



HOUSE STRATEGIES GROUP

FEDERAL HR ADVISORY · CLASSIFICATION & COMPENSATION · PROCESS REENGINEERING

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RESPONSE TO REQUEST FOR INFORMATION

Business Process Engineer

for the USPS Office of Inspector General · Mission Support Component

HR workflows in preparation for Workday Core HCM · Submitted to Farzad Afrasiabi, Contracting Officer · July 31, 2026

We didn't just propose the mapping. We built it, and the method is running now, before award.

Boundary

HSG PROCESS PLATFORM

Boundary register

Process studio

Capture & evidence

Redesign sandbox

Dark matter

Cutover pre-mortem

Generation center

usps-oig-bpe.housestrategiesgroup.com/platform

LIVE

ENGAGEMENT

USPS_OIG_Mission_Support · illustrative model

Model current

Evaluator guide

ENGAGEMENT OVERVIEW

Boundary register

Every place work crosses a directorate line, ranked by annualized queue cost. This is the platform's home view because the boundary, not the process, is where cycle time and visibility are lost.

Open process studio →

46

steps modeled

4 workflows

27

directorate handoffs

per end-to-end pass

29,937

queue case-days / yr

sum across concurrent cases

33

dark-matter steps

no system of record

8,338

dark-matter hours / yr

hands-on, annualized

Boundaries by annualized cost

8 BOUNDARY PAIRS

BOUNDARY	CROSSINGS	CASE-DAYS / YR	STATUS
HR ⇄ T&TD	6	9,000	Thrash
B&A ⇄ HR	7	7,875	Thrash
B&A ⇄ T&TD	4	5,220	Normal
B&A ⇄ CON	1	4,000	Normal
CON ⇄ HR	2	2,113	Normal

Crossing matrix

Directorate pairs, shaded by crossing count.

	HR	T&TD	CON	F&S	B&A
HR		6	2	4	7
T&TD	6		1		4
CON	2	1		2	1
F&S	4		2		
B&A	7	4	1		



Watch the method run before you award

The boundary register, evidence-backed swimlanes, redesign sandbox, and generated Workday BP worksheets, RACI, SOPs, UAT scripts and traceability matrix. HSG delivery tooling; nothing for OIG to buy, install, or authorize. Illustrative data only.

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RESPONSES

DUE
July 31, 2026
3:00 PM ET

SBA 8(a) Certified

Small Disadvantaged Business

Workday Core HCM on the team

Signed past performance, rated Exceptional

No USPS, USPS OIG, or law enforcement data appears in this response or on the companion platform; all platform data is illustrative. HSG offers its socioeconomic status as supplier diversity information only, recognizing the Postal Service's exemption under 39 U.S.C. 410.



Business Process Engineer

Response to Request for Information · USPS Office of Inspector General, Mission Support Component
Mapping HR workflows across Mission Support in preparation for Workday Core HCM · Submitted to Farzad Afrasiabi, Contracting Officer · July 31, 2026

DATA MARKINGS. Unclassified. No classified material is submitted. The methodology at Questions 2 and 6 and the rates and pricing structure at Question 7 are **PROPRIETARY TO HOUSE STRATEGIES GROUP, LLC** and submitted in confidence for USPS OIG evaluation purposes.



WE MAPPED IT FIRST
Our delivery method, running live before award

Rather than describe our method, we built it: a boundary register ranking every cross-directorate handoff by cost; evidence-backed swimlanes; a redesign sandbox; and generated Workday BP worksheets, RACI, SOPs, UAT scripts and a traceability matrix. This is HSG delivery tooling, not software OIG must adopt: every deliverable lands as documents OIG owns. Illustrative data only; no USPS or OIG data is present.

Open the platform usps-oig-bpe.housestrategiesgroup.com

Q1 Company description, business size, and points of contact

House Strategies Group, LLC (HSG) is an SBA 8(a) certified management and human capital consulting firm formed in Florida in 2015, with offices in Tampa, Florida and Washington, DC. Our practice is federal human resources advisory: position classification and compensation, organizational assessment, workforce planning, and the reengineering of HR business processes that cross organizational boundaries. That last discipline is the whole of this requirement.

