

Integrated Personnel Management System (IPMS)

Exhibit 300: Part I: Summary Information and Justification (All Capital Assets)

I.A. Overview

1. Date of Submission:	9/11/2006
2. Agency:	Department of State
3. Bureau:	HR/EX/SDD
4. Name of this Capital Asset:	Integrated Personnel Management System (IPMS)
5. Unique Project (Investment) Identifier: (For IT investment only, see section 53. For all other, use agency ID system.)	014-00-01-02-01-1177-00
6. What kind of investment will this be in FY2008? (Please NOTE: Investments moving to O&M ONLY in FY2008, with Planning/Acquisition activities prior to FY2008 should not select O&M. These investments should indicate their current status.)	Mixed Life Cycle
7. What was the first budget year this investment was submitted to OMB?	FY2001 or earlier

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:

The Integrated Personnel Management System (IPMS) is a multi-year, mixed-lifecycle program initiative that originated in 1993 when the Bureau of Human Resources (HR) defined its approach to "plan, implement and deploy world class support systems and technology, providing the Department of State (DoS) with superior human capital management in support of its diplomatic mission". IPMS replaced the Department's aging stovepipe human resource applications with modern technology and "best of breed" commercial-off-the-shelf (COTS) products that support reengineered business processes and customer self-service capabilities. The program's objectives include the modernization of HR's technical architecture, unification of disparate hardware platforms, elimination of redundant processes and duplicate data entry, and enhancement of business applications to maintain compliance with amended regulations and legislation. IPMS is fully funded through FY 2007 and complies with DoS Enterprise Architecture and with DoS/U.S. Agency for International Development Strategic Plan (FY 2004-09). The IPMS program initiative serves as the catalyst for the Department's "e-HR" program efforts by providing employees and management with greater access to human resource information at their desktops. It allows for greater information exchange and flexibility in enterprise-wide resource planning and provides focused improvements in five core HR business process areas: Employee Services, Personnel Information Management, Workforce Management, Personnel Policy Management, and Assignment Management. IPMS lines of business will also support the Secretary of State's Diplomatic Readiness Initiative (DRI) to improve the Department's institutional capacity to execute the President's foreign policy agenda, as well as several goals of the President's Management Agenda (PMA). The IPMS is comprised of four integrated systems: the Global Employment Management System (GEMS), the HR Bureau Knowledge Center (KC), the Post Personnel System (PS), and the HRONLINE umbrella system. Together, these four applications reduce transaction-processing overhead, enhance enterprise-wide data sharing, improve data integrity and quality, and empower employees/supervisors with the ability to manage independently their personal information through the introduction of on-line seamless workflow processes.

9. Did the Agency's Executive/Investment Committee approve this request?	Yes
a. If "yes," what was the date of this approval?	8/4/2006
10. Did the Project Manager review this Exhibit?	Yes
12. Has the agency developed and/or promoted cost effective, energy	Yes

efficient and environmentally sustainable techniques or practices for this project.

a. Will this investment include electronic assets (including computers)?	Yes
b. Is this investment for new construction or major retrofit of a Federal building or facility? (answer applicable to non-IT assets only)	No
1. If "yes," is an ESPC or UESC being used to help fund this investment?	
2. If "yes," will this investment meet sustainable design principles?	
3. If "yes," is it designed to be 30% more energy efficient than relevant code?	
13. Does this investment support one of the PMA initiatives?	Yes
If "yes," check all that apply:	Human Capital, Budget Performance Integration, Expanded E-Government, Right Sized Overseas Presence
13a. Briefly describe how this asset directly supports the identified initiative(s)?	IPMS directly supports four PMA initiatives by streamlining HR business processes to improve service and reduce cost; by providing an infrastructure that allows DoS personnel to access and share human resource information at their desktops; by serving as the official data source for "right-sizing" its overseas presence; and by integrating measures into the IPMS business architecture to enable periodic performance assessment.
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 .)	No
a. If "yes," does this investment address a weakness found during the PART review?	No
b. If "yes," what is the name of the PART program assessed by OMB's Program Assessment Rating Tool?	
c. If "yes," what PART rating did it receive?	
15. Is this investment for information technology?	Yes
If the answer to Question: "Is this investment for information technology?" was "Yes," complete this sub-section. If the answer is "No," do not answer this sub-section.	
For information technology investments only:	
16. What is the level of the IT Project? (per CIO Council PM Guidance)	Level 2
17. What project management qualifications does the Project Manager have? (per CIO Council PM Guidance):	(1) Project manager has been validated as qualified for this investment
18. Is this investment identified as "high risk" on the Q4 - FY 2006 agency high risk report (per OMB's "high risk" memo)?	Yes
19. Is this a financial management system?	No

a. If "yes," does this investment address a FFMI A compliance area? No

1. If "yes," which compliance area:

N/A

2. If "no," what does it address?

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

20. What is the percentage breakout for the total FY2008 funding request for the following? (This should total 100%)

Hardware	12
Software	8
Services	80

Other

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?

N/A

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

Yes

I.D. Performance Information

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 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 or qualitative measure.

Agencies must use Table 1 below for reporting performance goals and measures for all non-IT investments and for existing IT investments that were initiated prior to FY 2005. The table can be extended to include measures for years beyond FY 2006.

