

FEDERAL HR 2.0

Accelerating Federal HR 2.0: Core HCM Migration and HRIT Modernization

Helping agencies move to the governmentwide Core HCM platform with clean data, working interfaces, proven tests and a ready workforce.

October 2026

www.vo-iit.com · aarora@vo-iit.com

Executive summary

The federal government is consolidating more than 100 agency HR systems onto one Oracle-based Core HCM platform, with every agency targeted to be on it by FY 2028. The platform is being built centrally; the hardest work sits at each agency: cleaning decades of personnel data, rewiring payroll and benefits interfaces, proving the result through testing, and preparing HR staff and employees for new ways of working.

Volition IIT is built for exactly that agency-side work. We are an SBA 8(a), ISO 9001/20000-1/27001-certified HR and ERP modernization firm, an Oracle and Workday Service Partner, with hands-on federal HR delivery, including federal PeopleSoft-to-Oracle HCM Cloud migration.

We offer five integrated services for Core HCM adoption:

1. **Program management and HRIT support** — agency PMO, program coordination, governance and readiness tracking.
2. **Data transformation** — extraction, cleansing, mapping, conversion and reconciliation to the Core HCM data model.
3. **Integration** — payroll provider, benefits, federal reporting (EHRI/eOPF) and agency-specific system interfaces.
4. **Testing** — automated test factory, regression, parallel-run and personnel-action validation.
5. **Change management and training** — stakeholder engagement, role-based training and post-go-live support.

These are reinforced by Databricks-based workforce analytics, ServiceNow HR service delivery integration and Volition's Federal AI (V-FAID) methodology.

The mandate: Federal HR 2.0 and Core HCM

In June 2026 the federal government awarded Oracle a \$395.8 million, 10-year contract to deliver the first governmentwide HR platform on Oracle Fusion Cloud HCM, replacing more than 100 systems for about 2 million civilian employees.

The program's scope covers personnel action processing, the employee system of record, position management, employee and manager self-service, analytics and dashboards, time and attendance, and learning. Payroll, benefits, talent acquisition, performance management and retirement stay outside Core HCM and integrate with it. Agencies were directed to pause their own Core HCM procurements unless granted an exception.

Milestone	Timing
Final RFP posted to SAM.gov	October 2025
Oracle Core HCM award	June 2026
Core platform implementation	June – October 2026
Agency implementation begins (staggered)	October 2026
All agencies transitioned	March 2028
Licensing and sustainment	April 2028 onward

The first step after award is standing up a central instance of the platform that agency data will load into. Agencies then onboard in staggered waves through March 2028, with first-wave onboarding targeted for early FY 2027.

What this means for agencies: the program and Oracle own the shared platform, but each agency still owns its data quality, its interfaces to payroll and benefits providers, its acceptance testing, and its people. Those are the risks that sink HR migrations, and they are where Volition focuses.

What agencies should do now

1. **Name points of contact** — a full-time project manager, plus representatives for policy, data, learning and super-user working groups.
2. **Prepare for data migration** — scope the HR data to transfer, identify legacy data that must be retained and how, define integration points and data flows, and engage data officers and technical staff.
3. **Establish internal project management and communications** — resource the PMO, implementation, communications and training; identify agency-unique requirements; and compare them against the common federal configuration.

Each of these maps directly to a Volition service below, and an agency that completes them before its wave starts begins onboarding with fewer surprises.

Program management and HRIT support

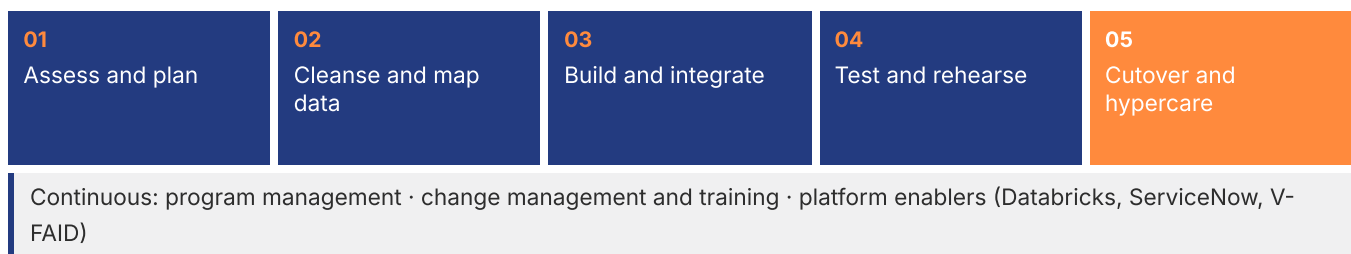
Volition stands up an agency-side Core HCM program office that keeps the agency on its wave schedule and gives leadership one honest view of readiness. We act as the agency's integrator between the program office, Oracle, the payroll provider and internal HR, IT, finance and security teams.

