



Coast Guard Flag Voice 45

PEOPLE INFORMATION

A most important key to a properly functioning human resources system is information. One of our long-term goals is to improve the Coast Guard's human resources system through information technology. Providing timely, comprehensive, accurate, accessible, useful human resources information, to all who need it, is one of my foremost priorities because it will leverage improvements in every other area. We must be able to describe the "health" of our workforce and personnel process outcomes through a set of balanced measures, enabling timely interventions to reduce waste, maintain stable workforce flows, enhance unit performance by qualifications-based assignments, and, in the end, reduce stress on our people. As I noted in a recent Flag Voice, we must know the cost of our intellectual capital if we are to manage it wisely; hence measurement is vital. Most importantly, we must develop a Workforce Monitoring System (WMS) to analyze trends, assignment, and promotion patterns; performance evaluations; disciplinary actions; complaint ratios; and other critical personnel information to help managers identify barriers that may prevent all Coast Guard members' optimal performance and full participation.

To this end, we are incorporating many personnel databases used around the Coast Guard into a new Human Resources Management System (CGHRMS). The foundation of this new centralized database is PeopleSoft's Human Resources Management System, a commercial off-the-shelf (COTS) software package.

Today, CG Headquarters (G-W), Coast Guard Personnel Command (CGPC), and Human Resources Services and Information Center, Topeka (HRSIC) use the Personnel Decision System (PDS) to manage several personnel functions, including the permanent change of station (PCS) assignment process, officer promotions, and enlisted advancements. HRSIC and the Personnel Reporting Units (PERSRUs) use the Personnel Management Information System/Joint Unified Military Pay System (PMIS/JUMPS) and Source Data Automation (SDAII) programs for active and reserve pay and personnel functions. PMIS/JUMPS and our retiree and annuitant pay systems are written in an old COBOL programming language. Retirees are paid off a separate system requiring manual setup of pay records instead of simply changing the status of the member from active or reserve to retired.

The new CGHRMS will not only modernize our information systems, but more importantly, eliminate multiple databases and provide an expanded set of users access to the most up-to-date information.

HRSIC has the project team role in developing the Coast Guard's new Human Resources Management System (CGHRMS). In particular they will:

1. Create the centralized database that will form the core of our people information.
2. Replace existing PMIS/JUMPS system functions with a PeopleSoft HRMS that supports all active and reserve pay and personnel systems.
3. Integrate the Retiree and Annuitant Personnel and Payroll system into CGHRMS, providing the Coast Guard with a single payroll system for all active and reserve members, retirees, annuitants, former spouses, and beneficiaries.
4. Replace the existing PMIS/JUMPS data capture software (SDAII) with a flexible front end to record pay and personnel events as closely as possible to their source. Both local commands and individuals themselves will be able to perform some functions.

In March, we awarded a contract to a company with PeopleSoft implementation experience. This team of experienced analysts and programmers joined HRSIC's project team in April. They recently completed mapping several of our major processes, e.g., PCS, discharges, accessions, etc., to identify which pay and personnel processes fit comfortably with the PeopleSoft software and which require customization. To keep follow-on software maintenance costs low and simplify upgrades, we will use as much of the basic PeopleSoft HRMS package as possible, adopting many of industry's best personnel practices as a guide to re-engineer ours.

In September 1999, we will field a "vanilla," "out-of-the-box" PeopleSoft version containing our existing HR data from PDS, PMIS/JUMPS, and DoT's Civilian Personnel Management Information System (CIVPMIS). We will provide access to this new capability, what we call the Global Workforce Inquiry Solution, to approximately 50 people at the ISCs, Areas, MLCs, TRACENS, and Headquarters (external to current CGPC users). The database will include military members' training schools, enlisted qualification codes, assignment history, paygrade and specialty history, language codes, awards and medals, and education level. The civilian data will be more basic, including grade, series, and location mapped to the position control number (PCN). Where possible, we will map both military and civilian to the PCN from the Personnel Allowance List (PAL). The database will be query only, meaning the information can be reviewed but not modified.

This Global Workforce Inquiry Solution's specific objectives are to:

1. Provide some inquiry capability to key field personnel staffs,
2. Collect information on field needs for HR information, and
3. Collect system information to allow us to better plan later CGHRMS phases' installation.

We will contact the Global Workforce Inquiry Solution's target audience in July to begin arranging access and familiarization with PeopleSoft.

You can expect the Global Workforce Inquiry Solution will have data omissions and may not completely meet all needs. Please be aware this is just a beginning. This is precisely why we are opening up access to the data - so we can start to define what the field actually needs. Because we have not used some of the data for decisions, there has been little incentive to ensure completeness. Integrity of the

data base will be one of the biggest challenges facing us with the new system.

As we define these needs, we can seek resources for these new PeopleSoft capabilities. We must consider computer systems, networks, and system management as we substantially improve personnel information access.

Regards, FL Ames

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This page is maintained by [HR Webmaster \(CG-1A\)](#)