% Software	
% Services	
% Others	

I.A.21) If this project produces information dissemination products for the public, are these products published to the Internet in conformance with OMB Memorandum 05-04 and included in your agency inventory, schedules and priorities?

NA

I.A.22) Contact information of individual responsible for privacy related questions:

Contact Name: (SHORT ANSWER)	Chi Yu
Phone Number:	(202) 565-8928
Title: (SHORT ANSWER)	IT Specialist
E-mail: (SHORT ANSWER)	Chi.yu@va.gov

I.A.23) Are the records produced by this investment appropriately scheduled with the National Archives and Records Administration's approval?

Yes

I.A.24) Does this investment directly support one of the GAO High Risk Areas?

Yes

**PART I - B**

**PART I: SUMMARY INFORMATION AND JUSTIFICATION**

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**Section B: Summary of Funding (All Capital Assets)**

I.B.1) FILL IN TABLE IN CURRENT VALUES (in millions)

(Estimates for BY+1 and beyond are for planning purposes only and do not represent budget decisions)

Provide the total estimated life-cycle cost for this investment by completing the following table. All amounts represent budget authority in millions, and are rounded to three decimal places. Federal personnel costs should be included only in the row designated "Government FTE Cost," and should be EXCLUDED from the amounts shown for "Planning," "Full Acquisition," and "Operation/Maintenance." The total estimated annual cost of the investment is the sum of costs for "Planning," "Full Acquisition," and "Operation/Maintenance." For Federal buildings and facilities, life-cycle costs should include long term energy, environmental, decommissioning, and/or restoration costs. The costs associated with the entire life-cycle of the investment should be included in this report.

Category of Funds	PY-1 and Earlier	PY 2008	CY 2009	BY 2010
<b>Planning Total</b>	0.000	0.000	0.000	0.000
<b>Acquisition Total</b>	21.714	16.070	7.319	0.000
<b>Operations &amp; Maintenance Total</b>	0.000	0.000	0.000	0.000
<b>Total, All Stages (Non-FTE)</b>	21.714	16.070	7.319	0.000
<b>Government FTE Costs</b>	1.223	0.711	0.558	0.635
<b>Govt. FTE Numbers</b>	12	7	5	5
<b>Total (FTE and Non-FTE)</b>	22.937	16.781	7.877	0.635

Government FTE Costs SHOULD NOT be INCLUDED as part of the TOTAL, All Stages Resources represented.

Note: 1) For the cross-agency investments, this table should include all funding (both managing partner and partner agencies). 2) Total, All Stages Resources should equal Total, All Stages Outlays.

I.B.2) Will this project require the agency to hire additional FTE's?

No

I.B.2.a) If Yes, How many and in what year? (MEDIUM ANSWER)

I.B.3) If the summary of spending has changed from the FY2009 President's budget request, briefly explain those changes. (LONG ANSWER)

Due to the extensive modification required to support Title 38 employees, DFAS' initial estimate was short by \$2.9M. In addition, \$5M was added for the effort to replace the decentralized time and attendance system with a modern centralized system.

**PART I - C**

**PART I: SUMMARY INFORMATION AND JUSTIFICATION**

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**Section C: Acquisition/Contract Strategy (All Capital Assets)**

I.C.1) If earned value is not required or will not be a contract requirement for any of the contracts or task orders above, explain why? (LONG ANSWER)

The Service Level Agreements (SLA) are internal to the VA, and the project manager performs EVM on the project as a whole, taking into account the EV of both SLAs. However there is no formal EVMS language with the SLA agreements or the Interagency Agreement with DFAS. As these contract supports a major IT development effort, the SLA and IAA parties provide the necessary schedule, and cost performance information in support of the PM's EVM analysis.

I.C.2) Do the contracts ensure Section 508 compliance?

Yes

I.C.2.a) Explain why not or how this is being done? (MEDIUM ANSWER)

Certification that a product complies with Section 508 is required prior to deployment. This requirement will appear as a task on the project WBS and tracked to closure to ensure that the appropriate parties validate the system is Section 508 compliant. An assessment and validation of the selected product(s) will be made following established procedures to ensure compliance with Section 508.

I.C.3) Is there an acquisition plan which has been approved in accordance with agency requirements?

No

I.C.3.a) If "yes," what is the date?

I.C.3.a.1) Is it Current?

I.C.3.b) If "no," will an acquisition plan be developed?