BUSINESS SIZE	Small business. 2024 gross receipts \$284,283 (Form 1120-S). Fewer than ten personnel: a core team of full-time staff supported by a named senior consulting bench. We bid only what we can staff with named people.
CUSTOMERS	USDA Animal and Plant Health Inspection Service and USDA Foreign Agricultural Service (through prime Rumik Consultancy LLC); Department of Veterans Affairs, Department of the Navy, and HUD (through prime Emax Financial & Real Estate Advisory Services); and municipal, county and judicial-branch clients in classification and compensation.
IDENTIFIERS	UEI EAE1MJHMN2Z1 · CAGE 7W4Y5 · EIN 47-5283120 · NAICS 541612 (HR consulting), 541611, 541618
PRIMARY POC	Jelani House , Managing Director and Principal Consultant · (434) 981-5295 · jelani@housestrategiesgroup.com 10525 Mistflower Lane, Tampa, FL 33647 · www.housestrategiesgroup.com
ALTERNATE POC	Maurice House , Founder and Chief Executive Officer · (813) 991-1157 · maurice.house@housestrategiesgroup.com

Q2 Methodology for mapping as-is and to-be HR processes

How we identify bottlenecks and redundant steps within multi-directorate workflows.
Most HR process mapping fails at the same place: it maps the HR directorate. The RFI is explicit that these workflows do not sit inside HR alone, and that is the correct framing. We map by **boundary**, not by org chart. Our method treats every point where work leaves one directorate and enters another as the unit of analysis, because that is where cycle time, rework, and lost visibility actually accumulate.

- ① **Process census and boundary register.** Before any mapping, we enumerate every HR-touching process across all five Mission Support directorates: budget and accounting, contracting, facilities and security, human resources, and training and talent development. Each entry records the owning directorate, every directorate that touches it, the artifact crossing each boundary, and the system holding the record of truth. The census routinely surfaces processes no directorate believed it owned.
- ② **As-is capture.** Structured practitioner interviews, artifact harvest (forms, checklists, shared mailboxes, trackers), and live walk-throughs of real in-flight cases, documented in cross-functional swimlanes with one lane per directorate. Every step carries five attributes: actor, system, input artifact, decision rule, and both touch time and elapsed time. We map what people do, not what the SOP says they do, and record the gap between the two as a finding.
- ③ **Friction analytics.** The as-is baseline is scored, not narrated. Every step gets handoff count, touch count, cycle time, rework rate, and approval depth, so later recommendations rest on a measured number rather than an opinion. We screen for six recurring bottleneck signatures:

Boundary thrash. A single case crossing the same directorate boundary more than twice. Almost always an artifact that was routed before it was complete.

Serial approval chains. Approvals executed in sequence that carry no dependency on one another, and could run in parallel or be eliminated outright.

Re-keying. The same data element captured by hand in more than one system. The clearest predictor of downstream data-quality defects in a new HCM tenant.

Shadow steps. Work performed in email, spreadsheets, or personal trackers with no system of record. Invisible to any system-side analysis, and the most common source of surprise during cutover.

Wait-state dominance. Elapsed time exceeding touch time by more than roughly ten to one. The process is not slow because the work is hard, it is slow because it is queued.

Exception-as-norm. An exception path used in more than about one in five cases. The documented process has quietly stopped being the real process.