Performance Information Table 1:

Fiscal Year	Strategic Goal(s) Supported	Performance Measure	Actual/baseline (from Previous Year)	Planned Performance Metric (Target)	Performance Metric Results (Actual)
2002	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality	Increase DoS percentage of CPDF dynamics records without errors (actual percentage provided by	89% dynamics records without errors	Increase percentage of dynamics records without errors to 95%	Increased error free percentage to 89%

	workforce supported by modern and secure infrastructure and operational capacities/Information Technology.	OPM).			
2002	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality workforce supported by modern and secure infrastructure and operational capacities/Information Technology.	Increase KC availability during regular working hours.	95% KC availability	Increase to 99%	Increased to 99%
2002	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality workforce supported by modern and secure infrastructure and operational capacities/Information Technology.	Increase the agency ranking score on DoS Central Personnel Data File (CPDF) submissions (actual percentage provided by OPM).	87 - CPDF agency ranking score	Increase CPDF ranking score to 95 (OPM passing score)	Score increased to 93
2002	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality workforce supported by modern and secure infrastructure and operational capacities/Information Technology.	Increase availability of GEMS during normal working hours.	95% GEMS availability	Increase to 99%	Increased to 99%
2002	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality workforce supported by modern and secure infrastructure and operational capacities/Information Technology.	Increase the Timeliness of DoS CPDF Dynamics records (actual percentage provided by OPM).	69% transaction timeliness	Increase to 80%	Increased to 79%

2002	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality workforce supported by modern and secure infrastructure and operational capacities/Information Technology.	Increase the number of HRM services under the IPMS program.	39 HRM Services	Increase to 40 HRM Services	Increased to 55 HRM Services
2002	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality workforce supported by modern and secure infrastructure and operational capacities/Information Technology.	Increase the number of DoS HR applications that are available via OpenNet.	1 HR Applications	Increase to 5 HR Applications	Increased to 5 HR Applications
2002	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality workforce supported by modern and secure infrastructure and operational capacities/Information Technology.	Increase the number of Knowledge Center (KC) users.	300 Users	Increase to 380 users	Increased to 500 users
2002	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality workforce supported by modern and secure infrastructure and operational capacities/Information Technology.	Migrate approximately 200 manual KC database scripts into an automated Extraction Transformation and Load (ETL) solution.	200 Database Scripts	Decrease to 0 database scripts	Decreased to 60 database scripts
2002	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality workforce supported by modern and secure	Reduce the number of components included in the Integrated Foreign Service Assignment Management Application (IFSAMA).	13 Components	Decrease to 10 Components	Decreased to 11 Components.

	infrastructure and operational capacities/Information Technology.				
2003	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality workforce supported by modern and secure infrastructure and operational capacities/Information Technology.	Increase DoS percentage of CPDF dynamics records without errors (actual percentage provided by OPM).	89% dynamics records without errors	Increase percentage of dynamics records without errors to 95%	Error free percentage increased to 93%
2003	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality workforce supported by modern and secure infrastructure and operational capacities/Information Technology.	Maintain number of Knowledge Center (KC) users.	500 Users	Maintain 500 users	Maintained at 500 users
2003	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality workforce supported by modern and secure infrastructure and operational capacities/Information Technology.	Increase IPMS user satisfaction. Periodically survey the user community to assess the efficiency and usability of the IPMS program applications.	50% IPMS user satisfaction	Increase to 60%	Increased to 60%
2003	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality workforce supported by modern and secure infrastructure and operational capacities/Information Technology.	Increase the number of HRM services under the IPMS program.	55 HRM Services	Increase to 60 HRM Services	Increased to 60 HRM Services
2003	Strategic Goal 12: Management and	Reduce the number of components included in	11 Components	Decrease to 6 Components	Decreased to 6 Components

	Organizational Excellence - Ensure a high quality workforce supported by modern and secure infrastructure and operational capacities/Information Technology.	IFSAMA.			
2003	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality workforce supported by modern and secure infrastructure and operational capacities/Information Technology.	Transform all official personnel file folders from paper to electronic form.	0% official personnel file folders transformed	Increase to 60%	Increased to 60%
2003	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality workforce supported by modern and secure infrastructure and operational capacities/Information Technology.	Increase the number of Employee Self-Service Functions available under IPMS.	0 Employee Self-Service Functions	Increase to 2 Employee Self Service Functions	Increased to 2 Employee Self Service Functions
2003	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality workforce supported by modern and secure infrastructure and operational capacities/Information Technology.	Increase the Timeliness of DoS CPDF Dynamics records (actual percentage provided by OPM).	79% transaction timeliness	Increase to 90%	Increased to 88%
2003	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality workforce supported by modern and secure infrastructure and operational	Increase the number of DoS HR applications that are available via OpenNet.	5 HR Applications	Increase to 11 HR Applications	Increased to 11 HR Applications

	capacities/Information Technology.				
2003	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality workforce supported by modern and secure infrastructure and operational capacities/Information Technology.	Increase availability of GEMS during normal working hours.	99% GEMS availability	Maintain 99%	Maintained at 99%
2003	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality workforce supported by modern and secure infrastructure and operational capacities/Information Technology.	Reduce HR Help Desk response time.	90 Minutes	Decrease to 60 Minutes	Decreased to 60 Minutes
2003	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality workforce supported by modern and secure infrastructure and operational capacities/Information Technology.	Increase KC availability during regular working hours	99% KC availability	Maintain 99%	Maintained at 99%
2003	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality workforce supported by modern and secure infrastructure and operational capacities/Information Technology.	Increase the agency ranking score on DoS Central Personnel Data File (CPDF) submissions (actual percentage provided by OPM).	93 - CPDF agency ranking score	Increase CPDF ranking score to 96 (OPM passing score)	Score increased to 96%
2003	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality	Migrate approximately 200 manual KC database scripts into an automated Extraction Transformation and Load	200 Database Scripts	Maintain at 60 database scripts	Maintained 60 database scripts