Yes

I.C.3.b.1) If "no," briefly explain why: (MEDIUM ANSWER)

**PART I - D**

**PART I: SUMMARY INFORMATION AND JUSTIFICATION**

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**Section D: Performance Information (All Capital Assets)**

In order to successfully address this area of the exhibit 300, performance goals must be provided for the agency and be linked to the annual performance plan. The investment must discuss the agency's mission and strategic goals, and performance measures (indicators) must be provided. These goals need to map to the gap in the agency's strategic goals and objectives this investment is designed to fill. They are the internal and external performance benefits this investment is expected to deliver to the agency (e.g., improve efficiency by 60 percent, increase citizen participation by 300 percent a year to achieve an overall citizen participation rate of 75 percent by FY 2xxx, etc.). The goals must be clearly measurable investment outcomes, and if applicable, investment outputs. They do not include the completion date of the module, milestones, or investment, or general goals, such as, significant, better, improved that do not have a quantitative measure.

Agencies must use the following table to report performance goals and measures for the major investment and use the Federal Enterprise Architecture (FEA) Performance Reference Model (PRM). Map all Measurement Indicators to the corresponding "Measurement Area" and "Measurement Grouping" identified in the PRM. There should be at least one Measurement Indicator for each of the four different Measurement Areas (for each fiscal year). The PRM is available at [www.egov.gov](http://www.egov.gov). The table can be extended to include performance measures for years beyond the next President's Budget.

Fiscal Year	Strategic Goal(s) Supported	Measurement Area	Measurement Grouping	Measurement Indicator	Baseline	Planned Improvements to the Baseline	Actual Results
2007	Ensure Smooth Transition	Mission and Business Results	System Development	Lifecycle/Change Management. Migration of VA employees off of legacy PAID system to DFAS for payroll processing.	Migrate VBA Oakland	Migrate the designated number of employees for FY06, out of a population of approximately 240,000	100% VBA Oakland Migrated to DFAS on 10/28/07.

2007	Ensure Smooth Transition	Technology	Availability	System Availability	Maintain 99% availability level for the steady state system.	99% availability	Annual Availability exceeded 99%.
2007	Ensure Smooth Transition	Customer Results	Customer Satisfaction	Accuracy of Service or Product Delivered. Ensure Payroll and HR transactions are timely processed each pay period through application availability.	Maintain 99.5% system accuracy.	Achieve 99.5% accuracy and timeliness rating of payroll processing under DFAS.	Annual Accuracy level has exceeded 99.5%.
2007	Ensure Smooth Transition	Processes and Activities	Costs	Reduce the costs of providing requested Ad Hoc reports	FY04 cost figures under legacy PAID as baseline.	Achieve cost savings/avoidance of 10% from FY06 results.	Reduction of Costs Realized in FY06.
2008	Ensure Smooth Transition	Mission and Business Results	System Development	Lifecycle/Change Management. Migration of VA employees off of legacy PAID system to DFAS for payroll processing.	Migrate VAMC San Francisco Title 38 population, and remaining VBA sites.	Migrate the designated number of employees for FY06, out of a population of approximately 240,000	100% VAMC San Francisco migrated to DFAS along with all remaining VBA sites.
2008	Ensure Smooth Transition	Technology	Availability	System Availability	Maintain 99% availability level for the steady state system.	99% availability	Annual Availability exceeded 99%.
2008	Ensure Smooth Transition	Customer Results	Customer Satisfaction	Accuracy of Service or Product Delivered. Ensure Payroll and HR transactions are timely processed each pay period through application availability.	Maintain 99.5% system accuracy.	Achieve 99.5% accuracy and timeliness rating of payroll processing under DFAS.	Annual Accuracy level has exceeded 99.5%.
2008	Ensure Smooth Transition	Processes and Activities	Efficiency	Reduce the costs of providing requested Ad Hoc reports	FY04 cost figures under legacy PAID as baseline.	Achieve cost savings/avoidance of 10% from FY07 results.	Reduction of Costs Realized in FY06.
2009	Ensure Smooth Transition	Mission and Business Results	System Development	Lifecycle/Change Management. Migration of VA employees off of legacy PAID system to DFAS for payroll processing.	Migrate Remaining Sites	Migrate the remaining sites to DFAS.	TBD in FY 09
2009	Ensure Smooth Transition	Technology	Availability	System Availability	Maintain 99% availability level for the steady state system.	99% availability	TBD in FY 09