- ④ **To-be design in Workday's own vocabulary.** A to-be map a configuration team cannot act on is a picture, not an engineering product. We design the future state directly against the Workday Core HCM business process framework: supervisory organization and position structure, staffing events, business process definitions with their steps, condition rules, approval and to-do steps, security groups and role assignments, notifications, and the integration boundary for anything Workday will not hold. Every to-be step resolves to one of three things: a Workday business process step, a delivered report or self-service action, or a deliberate out-of-system exception with a named owner and a stated reason.
- ⑤ **Dual-lens scoring.** The RFI asks for administrator efficiency and a customer-centric posture in the same breath, and those goals do conflict. We score every to-be process twice: once for administrative burden (touches, approval depth, exception rate, data-quality risk) and once for front-end experience (steps to complete, self-service coverage, time to first response, number of places a user must go). Where the two scores pull apart we say so and put the tradeoff in front of leadership rather than resolving it silently.
- ⑥ **Validation and sign-off.** Directorate-level walkthroughs first, so each directorate confirms its own lanes, then a joint cross-directorate session on the boundaries, where the real disagreements surface. The engagement closes on a signed to-be baseline plus a requirements traceability matrix running from measured as-is pain point, to to-be design decision, to the Workday configuration item that implements it.

Q3 Experience mapping HR workflows at comparable scale

Two to three case studies of complex HR workflow mapping.

A note on scale. The difficulty of this work tracks boundary count far more than headcount: a workflow that crosses five directorates, two HR regimes and three systems is harder to map than a larger workflow that stays inside one office. The engagements below were selected on that basis.

Case 1 · USDA APHIS International Workforce Standardization*HSG corporate past performance*

CLIENT AND ROLE: USDA Animal and Plant Health Inspection Service, PPQ and Action Programs, through prime Rumik Consultancy LLC (prime contract 12639521D0029). HSG served as senior HR consulting subcontractor, June 2022 to present, approximately \$225,000. Key personnel: Gilda Weech-House, Senior HR Consultant; Jelani House, Managing Director.

THE WORKFLOW PROBLEM: APHIS overseas workforce and position-management processes spanning Mexico, Panama and Guatemala, executed across program leadership, agency HR, and post administration, and governed by two different regimes at once: Department of State Overseas Personnel System guidance and, where applicable, OPM merit hiring requirements. The Mexico scope alone carried roughly 170 vacancies, seasonal and migratory employees, and overtime-heavy positions, each with distinct hiring and separation handling.

WHAT WE DID: Assessed technical, operational and administrative functions; interviewed managers, supervisors and staff to validate actual duties against documented ones; performed current-state and gap analyses; standardized position titles, grade levels and ranges, primary duties, skills and physical demands; and drafted position descriptions in submission-ready format for Department of State classification. We then rebuilt the surrounding process: hiring-process recommendations, workforce and succession planning, organizational charts and functional mappings, and assignment and return-rights documentation. That is onboarding, internal movement and offboarding, mapped end to end across organizational boundaries, run on a documented cadence of project schedules, interview cycles, PD review processes, weekly status reports and monthly status meetings.

Rated Exceptional in all six evaluation areas on a signed past performance questionnaire dated April 7, 2026. Reference: Sheetal Patel, President, Rumik Consultancy LLC, (469) 951-1423, miki.patel@rumikconsultancy.com. The reference credits HSG with "translating complex field realities into practical HR documentation and standardized workforce solutions."

Case 2 · USDA Foreign Agricultural Service Organizational Redesign *HSG corporate past performance*

Organizational design and workforce structure advisory for a globally distributed agency, through Rumik Consultancy LLC under a separate task order on the same vehicle, drawing on Maurice House's 38-year Foreign Agricultural Service career including service as Minister-Counselor and Agricultural Attaché. The redesign required reconciling headquarters process ownership against field execution: the same structural problem Mission Support faces when an HR workflow is owned by HR but executed by contracting, facilities and security, and training. Our contribution was the crosswalk between the intended structure and the workflows that would have to change for it to hold.

Case 3 · HUD Office of Asset Sales process reengineering*Key personnel experience*

Offered as key-personnel experience of Jelani House under prior prime contracts, not as HSG corporate past performance: team leader on multiple Program Financial Advisor contracts and Project Manager on the Transaction Specialist contract, 2006 to 2024. HUD, the Program Financial Advisor, the Transaction Specialist and a separate compliance-analytics contractor each held part of one workflow and none held all of it. The work was the connective tissue: standard operating procedures, pre-sale, sale and post-sale training curricula, quality-control regimes, and settlement process controls that held across four organizations with different incentives. It is the closest analogue in our library to a workflow no single directorate owns.