	workforce supported by modern and secure infrastructure and operational capacities/Information Technology.	(ETL) solution.			
2004	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality workforce supported by modern and secure infrastructure and operational capacities/Information Technology.	Increase DoS percentage of CPDF dynamics records without errors (actual percentage provided by OPM).	93% dynamics records without errors	Increase error free dynamics records percentage to 95%	Error free percentage increased to 94%
2004	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality workforce supported by modern and secure infrastructure and operational capacities/Information Technology.	Reduce HR Help Desk response time.	60 Minutes	Decrease to 55 minutes	Decreased to 55 minutes
2004	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality workforce supported by modern and secure infrastructure and operational capacities/Information Technology.	Transform all official personnel file folders from paper to electronic form.	60% official personnel file folders transformed	Increase to 100%	Increased to 100%
2004	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality workforce supported by modern and secure infrastructure and operational capacities/Information Technology.	Increase the agency ranking score on DoS Central Personnel Data File (CPDF) submissions (actual score provided by OPM).	96 - CPDF agency ranking score	Maintain CPDF ranking score at 96 (OPM passing score)	The DoS CPDF ranking score remained at 96

2004	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality workforce supported by modern and secure infrastructure and operational capacities/Information Technology.	Increase the number of HRM services under the IPMS program.	60 HRM Services	Increase to 62 HRM services	Increased to 64 HRM services
2004	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality workforce supported by modern and secure infrastructure and operational capacities/Information Technology.	Increase the number of Employee Self-Service Functions available under IPMS.	2 Employee Self-Service Functions	Increase to 5 Employee Self Service Functions	5 Employee Self Service functions
2004	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality workforce supported by modern and secure infrastructure and operational capacities/Information Technology.	Increase IPMS user satisfaction. Periodically survey the user community to assess the efficiency and usability of the IPMS program applications.	60% IPMS user satisfaction	Increase to 70%	Increased to 80%
2004	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality workforce supported by modern and secure infrastructure and operational capacities/Information Technology.	Increase the number of DoS HR applications that are available via OpenNet.	11 HR Applications	Increase to 15 HR Applications	Increased to 15 HR applications
2004	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality workforce supported by modern and secure	Transform all Retirement (HR/RET) folders from paper to electronic form.	0% retirement folders transformed	Increase to 10%	0% retirement folders transformed

	infrastructure and operational capacities/Information Technology.				
2004	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality workforce supported by modern and secure infrastructure and operational capacities/Information Technology.	Reduce the number of components included in IFSAMA.	6 Components	Decrease to 3 Components	Decreased to 3 components
2004	Strategic Goal 12: Management and Organizational Excellence - Ensure a high quality workforce supported by modern and secure infrastructure and operational capacities/Information Technology.	Increase the Timeliness of DoS CPDF Dynamics records (actual percentage provided by OPM).	88% transaction timeliness	Increase transaction timeliness to 90%	Increased to 92%

All new IT investments initiated for FY 2005 and beyond must use Table 2 and are required to use the Federal Enterprise Architecture (FEA) Performance Reference Model (PRM). Please use Table 2 and the PRM to identify the performance information pertaining to this major IT investment. 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 at least four different Measurement Areas (for each fiscal year). The PRM is available at www.egov.gov.

Performance Information Table 2:

Fiscal Year	Measurement Area	Measurement Category	Measurement Grouping	Measurement Indicator	Baseline	Planned Improvement to the Baseline	Actual Results
2005	Customer Results	Customer Benefit	Customer Satisfaction	% IPMS user satisfaction of program applications	80% IPMS user satisfaction	Increase to 82%	IPMS surveyed users in December 2004 with an updated survey format and received an 80% satisfaction rating.
2005	Customer Results	Service Accessibility	Availability	Number of Employee Self-Service Functions available under IPMS.	5 Employee Self-Service Functions	Increase to 7	Increased to 8
2005	Customer Results	Timeliness and Responsiveness	Response Time	HR Help Desk response time	55 minutes	Decrease to 50 minutes	50 minutes

2005	Mission and Business Results	Human Resource Management	Organization and Position Management	Agency ranking score on DoS Central Personnel Data File (CPDF) submissions (score provided by OPM).	96 - CPDF agency ranking score	Maintain at 96 (OPM passing score)	IPMS achieved an unofficial score of 96.
2005	Processes and Activities	Cycle Time and Resource Time	Cycle Time	Timeliness of DoS CPDF Dynamics records (percentage provided by OPM).	89% transaction timeliness	Increase to 90% (OPM expected score)	IPMS achieved an unofficial score of 90%.
2005	Processes and Activities	Quality	Errors	DoS percentage of CPDF dynamics records without errors (actual percentage provided by OPM).	94% dynamics records without errors	Increase to 95% (OPM expected score)	IPMS achieved an unofficial score of 94%.
2005	Technology	Reliability and Availability	Availability	Number of HRM services under the IPMS program.	64 HRM services	Increase by 1 service	Increased to 67 services
2006	Customer Results	Customer Benefit	Customer Satisfaction	% IPMS user satisfaction of program applications	80% IPMS user satisfaction	Increase to 82%	Survey will be administered in September 2006
2006	Customer Results	Service Accessibility	Availability	Number of Employee Self-service functions available under IPMS.	8 Employee Self-service functions	Maintain 8	Maintained Employee Self-service functions of 8
2006	Customer Results	Timeliness and Responsiveness	Response Time	HR Help Desk response time.	50 minutes	Decrease to 45 minutes	45 minutes
2006	Mission and Business Results	Human Resource Management	HR Strategy	Agency ranking score on DoS CPDF submissions (score provided by OPM)	96 - CPDF agency ranking score	Maintain at 96 (OPM passing score)	OPM is expected to release scores for FY06 in CY07.
2006	Processes and Activities	Cycle Time and Resource Time	Cycle Time	Timeliness of DoS CPDF dynamics records (actual percentage provided by OPM)	90% transaction timeliness	Maintain at 90% (OPM expected score)	OPM is expected to release scores for FY06 in CY07.
2006	Processes and Activities	Quality	Errors	DoS percentage of CPDF dynamics records without errors (actual percentage provided by OPM)	96% dynamics records without errors	Maintain at 96%	OPM is expected to release scores for FY06 in CY07.
2006	Technology	Reliability and Availability	Availability	Number of HRM services under the IPMS program.	67 HRM services	Increase to 68	68 HRM services are currently offered.
2007	Customer Results	Customer Benefit	Customer Satisfaction	% IPMS user satisfaction of program applications	82% IPMS user satisfaction	Increase to 85%	Results will be collected after the end of the fiscal year.
2007	Customer Results	Service Accessibility	Availability	Number of Employee Self-service functions available under IPMS.	8 Employee self-service functions	Increase to 9	Results will be collected after the end of the fiscal year.
2007	Customer Results	Timeliness and Responsiveness	Response Time	HR Help Desk response time	45 minutes	Decrease to 40 minutes	Results will be collected after the end of the fiscal year.