Service	What we deliver
Agency PMO	Integrated master schedule aligned to program wave gates, RAID log, weekly status and executive dashboards
Program and Oracle liaison	Requirements validation, fit-gap against the common federal configuration, exception requests, defect triage
Governance	Steering committee charter, decision log, change control board, entrance and exit criteria per phase
Readiness assessment	Current-state inventory of HR systems, interfaces, data stores, reports and agency-unique business rules
Policy alignment	Mapping agency HR policies and GPPA personnel action rules to Core HCM standard processes; documenting what must change
Security and compliance	ATO support, SOD conflict analysis, FedRAMP inheritance mapping, NIST 800-53 control evidence
Legacy decommissioning	Retirement plan, records retention, archive access and contract wind-down for retired systems

Our PMO is run under ISO 9001 and ISO 20000-1 certified processes, with Agile delivery cadences where the agency prefers them. Because the shared platform is configured "common federal needs first," much of our PMO value lies in deciding early which agency-unique practices to retire rather than replicate.

Migration lifecycle

Volition runs each agency migration through five gated phases, with program management, change management and our platform enablers running across all of them.



Core HCM migration lifecycle — 5 phases, 3 continuous workstreams

Cutover is the go/no-go point: it proceeds only after mock conversions, parallel payroll and UAT have met agreed thresholds.

Data transformation

Data is the single biggest risk in a Core HCM move: a migrated record that is wrong produces a wrong paycheck, a wrong retirement computation or a rejected EHRI submission. Volition runs data conversion

as an engineering discipline with repeatable, auditable mock conversions rather than one-time loads.

1. **Profile and inventory** — catalog every source (PeopleSoft, legacy agency HR systems, spreadsheets, position files) and measure completeness, validity and duplication.
2. **Cleanse at the source** — work with HR specialists to correct records before conversion: SSN/name mismatches, missing service computation dates, orphaned positions, invalid nature-of-action history.
3. **Map and transform** — field-level crosswalks to the Oracle HCM data model and federal code sets (NOA, LAC, pay plan, bargaining unit), with transformation logic held in version control.
4. **Mock conversions** — at least three full rehearsals, each measured against defined error thresholds, before the production cutover.
5. **Reconcile and certify** — record counts, financial totals (salary, leave balances, FEHB/FEGLI elections) and sample-based HR specialist sign-off.
6. **Historical data strategy** — decide what converts as active data versus what moves to an archive or analytics store, so the new platform starts clean.

Volition brings direct experience moving federal employee data from PeopleSoft to Oracle HCM Cloud and planning federal HR data transitions to Oracle HCM. Our Databricks lakehouse pipelines (see Extended capabilities) give agencies a governed staging area for profiling, transformation and reconciliation evidence.

Integration

Core HCM becomes the hub; every system that touched the old HR system has to be re-pointed, rebuilt or retired. In the Core HCM design, talent acquisition and performance systems feed Core HCM, benefits and payroll providers exchange data in both directions, and Core HCM reports out to federal reporting systems such as EHRI and eOPF.

Interface family	Typical systems	Volition role
Payroll	Shared service payroll providers	Mapping, file and API build, pay-period parallel reconciliation
Benefits	FEHB, FEGLI, TSP, retirement processing	Bidirectional data flows, election and event validation
Federal reporting	EHRI, eOPF	Submission edits, error remediation, data quality monitoring
Talent and performance	Hiring, performance and learning systems	Inbound feeds for new hires, ratings and completions
Agency-specific	Badging/identity, time capture, finance, case management	Inventory, redesign or retirement decision, build and test
Service delivery	ServiceNow HR and ITSM	Case and knowledge integration with Core HCM workflows

We build on Oracle Integration Cloud and the platform's REST and HCM Data Loader interfaces, with secure, monitored file transfer where providers require it. Our engineers bring years of PeopleSoft Integration Broker and Oracle ERP integration work, plus Agile DevSecOps pipelines for interface code.