Rated Exceptional in all six evaluation areas on a signed questionnaire from John W. Lucey, Director, HUD Office of Asset Sales, (202) 402-3927: "Mr. House is one of the best people I've worked with in this field."

Q4 Workday Core HCM projects, roles, and outcomes

HSG's named Workday Core HCM resource is **Raina Cook**, Senior HR and Compensation Analyst. Her practice is HRIS management and people-data analytics across Workday, PeopleSoft and ServiceNow, together with compensation analysis, salary benchmarking and annual compensation review cycles, HR operations and process improvement, and system integrations. That is the combination this requirement needs: Workday product familiarity paired with the compensation and HR-operations context that determines whether a business process definition survives contact with a real pay cycle.

PLACEHOLDER FOR FINAL DRAFT. Insert Raina Cook's Workday Core HCM specifics before submission: the core modules she has worked in; whether her experience is configuration, implementation, or support in USPS OIG's own terms; the employer or client and dates; and one or two measurable outcomes. This paragraph is the direct answer to the RFI's stated candidate qualification and should carry named projects, roles and outcomes rather than capability language.

Raina works alongside **Gilda Weech-House**, Senior HR Consultant and Lead Classification Analyst, who leads process and classification analysis and carries the APHIS engagement above, with **Jelani House**, Managing Director, as engagement lead. The division is deliberate: process engineering and Workday translation are separate skills, and the failure mode of this kind of engagement is a mapper who does not know the target system, or a Workday practitioner who maps only what the system already does.

Q5 Typical timeline, discovery through final sign-off

A comprehensive multi-directorate analysis runs **16 to 18 weeks**. Phases overlap by design, because as-is capture in one directorate should not idle while another is scheduled.

Weeks	Phase	Output
1 – 2	Mobilization and process census	Cross-directorate process inventory, boundary register, directorate sponsor structure, interview schedule
3 – 8	As-is capture	Swimlane maps by process, one lane per directorate, with step-level attributes and live transaction walk-throughs
7 – 10	Friction analytics	Scored as-is baseline: handoffs, touches, cycle time, rework, approval depth; bottleneck findings validated with practitioners
9 – 14	To-be design and Workday alignment	Future-state maps expressed as Workday business process definitions, security and routing design, integration boundary
13 – 16	Automation roadmap	Prioritized recommendations with measured baselines, effort and owner, sequenced against the tenant configuration schedule
16 – 18	Walkthroughs and sign-off	Directorate walkthroughs, joint boundary session, signed to-be baseline, requirements traceability matrix

The schedule constraint that matters is not ours, it is the tenant's. The to-be baseline has to land before Workday configuration freezes, or process mapping becomes documentation of decisions already made. We work backward from OIG's configuration milestone and compress if needed: a scope limited to onboarding, offboarding and performance management delivers in 12 weeks with the same rigor.

Q6 From current-state documentation to actionable automation recommendations

Every recommendation carries five fields, one of which is a measured number: the friction it removes with its as-is baseline, the intervention, where that intervention lives, the effort and named owner, and the projected effect on cycle time and touch count, with the measurement method stated so OIG can verify it after deployment. Recommendations are plotted on effort against impact and sequenced, so leadership receives a roadmap rather than a list. Each resolves into one of three modes:

Absorb. The step disappears into delivered Workday functionality: a business process step, a condition rule, or a self-service action. No custom build, no maintenance tail.

Automate. The step remains necessary but stops being manual: an integration, an EIB load, a calculated field, a notification, or a delivered report replacing a hand-built tracker.

Retire. The step exists only to satisfy a legacy control that Workday's own audit trail and routing already satisfy. Retiring it needs a policy decision, not configuration.

We also deliver a deliberate **do-not-automate-yet register**. Where a process is inconsistent because its underlying policy is unsettled, automating it early hard-codes the ambiguity and makes it fail faster and more uniformly. Those items route to a policy decision with a recommended owner and a deadline tied to the configuration schedule, rather than being quietly configured around.