2007	Mission and Business Results	Human Resource Management	Organization and Position Management	Agency ranking score on DoS CPDF submissions (score provided by OPM)	96 - CPDF agency ranking score	Maintain at 96 (OPM passing score)	Results will be collected after the end of the fiscal year.
2007	Processes and Activities	Cycle Time and Resource Time	Cycle Time	Timeliness of DoS CPDF Dynamics records (percentage provided by OPM)	90% transaction timeliness	Maintain at 90%	Results will be collected after the end of the fiscal year.
2007	Processes and Activities	Quality	Errors	DoS percentage of CPDF dynamics records without errors (actual percentage provided by OPM)	95% dynamics records without errors	Maintain at 95% (OPM expected score)	Results will be collected after the end of the fiscal year.
2007	Technology	Reliability and Availability	Availability	Number of HRM services under the IPMS program.	68 HRM services	Increase to 69.	Results will be collected after the end of the fiscal year.
2008	Customer Results	Customer Benefit	Customer Satisfaction	Periodically survey IPMS users to assess the efficiency and usability of program applications	85% IPMS user satisfaction	Increase to 90%	Results will be collected after the end of the fiscal year.
2008	Customer Results	Service Accessibility	Availability	Number of Employee Self-service functions available under IPMS.	9 Employee self-service functions	Increase to 10	Results will be collected after the end of the fiscal year.
2008	Customer Results	Timeliness and Responsiveness	Response Time	HR Help Desk response time.	44 minutes	Decrease to 35	Results will be collected after the end of the fiscal year.
2008	Mission and Business Results	Human Resource Management	Organization and Position Management	Agency ranking score on DoS CPDF submissions (score provided by OPM)	96 - CPDF agency ranking score	Maintain at 96 (OPM passing score)	Results will be collected after the end of the fiscal year.
2008	Processes and Activities	Cycle Time and Resource Time	Cycle Time	Timeliness of DoS CPDF Dynamics records (percentage provided by OPM)	90% transaction timeliness	Maintain at 90%	Results will be collected after the end of the fiscal year.
2008	Processes and Activities	Quality	Errors	DoS percentage of CPDF dynamics records without errors (actual percentage provided by OPM)	95% dynamics records without errors	Maintain at 95% (OPM expected score)	Results will be collected after the end of the fiscal year.
2008	Technology	Reliability and Availability	Availability	Number of HRM services under the IPMS program.	69 HRM services	Increase to 70	Results will be collected after the end of the fiscal year.

I.E. Security and Privacy

In order to successfully address this area of the business case, each question below must be answered at the system/application level, not at

a program or agency level. Systems supporting this investment on the planning and operational systems security tables should match the systems on the privacy table below. Systems on the Operational Security Table must be included on your agency FISMA system inventory and should be easily referenced in the inventory (i.e., should use the same name or identifier).

All systems supporting and/or part of this investment should be included in the tables below, inclusive of both agency owned systems and contractor systems. For IT investments under development, security and privacy planning must proceed in parallel with the development of the system/s to ensure IT security and privacy requirements and costs are identified and incorporated into the overall lifecycle of the system/s.

Please respond to the questions below and verify the system owner took the following actions:

1. Have the IT security costs for the system(s) been identified and integrated into the overall costs of the investment:	Yes
a. If "yes," provide the "Percentage IT Security" for the budget year:	8
2. Is identifying and assessing security and privacy risks a part of the overall risk management effort for each system supporting or part of this investment.	Yes

5. Have any weaknesses related to any of the systems part of or supporting this investment been identified by the agency or IG?	Yes
a. If "yes," have those weaknesses been incorporated agency's plan of action and milestone process?	Yes
6. Indicate whether an increase in IT security funding is requested to remediate IT security weaknesses?	No
a. If "yes," specify the amount, provide a general description of the weakness, and explain how the funding request will remediate the weakness.	

8. Planning & Operational Systems - Privacy Table:

Name of System	Is this a new system?	Is there a Privacy Impact Assessment (PIA) that covers this system?	Is the PIA available to the public?	Is a System of Records Notice (SORN) required for this system?	Was a new or amended SORN published in FY 06?
Gateway to State (GTS) - ITAB# 843	No	Yes.	Yes.	Yes	No, because the existing Privacy Act system of records was not substantially revised in FY 06.
HR NET - ITAB# 866	No	Yes.	No, because a PIA is not yet required to be completed at this time.	Yes	No, because the existing Privacy Act system of records was not substantially revised in FY 06.
IPMS - ITAB# 951	No	Yes.	Yes.	Yes	No, because the existing Privacy Act system of records was not substantially revised in FY 06.
Personnel Reporting and Statistics (PRAS) - ITAB# 730	No	Yes.	No, because a PIA is not yet required to be completed at this time.	Yes	No, because the existing Privacy Act system of records was not substantially revised in FY 06.