2009	Ensure Smooth Transition	Customer Results	Accuracy of Service or Product Delivered	Accuracy of Service or Product Delivered. Ensure Payroll and HR transactions are timely processed each pay period through application availability.	Maintain 99.5% system accuracy.	Achieve 99.5% accuracy and timeliness rating of payroll processing under DFAS.	TBD in FY 09
2009	Ensure Smooth Transition	Processes and Activities	Efficiency	Reduce the costs of providing requested Ad Hoc reports	FY04 cost figures under legacy PAID as baseline.	After migration, implement additional system changes that will further reduce the number of payroll related jobs and programs processed by the VA.	TBD in FY 09
2010	Ensure Smooth Transition	Mission and Business Results	System Development	Lifecycle/Change Management. Migration of VA employees off of legacy ETA system to new Timekeeping system.	TBD in FY 10	TBD in FY 10	TBD in FY 10
2010	Ensure Smooth Transition	Technology	Availability	System Availability	Maintain 99% availability level for the steady state system.	99% availability	TBD in FY 10
2010	Ensure Smooth Transition	Customer Results	Customer Satisfaction	Accuracy of Service or Product Delivered. Ensure Payroll and HR transactions are timely processed each pay period through application availability.	Maintain 99.5% system accuracy.	Achieve 99.5% accuracy and timeliness rating of payroll processing under DFAS.	TBD in FY 10
2010	Ensure Smooth Transition	Processes and Activities	Costs	Reduce the costs of providing requested Ad Hoc reports	FY04 cost figures under legacy PAID as baseline.	Achieve cost savings/avoidance of 10% from FY08 results.	TBD in FY 10

**PART I - F**

**PART I: SUMMARY INFORMATION AND JUSTIFICATION**

In Part I, complete Sections A, B, C, and D for all capital assets (IT and non-IT). Complete Sections E and F for IT capital assets.

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**Section F: Enterprise Architecture (EA) (IT Capital Assets only)**

In order to successfully address this area of the business case and capital asset plan you must ensure the investment is included in the agency's EA and Capital Planning and Investment Control (CPIC) process, and is mapped to and supports the FEA. You must also ensure the business case demonstrates the relationship between the investment and the business, performance, data, services, application, and technology layers of the agency's EA.

I.F.1) Is this investment included in your agency's target enterprise architecture?

Yes

I.F.1.a) If "no," please explain why? (LONG ANSWER)

I.F.2) Is this investment included in the agency's EA Transition Strategy?

Yes

I.F.2.a) If "yes," provide the investment name as identified in the Transition Strategy provided in the agency's most recent annual EA Assessment. (MEDIUM ANSWER)

Office of Management - e-Payroll

I.F.2.b) If "no," please explain why? (LONG ANSWER)

I.F.3) Is this investment identified in a completed (contains a target architecture) and approved segment architecture?

Yes

I.F.3a) If "yes," provide the six digit code corresponding to the agency segment architecture. The segment architecture codes are maintained by the agency Chief Architect.

600-000

Segment Architecture Mapping Reference Table:

BUSINESS SEGMENT NAME	SEGMENT ARCHITECTURE CODE
1) Health Business Segment	100-000
2) Benefits Business Segment	200-000
3) Memorial, Burials & HQ Segment	300-000
4) Material Management Segment	400-000
5) Financial Segment	500-000
6) Human Resources Segment	600-000
7) Security Management Segment	700-000
8) Information Management Segment	800-000
9) Education & Training Segment	900-000

**I.F.3) FEA SERVICE REFERENCE MODEL:**

I.F.3) Identify the service components funded by this major IT investment (e.g., knowledge management, content management, customer relationship management, etc.). Provide this information in the format of the following table. For detailed guidance regarding components, please refer to <http://www.whitehouse.gov/omb/egov/>.

**SERVICE COMPONENT TABLE:**



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**NOTE:**

(a\*) - Use existing SRM Components or identify as "NEW". A "NEW" component is one not already identified as a service component in the FEA SRM.

(b\*) - A reused component is one being funded by another investment, but being used by this investment. Rather than answer yes or no, identify the reused service component funded by the other investment and identify the other investment using the Unique Project Identifier (UPI) code from the OMB Ex 300 or Ex 53 submission.

(c\*) - 'Internal' reuse is within an agency. For example, one agency within a department is reusing a service component provided by another agency within the same department. 'External' reuse is one agency within a department reusing a service component provided by another agency in another department. A good example of this is an E-Gov initiative service being reused by multiple organizations across the federal government.