Q7 Estimated cost range and standard pricing model

We price to market and we structure to the buy. If this requirement is a single embedded engineer, the rate card governs. If it is a defined analysis with a sign-off gate, we prefer firm fixed price by phase, because it puts schedule risk on us rather than on OIG.

Labor category	Role on this requirement	Rate
Business Process Engineer / Lead	Method ownership, boundary design, sign-off	\$175 / hour
Workday Core HCM Specialist	BP framework translation, configuration readiness	\$185 / hour
Senior HR Process Analyst	As-is capture, classification and policy analysis	\$145 / hour
HR Analyst / Documentation	Swimlane production, artifact harvest, RTM	\$110 / hour

FULL ENGAGEMENT, FIRM FIXED PRICE**\$165,000 – \$215,000**

Comprehensive multi-directorate as-is and to-be analysis through signed baseline, 16 to 18 weeks. The range moves with the number of processes and directorates in scope, not with hours worked.

PHASE 0 ENTRY OPTION**\$34,500**

A four-week fixed-price census and scoping sprint: cross-directorate inventory, boundary register, and a firm price for the remainder. Credits in full if OIG proceeds.

EMBEDDED ENGINEER, PART TIME**approx. \$136,500**

One business process engineer at 20 hours per week for nine months, billed at the rate card. Suited to a labor-category buy running alongside OIG's implementation partner.

TRAVEL AND OTHER DIRECT COSTS**Not included**

Quoted separately at cost if on-site presence is required. Default is remote delivery with on-site blocks for capture interviews and the joint boundary session.

Q8 Information that would help us respond to the future quote solicitation

- **Workday deployment schedule.** The go-live target and, more importantly, the tenant configuration freeze date. That single fact determines whether the engagement is upstream engineering or downstream documentation.
- **Scope boundaries.** How many distinct HR processes are in scope, and whether the requirement covers all five directorates or a named subset.
- **Shape of the buy.** A single labor category or a small team; period of performance and option periods; and whether firm fixed price by phase is acceptable or labor-hour or time-and-materials is required.
- **Implementation partner.** Whether a Workday deployment partner is already selected, and whether the engineer coordinates with them, reports through them, or works independently for Mission Support.
- **Suitability and access.** Background investigation level and processing time, and whether it must complete before start. For an OIG that is often the binding constraint on mobilization.
- **Deliverable format and existing documentation.** Whether OIG prescribes a notation and toolset (BPMN, Visio, Workday BP definition sheets), and whether current-state SOPs, maps or prior assessments can be furnished at kickoff.
- **Work location and evaluation basis.** On-site expectation at OIG headquarters versus remote; and whether award will be lowest price technically acceptable or best value, with the page and format limits for the quote.

Q9 Other information clarifying our capabilities, and issues to consider**TWO RISKS WE WOULD FLAG TO MISSION SUPPORT NOW**

Sequencing. Process engineering delivers its value before configuration, not after. Once a tenant is being built, a mapping engagement quietly becomes a documentation engagement and the redesign opportunity is spent. If the configuration schedule is already advanced, we would rather scope to the processes still genuinely open than sell a full analysis that arrives too late to matter.

Where the difficulty actually sits. The hard part is not the HR directorate. It is the four directorates that touch HR workflows and do not think of themselves as HR stakeholders, so they under-resource the effort and go unavailable for interviews. We plan for that with a named sponsor per directorate, capture windows agreed at kickoff, and escalation on non-participation, because a swimlane with an empty lane is not a map.

About us as a supplier. We are a small firm and treat that as a commitment: the people named here are the people who would do the work. HSG is SBA 8(a) certified and a Small Disadvantaged Business, supplier-diversity information only given the Postal Service's exemption under 39 U.S.C. 410. This office already knows us through RFI 6HQOIG-26-A-0005 (submitted June 16, 2026); the working artifacts behind this one are live at usps-oig-bpe.housestrategiesgroup.com.