I.F. Enterprise Architecture (EA)

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.

1. Is this investment included in your agency's target enterprise architecture? Yes

a. If "no," please explain why?

2. Is this investment included in the agency's EA Transition Strategy? Yes

a. If "yes," provide the investment name as identified in the Transition Strategy provided in the agency's most recent annual EA Assessment. IPMS

b. If "no," please explain why?

3. Service Reference Model (SRM) Table:

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/>.

Agency Component Name	Agency Component Description	Service Domain	FEA SRM Service Type	FEA SRM Component	FEA Service Component Reused Name	FEA Service Component Reused UPI	Internal or External Reuse?	BY Funding Percentage
Data Exchange	Defines the set of capabilities that support the interchange of information between multiple systems or applications. IPMS supports these capabilities using Oracle.	Back Office Services	Data Management	Data Exchange			No Reuse	1
Data Mart	Defines the set of capabilities that support a subset of a data warehouse for a single department or function within an organization. IPMS supports these capabilities using Oracle.	Back Office Services	Data Management	Data Mart			No Reuse	1
Data Warehouse	Defines the set of capabilities that	Back Office	Data	Data Warehouse			No Reuse	1

	support the archiving and storage of large volumes of data. IPMS supports these capabilities using Oracle.	Services	Management					
Extraction and Transformation	Defines the set of capabilities that support the manipulation and change of data. IPMS supports these capabilities using Informatica.	Back Office Services	Data Management	Extraction and Transformation			No Reuse	1
Loading and Archiving	Defines the set of capabilities that support the population of a data source with external data. IPMS supports these capabilities using Informatica.	Back Office Services	Data Management	Loading and Archiving			No Reuse	1
Meta Data Management	Defines the set of capabilities that support the maintenance and administration of data that describes data. IPMS supports these capabilities using ERWIN.	Back Office Services	Data Management	Meta Data Management			No Reuse	1
Data Integration	Defines the set of capabilities that support the organization of data from separate data sources into a single source using middleware or application integration and the modification of system data models to capture new information within a single system. IPMS supports these capabilities using Informatica.	Back Office Services	Development and Integration	Data Integration			No Reuse	5
Enterprise Application Integration	Defines the set of capabilities that support the redesigning of disparate information systems into one system that uses a common set of data structures and rules. IPMS supports these capabilities using Microsoft BizTalk.	Back Office Services	Development and Integration	Enterprise Application Integration			No Reuse	4
Instrumentation and Testing	Defines the set of capabilities that support the validation of application or system capabilities and requirements. IPMS accomplishes these capabilities using Mercury Interactive.	Back Office Services	Development and Integration	Instrumentation and Testing			No Reuse	10
Software Development	Defines the set of capabilities that support the creation of both graphical and process application	Back Office Services	Development and Integration	Software Development			No Reuse	18

	or system software. IPMS accomplishes these capabilities using .NET, Java, Cold Fusion, and PeopleSoft 8.8.							
Resource Planning and Allocation	Support the determination of strategic direction, the identification and establishment of programs and processes, and the allocation of resources (capital and labor) among those programs and processes. IPMS accomplishes these capabilities using the GEMS/PeopleSoft 8.8 for Domestic personnel and uses Post Personnel and FSBid for overseas Foreign Service personnel.	Back Office Services	Human Capital / Workforce Management	Resource Planning and Allocation			No Reuse	1
Skills Management	Defines the set of capabilities that support the proficiency of employees in the delivery of the organization's services. IPMS accomplishes these capabilities using the GEMS/PeopleSoft 8.8 for Domestic personnel and uses Post Personnel and FSBid for overseas Foreign Service personnel.	Back Office Services	Human Capital / Workforce Management	Skills Management			No Reuse	1
Team / Org Management	Defines the set of capabilities that support the hierarchy structure and identification of employees within the various sub-groups of an organization. IPMS accomplishes these capabilities using the GEMS/PeopleSoft 8.8 for Domestic personnel.	Back Office Services	Human Capital / Workforce Management	Team / Org Management			No Reuse	1
Workforce Acquisition / Optimization	Defines the set of capabilities that support the hiring and re-structuring of employees and their roles within an organization. IPMS accomplishes these capabilities using the GEMS/PeopleSoft 8.8 for Domestic personnel and uses Post Personnel and FSBid for overseas Foreign Service personnel.	Back Office Services	Human Capital / Workforce Management	Workforce Acquisition / Optimization			No Reuse	1
Awards Management	Defines the set of capabilities that support the recognition of achievement among employees of an organization. IPMS	Back Office Services	Human Resources	Awards Management			No Reuse	1

	accomplishes these capabilities using the GEMS/Peoplesoft 8.8 for Domestic personnel and uses Post Personnel for overseas Foreign Service personnel.							
Benefit Management	Defines the set of capabilities that support the enrollment and participation in an organization's compensation and benefits programs. IPMS accomplishes these capabilities using the GEMS/Peoplesoft 8.8 for Domestic personnel and uses Post Personnel for overseas Foreign Service personnel.	Back Office Services	Human Resources	Benefit Management			No Reuse	1
Career Development and Retention	Defines the set of capabilities that support the monitoring of performance as well as the professional growth, advancement, and retention of an organization's employees. IPMS accomplishes these capabilities using the GEMS/Peoplesoft 8.8 for Domestic personnel and uses Post Personnel for overseas Foreign Service personnel.	Back Office Services	Human Resources	Career Development and Retention			No Reuse	2
Education/Training	Defines the set of capabilities that support the active building of employee competencies, to include the range of training from professional development to general awareness training.	Back Office Services	Human Resources	Education / Training			No Reuse	2
Health and Safety	Defines the set of capabilities that support the security and physical well-being of an organization's employees.	Back Office Services	Human Resources	Health and Safety			No Reuse	0
Personnel Administration	Defines the set of capabilities that support the matching between an organization's employees and potential opportunities as well as the modification, addition and general upkeep of an organization's employee-specific information. IPMS supports these capabilities using GEMS/PeopleSoft 8.8.	Back Office Services	Human Resources	Personnel Administration			No Reuse	2