Testing

An agency should not go live on evidence it cannot show. Volition's testing approach builds that evidence continuously.

- **Test strategy and traceability** — every requirement, personnel action type and interface linked to test cases and results.
- **Automated regression** — reusable scripts for high-volume transactions (hires, promotions, within-grade increases, separations) rerun after each Oracle quarterly update.
- **Personnel action validation** — nature-of-action and legal authority combinations tested against GPPA rules and EHRI edits; Volition's Federal PAR Agent can check outcomes automatically.
- **Integration and end-to-end testing** — full hire-to-pay and hire-to-retire scenarios across Core HCM, payroll and benefits.
- **Parallel payroll** — two or more pay periods compared line by line between legacy and new, with variance thresholds agreed in advance.
- **Security, accessibility and performance** — role and SOD testing, Section 508 checks, load testing for open season and pay-period peaks.
- **User acceptance** — scripted UAT run with agency HR specialists, with a defect triage process shared with the program office and Oracle.

Change management and training

A common platform means common processes, so many HR specialists, managers and employees will work differently on day one. Volition treats adoption as a workstream with its own plan, metrics and staff, not a training event at the end.

Audience	Change	Volition support
Agency leadership	Retire agency-unique processes; adopt common standards	Sponsor roadmap, decision briefings, readiness scorecards
HR specialists	New personnel action, position and reporting workflows	Role-based instructor-led and hands-on sandbox training, job aids, desk-side support
Managers	Self-service approvals, analytics	Short task-based modules, quick-reference guides
Employees	New self-service portal	Communications campaign, how-to videos, help-desk scripts
Help desk and HRIT staff	Tier 1/2 support for the new platform	Knowledge articles, triage runbooks, ServiceNow knowledge content

We measure adoption through training completion, proficiency checks, ticket volumes and transaction error rates, and keep a hypercare team in place for at least 60 days after each go-live.

Extended capabilities: Databricks, ServiceNow and AI

Core HCM is the system of record; agencies still need analytics, service delivery and automation around it. Volition extends the migration with three adjacent capabilities.

Databricks workforce analytics. As an approved Databricks partner, Volition builds governed lakehouse environments that serve the migration and outlast it:

- Staging, profiling and reconciliation of legacy HR data during conversion, with full lineage.
- A historical HR archive for data that does not convert, kept queryable for audits and FOIA.
- Workforce analytics joining Core HCM, payroll, finance and hiring data: attrition, skills gaps, retirement eligibility, cost per FTE.
- MLOps for predictive models, building on our AI/ML DevOps delivery for a major financial institution.

ServiceNow HR service delivery. Core HCM handles transactions; employees still need a front door for questions and cases. Volition integrates ServiceNow HR Service Delivery and ITSM with Core HCM so cases, knowledge articles and onboarding tasks draw on authoritative HR data, and so post-go-live tickets are routed and measured.

Federal AI (V-FAID). Our seven-phase Federal AI Deployment methodology governs agent use cases such as the Volition Federal PAR Agent, which checks personnel actions against GPPA rules, agency policy and EHRI edits before submission and can flag upcoming actions such as within-grade increases.

Why Volition

Volition combines Oracle platform partnership, federal HR domain depth and small-business agility, accessible through simple acquisition paths.

Credential	Detail
Platform partnerships	Oracle Service Partner and Workday Service Partner (Workday AMS Partner); approved Databricks partner
Socioeconomic status	SBA 8(a) certified through July 2030; sole-source and set-aside eligible
Contract vehicles	OASIS+
Quality and security	ISO 9001, ISO 20000-1, ISO 27001; CMMC Level 2 in progress
Federal HR experience	Federal PeopleSoft to Oracle HCM Cloud technical program management; federal HR data transition planning
HR domain depth	PeopleSoft HCM (ePerformance, Time and Labor, Absence, AWE, Integration Broker), Oracle ERP, GPPA personnel actions, federal SOD and compliance reporting
Company	Founded 2015; Leesburg, VA; CAGE 7SKV8; UEI UK61VEB6DKK8

Talk to us about your Core HCM readiness.

Amit Arora, President and CEO · aarora@vo-iit.com · 571-451-5376 · www.vo-iit.com