(d\*) - Please provide the percentage of the BY requested funding amount used for each service component listed in the table. If external, provide the funding level transferred to another agency to pay for the service.

**I.F.4) FEA TECHNICAL REFERENCE MODEL:**

I.F.4) To demonstrate how this major IT investment aligns with Reference Model (TRM), please list the Service Areas, Service Specifications supporting this IT investment.

**TECHNICAL REFERENCE MODEL TABLE:**

	<b>FEA SRM Component (a*)</b>	<b>FEA TRM Service Area</b>	<b>FEA TRM Service Category</b>	<b>FEA TRM Service Standard</b>
<b>1</b>	Payroll	Service Access and Delivery	Service Requirements	Legislative / Compliance

<b>2</b>	Personnel Administration	Service Access and Delivery	Service Requirements	Legislative / Compliance
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NOTE:

(a\*) - Service Components identified in the previous question(I.F.3) should be entered in this column. Please enter multiple rows for FEA SRM Components supported by multiple TRM Service Specifications

(b\*) - In the Service Specification field, Agencies should provide information on the specified technical standard or vendor product mapped to the FEA TRM Service Standard, including model or version numbers, as appropriate.

I.F.5) Will the application leverage existing components and/or applications across the Government (i.e., FirstGov, Pay.Gov, etc)?

Yes

I.F.5.a) If "yes," please describe. (LONG ANSWER)

The e-Payroll initiative capitalizes on efficiencies of scale gained from standardization of payroll regulations and consolidation of payroll providers to eliminate redundant payroll and time and attendance systems across the Government.

**PART II - B**

**PART II: PLANNING, ACQUISITION AND PERFORMANCE INFORMATION**

Part II should be completed only for investments which in FY2008 will be in "Planning" or "Full Acquisition," investments, i.e., selected one of these three choices in response to Question 6 in Part I, Section A above.

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**Section B - RISK MANAGEMENT (All Capital Assets)**

II.B.1) Does the investment have a Risk Management Plan?

Yes

II.B.1.a) If "yes," what is the date of the plan?

Nov 9, 2007

II.B.1.b) Has the Risk Management Plan been significantly changed since last year's submission to OMB?

No

II.B.1.c) If "yes," describe any significant changes: (LONG ANSWER)

II.B.2) If there currently is no plan, will a plan be developed?

II.B.2.a) If "yes," what is the planned completion date?

II.B.2.b) If "no," what is the strategy for managing the risks? (LONG ANSWER)

II.B.3) Briefly describe how investment risks are reflected in the life cycle cost estimate and investment schedule: (LONG ANSWER)

The life cycle cost estimate includes a 10% cost for risks and the investment schedule does not have any extra time included. The original schedule had an additional two months to allow for schedule slippage. The managing partner, OPM, requested that the schedule change from June 2008 to April 2008 for migrating employee accounts to DFAS.

## PART II - C

### Part II: Planning, Acquisition And Performance Information

Part II should be completed only for investments which in FY2008 will be in "Planning" or "Full Acquisition," investments, i.e., selected one of these three choices in response to Question 6 in Part I, Section A above.

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### C) Cost and Schedule Performance:

Identify in this section the proposed change to the original or current OMB-approved baseline. What are the new cost and schedule goals for the phase or segment/module (e.g., what are the major investment milestones or events; when will each occur; and what is the estimated cost to accomplish each one)? If this is a new investment in the FY 2008 Budget year or if the agency does not intend to propose a new baseline modification, this section will be blank for your budget submission.

II.C.1) Does the earned value management system meet the criteria in ANSI/EIA Standard – 748?

Yes

II.C.3) Has the investment re-baselined during the past fiscal year?

No

II.C.3.a) If "Yes", when was it approved by the Agency head?

### II.C.4) Comparison of Initial Baseline and Current Approved Baseline:

II.C.4) Complete the following table to compare actual performance against the current performance baseline and to the initial performance baseline. In the Current Baseline section, for all milestones listed, you should provide both the baseline and actual completion dates (e.g., "03/23/2003"/ "04/28/2004") and the baseline and actual total costs (in \$ Millions).

Description of Milestone	Init BL Planned Completion Date	Current BL Completion Date Planned	Current BL Completion Date Actual
Conversion to consolidated e-Payroll provider	Sep 30, 2005	Jun 30, 2008	
Replace time and attendance system with Web-based system		Sep 30, 2009	