Recruiting	Defines the set of capabilities that support the identification and hiring of employees for the organization. IPMS supports these capabilities using REETA.	Back Office Services	Human Resources	Recruiting			No Reuse	3
Resume Management	Defines the set of capabilities that support the maintenance and administration of one's professional or work experience and qualifications. IPMS supports these capabilities using Gate to DoS/Quickhire.	Back Office Services	Human Resources	Resume Management			No Reuse	1
Retirement Management	Defines the set of capabilities that support the payment of benefits to retirees. IPMS accomplishes these capabilities using the GEMS/Peoplesoft 8.8 for Domestic personnel and uses Post Personnel for overseas Foreign Service personnel.	Back Office Services	Human Resources	Retirement Management			No Reuse	3
Ad Hoc	Defines the set of capabilities that support the use of dynamic reports on an as needed basis. IPMS supports these capabilities via the Knowledge Center using Business Objects.	Business Analytical Services	Reporting	Ad Hoc			No Reuse	2
OLAP	Defines the set of capabilities that support the analysis of information that has been summarized into multidimensional views and hierarchies. IPMS supports these capabilities via the Knowledge Center using Business Objects.	Business Analytical Services	Reporting	OLAP			No Reuse	2
Standardized / Canned	Defines the set of capabilities that support the use of pre-conceived or pre-written reports. IPMS supports these capabilities via the Knowledge Center using Business Objects.	Business Analytical Services	Reporting	Standardized / Canned			No Reuse	2
Program/Project Management	Defines the set of capabilities that manage and control a particular effort of an organization.	Business Management Services	Management of Processes	Program / Project Management			No Reuse	7
Organizational Management	Defines the set of capabilities that support multiple users working on related tasks.	Business Management Services	Organizational Management	Workgroup / Groupware			No Reuse	1

Information Mapping / Taxonomy	Defines the set of capabilities that support the creation and maintenance of relationships between data entities, naming standards and categorization. IPMS supports these capabilities using ERWIN.	Digital Asset Services	Knowledge Management	Information Mapping / Taxonomy			No Reuse	2
Information Sharing	Defines the set of capabilities that support the use of documents and data in a multi-user environment for use by an organization and its stakeholders. IPMS accomplishes these capabilities using the Knowledge Center/Business Objects for Domestic personnel.	Digital Asset Services	Knowledge Management	Information Sharing			No Reuse	2
Knowledge Capture	Defines the set of capabilities that facilitate collection of data and information. IPMS supports these capabilities using Business Objects/Knowledge Center.	Digital Asset Services	Knowledge Management	Knowledge Capture			No Reuse	2
Record Linking / Association	Defines the set of capabilities that support the correlation between logical data and information sets.	Digital Asset Services	Records Management	Record Linking / Association			No Reuse	4
Query	Defines the set of capabilities that support retrieval of records that satisfy specific query selection criteria.	Support Services	Search	Query			No Reuse	2
Identification and Authentication	Defines the set of capabilities that support obtaining information about those parties attempting to log on to a system or application for security purposes and the validation of those users. IPMS supports these capabilities using SECREF.	Support Services	Security Management	Identification and Authentication			No Reuse	8
System Resource Monitoring	Defines the set of capabilities that support the balance and allocation of memory, usage, disk space and performance on computers and their applications. DoS supports these capabilities using Big IP and Oracle RAC (Real Application Clusters).	Support Services	Systems Management	System Resource Monitoring			No Reuse	4

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

SRM.

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.

'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.

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.

4. Technical Reference Model (TRM) Table:

To demonstrate how this major IT investment aligns with the FEA Technical Reference Model (TRM), please list the Service Areas, Categories, Standards, and Service Specifications supporting this IT investment.

FEA SRM Component	FEA TRM Service Area	FEA TRM Service Category	FEA TRM Service Standard	Service Specification (i.e. vendor or product name)
Software Development	Component Framework	Business Logic	Platform Dependent	Microsoft VB Script
Software Development	Component Framework	Business Logic	Platform Dependent	Microsoft Visual Basic
Software Development	Component Framework	Business Logic	Platform Independent	Microsoft C,C++
Information Sharing	Component Framework	Data Management	Database Connectivity	Microsoft Oracle Open Database Connectivity (ODBC)
Information Sharing	Component Framework	Data Management	Reporting and Analysis	Microsoft Online Analytical Processing (OLAP)
Information Sharing	Component Framework	Data Management	Reporting and Analysis	XML for Analysis
Software Development	Component Framework	Presentation / Interface	Content Rendering	ColdFusion Cascading Style Sheets (CSS)
Software Development	Component Framework	Presentation / Interface	Content Rendering	Dynamic HTML (DHTML)
Instrumentation and Testing	Component Framework	Presentation / Interface	Dynamic Server-Side Display	Hyper Text Markup Language (HTML)
Information Sharing	Component Framework	Presentation / Interface	Dynamic Server-Side Display	Microsoft Active Server Pages (ASP)
Information Sharing	Component Framework	Presentation / Interface	Dynamic Server-Side Display	Microsoft Active Server Pages .Net (ASP.Net)
Identification and Authentication	Component Framework	Security	Certificates / Digital Signatures	Digital Certificate Authentication
Identification and Authentication	Component Framework	Security	Certificates / Digital Signatures	Secure Sockets Layer (SSL)
Information Sharing	Service Access and Delivery	Access Channels	Other Electronic Channels	System to System
Information Sharing	Service Access and	Service Requirements	Hosting	Internal (within Agency)

	Delivery			
Identification and Authentication	Service Access and Delivery	Service Requirements	Legislative / Compliance	Privacy: Liberty Alliance
Identification and Authentication	Service Access and Delivery	Service Requirements	Legislative / Compliance	Section 508
Identification and Authentication	Service Access and Delivery	Service Requirements	Legislative / Compliance	Security
Identification and Authentication	Service Access and Delivery	Service Requirements	Legislative / Compliance	Web Content Accessibility
Information Sharing	Service Access and Delivery	Service Transport	Service Transport	Electronic Mail (E-mail) Microsoft Exchange Server
Information Sharing	Service Access and Delivery	Service Transport	Service Transport	Internet Protocol (IP)
Information Sharing	Service Access and Delivery	Service Transport	Service Transport	Transport Control Protocol (TCP)
Information Sharing	Service Interface and Integration	Integration	Enterprise Application Integration	BizTalk Application Connectivity
Instrumentation and Testing	Service Interface and Integration	Integration	Enterprise Application Integration	BizTalk Business Process Management
Instrumentation and Testing	Service Interface and Integration	Integration	Enterprise Application Integration	Transformation and Formatting
Instrumentation and Testing	Service Interface and Integration	Integration	Middleware	Database Access: ISQL/w
Instrumentation and Testing	Service Interface and Integration	Integration	Middleware	Object Request Broker (ORB): Common Object Request Broker Architecture (CORBA)
Instrumentation and Testing	Service Interface and Integration	Interface	Service Description / Interface	Application Program Interface (API) / Protocol
Instrumentation and Testing	Service Interface and Integration	Interoperability	Data Format / Classification	eXtensible Markup Language (XML) / Protocol
Software Development	Service Interface and Integration	Interoperability	Data Transformation	eXtensible Stylesheet Language Transform (XSLT)
Software Development	Service Interface and Integration	Interoperability	Data Types / Validation	XML Schema
Instrumentation and Testing	Service Platform and Infrastructure	Database / Storage	Database	Oracle database
Instrumentation and Testing	Service Platform and Infrastructure	Database / Storage	Storage	EMC/Compaq Storage Area Network (SAN)
Information Sharing	Service Platform and Infrastructure	Delivery Servers	Media Servers	Microsoft Windows Media Services
Information Sharing	Service Platform and Infrastructure	Hardware / Infrastructure	Embedded Technology Devices	Hard Disk Drive
Information Sharing	Service Platform and	Hardware /	Embedded Technology	Microprocessor

	Infrastructure	Infrastructure	Devices	
Personnel Administration	Service Platform and Infrastructure	Hardware / Infrastructure	Embedded Technology Devices	Random Access Memory (RAM)
Personnel Administration	Service Platform and Infrastructure	Hardware / Infrastructure	Embedded Technology Devices	Redundant Array of Independent Disks (RAID)
Personnel Administration	Service Platform and Infrastructure	Hardware / Infrastructure	Local Area Network (LAN)	Ethernet
Information Sharing	Service Platform and Infrastructure	Hardware / Infrastructure	Local Area Network (LAN)	Virtual LAN (VLAN)
Personnel Administration	Service Platform and Infrastructure	Hardware / Infrastructure	Network Devices / Standards	Digital Subscriber Line (DSL)
Personnel Administration	Service Platform and Infrastructure	Hardware / Infrastructure	Network Devices / Standards	Hub
Personnel Administration	Service Platform and Infrastructure	Hardware / Infrastructure	Network Devices / Standards	Network Interface Card (NIC)
Personnel Administration	Service Platform and Infrastructure	Hardware / Infrastructure	Network Devices / Standards	Router
Personnel Administration	Service Platform and Infrastructure	Hardware / Infrastructure	Network Devices / Standards	Switch
Personnel Administration	Service Platform and Infrastructure	Hardware / Infrastructure	Network Devices / Standards	T1/T3
Personnel Administration	Service Platform and Infrastructure	Hardware / Infrastructure	Network Devices / Standards	Webcullis
Personnel Administration	Service Platform and Infrastructure	Hardware / Infrastructure	Peripherals	Printer
Personnel Administration	Service Platform and Infrastructure	Hardware / Infrastructure	Peripherals	Scanner
Information Sharing	Service Platform and Infrastructure	Hardware / Infrastructure	Servers / Computers	Dell/Compaq Enterprise Server
Personnel Administration	Service Platform and Infrastructure	Hardware / Infrastructure	Video Conferencing	CODEC
System Resource Monitoring	Service Platform and Infrastructure	Hardware / Infrastructure	Video Conferencing	Hoppman Communications Receiver
Software Development	Service Platform and Infrastructure	Software Engineering	Integrated Development Environment	Microsoft Visual Studio
Software Development	Service Platform and Infrastructure	Software Engineering	Modeling	Unified Modeling Language (UML)
Software Development	Service Platform and Infrastructure	Software Engineering	Software Configuration Management	Defect Tracking
Software Development	Service Platform and Infrastructure	Software Engineering	Software Configuration Management	Deployment Management
System Resource	Service Platform and Infrastructure	Software Engineering	Software Configuration	Microsoft Project Professional/Project Web Access Task

Monitoring	Infrastructure		Management	Management
System Resource Monitoring	Service Platform and Infrastructure	Software Engineering	Software Configuration Management	MKS Change Management
System Resource Monitoring	Service Platform and Infrastructure	Software Engineering	Software Configuration Management	MKS Requirements Management and Traceability
System Resource Monitoring	Service Platform and Infrastructure	Software Engineering	Software Configuration Management	MKS Version Management
System Resource Monitoring	Service Platform and Infrastructure	Software Engineering	Software Configuration Management	MKS Visual Source Safe Defect Tracking
Instrumentation and Testing	Service Platform and Infrastructure	Software Engineering	Test Management	Mercury Interactive Functional Testing
Instrumentation and Testing	Service Platform and Infrastructure	Software Engineering	Test Management	Mercury Interactive Installation Testing
Instrumentation and Testing	Service Platform and Infrastructure	Software Engineering	Test Management	Mercury Interactive Load/Stress/Volume Testing
Instrumentation and Testing	Service Platform and Infrastructure	Software Engineering	Test Management	Mercury Interactive Security and Access Control Testing
Instrumentation and Testing	Service Platform and Infrastructure	Software Engineering	Test Management	Oracle Microsoft SQL Server MSSQL
Instrumentation and Testing	Service Platform and Infrastructure	Software Engineering	Test Management	Usability Testing (508 Testing)

Service Components identified in the previous question should be entered in this column. Please enter multiple rows for FEA SRM Components supported by multiple TRM Service Specifications

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.

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

a. If "yes," please describe.

IPMS will leverage five E-Gov initiatives as follows: e-Clearance, e-Training, e-Payroll, Enterprise Human Resources Integration (EHRI) and Recruitment One-Stop (ROS). In addition, IPMS will support OPM's new Retirement Systems Modernization (RSM) initiative that will convert retirement records into an electronic format. IPMS will leverage these e-Gov initiatives as follows: e-Clearance - IPMS data will be leveraged for the personnel identification and verification effort in support of the Homeland Security Presidential Directive 12 (HSPD12). e-Training - IPMS leverages the DoS student training interface for DoS standard training needs. e-Payroll - IPMS will fulfill the defined OPM compensation requirements through the joint agreement with the National Finance Center's e-payroll system. IPMS plans to integrate with the National Finance Center's e-Payroll system in FY09. With this in place, DoS will be able to leverage process efficiencies from other providers to increase payroll benefits to its users. EHRI - IPMS will evaluate the future use of WASS and CivFour workforce planning capabilities provided in EHRI. ROS - ROS is leveraged through DoS use of the automated candidate assessment tool Quick Hire. RSM - RSM provides an annuity calculator for all Civil Service employees. OPM will facilitate the annual annuity amount for employees through RSM.

6. Does this investment provide the public with access to a government automated information system? No

a. If "yes," does customer access require specific software (e.g., a

specific web browser version)?

1. If "yes," provide the specific product name(s) and version number(s) of the required software and the date when the public will be able to access this investment by any software (i.e. to ensure equitable and timely access of government information and services).

Exhibit 300: Part II: Planning, Acquisition and Performance Information

II.A. Alternatives Analysis

Part II should be completed only for investments identified as "Planning" or "Full Acquisition," or "Mixed Life-Cycle" investments in response to Question 6 in Part I, Section A above.

In selecting the best capital asset, you should identify and consider at least three viable alternatives, in addition to the current baseline, i.e., the status quo. Use OMB Circular A- 94 for all investments, and the Clinger Cohen Act of 1996 for IT investments, to determine the criteria you should use in your Benefit/Cost Analysis.

1. Did you conduct an alternatives analysis for this project?	Yes
a. If "yes," provide the date the analysis was completed?	2/15/2005
b. If "no," what is the anticipated date this analysis will be completed?	
c. If no analysis is planned, please briefly explain why:	

4. What specific qualitative benefits will be realized?

The total full value of benefits for the PeopleSoft Light alternative is \$291.78M, with a PV of \$266.31M, for FY04 through FY12. The benefits pertain to maintaining current functionality, as well as productivity improvements resulting from technology updates, infrastructure updates, and the addition of new functionality. These benefits gradually increase until fully realized in FY08 (all PeopleSoft Light functionality is implemented by the end of FY07). In addition to quantitative benefits, IPMS will potentially realize a number of qualitative benefits. These benefits pertain to meeting the following goals of the HR IT vision: 1) World-wide human resources management availability at the user's desktop through web based applications; 2) Employee and manager HR self service functionality; 3) Single-sign on security architecture controls with access to all HR applications; 4) IPMS as the single source of HR data with a data sharing approach that supports other DoS applications and eliminates redundancy; 5) Data integrity, reliability, and accuracy; 6) Expanded reporting capabilities through the Knowledge Center with a single source of "the truth"; 7) Greatly reduces labor intensive, error prone manual processes; and 8) Position the bureau to move to HR LOB and other PMA initiatives.

II.B. Risk Management

You should have performed a risk assessment during the early planning and initial concept phase of this investment's life-cycle, developed a risk-adjusted life-cycle cost estimate and a plan to eliminate, mitigate or manage risk, and be actively managing risk throughout the

investment's life-cycle.

1. Does the investment have a Risk Management Plan?	Yes
a. If "yes," what is the date of the plan?	7/26/2006
b. Has the Risk Management Plan been significantly changed since last year's submission to OMB?	No
c. If "yes," describe any significant changes:	N/A
2. If there currently is no plan, will a plan be developed?	
a. If "yes," what is the planned completion date?	
b. If "no," what is the strategy for managing the risks?	

3. Briefly describe how investment risks are reflected in the life cycle cost estimate and investment schedule:

The Life cycle cost estimate is risk adjusted to account for currently identified program risks and also takes into account the likelihood that additional risks will materialize throughout the project life cycle. The project schedule is based on a conservative estimate of the time required to maintain and implement new applications within IPMS. A detailed analysis of the program's subprojects ("bottoms-up" analysis), taking into account lessons learned, is conducted by management and subject matter experts to assess the current and future level of effort required to meet the investment's objectives. This more conservative approach uses realistic expectations, rather than best case scenarios to develop the investment's budget and schedule.