

Appendix I – Human Resources Development Requirements

Changes to Human Resources Development Requirements from Version 2.0		
Requirement	Changes Made	Reason
HRD14 Manage records of plans, activities and expenditures related to raining IAW OPM's Training Policy Handbook.	Primary Reference, Requirements Description	Policy Update
HRD24 Manage Senior Executive Service (SES) development programs IAW 5 CFR 412.	Primary Reference, Requirements Description	Policy Update
HRD26 Comply with all Senior Executive Service (SES) development program guidelines IAW 5 CFR 412.	Primary Reference, Requirements Description	Policy Update
HRD27 Report and maintain employee training data and records in accordance with the Guide to Personnel Recordkeeping.	Primary Reference, Requirements Description, Type	Policy Update / MAESC Request
HRD80 Track training costs.	Primary Reference	Policy Update
HRD125 Manage supervisory and managerial candidate training and development programs IAW 5 CFR 412 and "Guidelines for Managerial Development" (September 2006).	Added	Policy Update
HRD126 Comply with all supervisory and managerial candidate development program guidelines IAW 5 CFR 412 and "Guidelines for Managerial Development" (September 2006).	Added	Policy Update
HRD127 Facilitate leadership development through active involvement of supervisors, coaches, mentors, peer groups, or management consultants.	Added	Policy Update
HRD128 Utilize feedback from multi-rater assessments, organization surveys, business simulations, and development-focused assessment centers to facilitate leadership development.	Added	Policy Update
HRD129 Provide leadership development activities that integrate individual learning with team or organizational learning.	Added	Policy Update
HRD130 Structure development challenges (e.g., external rotations, launching new initiatives, managing turnaround organizations, or, in the case of SES employees, sabbaticals) into future assignments as part of a leadership development program.	Added	Policy Update
HRD131 Address Government-specific issues of concern (e.g. procurement integrity, ethical standards) and areas of increasing responsibility (e.g. managing a multi-sector workforce, managing employees with non-traditional career patterns) in planning leadership development programs.	Added	Policy Update
HRD132 Subscribe to applicable OPM policy listservs through the OPM website.	Added	Policy Update

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The Shared Service Center *may* have a role in providing and operating the facility or system to address the functionality, transaction, or process described by these requirements in accordance with the priority specified.

Shared Service Centers must take into account e-Gov initiatives and capitalize on existing and planned systems initiatives.

If an SSC chooses to offer services for any of the non-core services, it must meet the applicable mandatory requirements at the time such services are provided to the customer.

Nothing in these requirements implies or authorizes the performance of inherently governmental functions by non-governmental entities.

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
OPM Training Policy Handbook; 5 CFR 210; 5 USC 4107; 5 CFR 410	HRD1	Provide academic degree training IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training
OPM Training Policy Handbook; 5 CFR 210; 5 USC 4109	HRD2	Assign training IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training
OPM Training Policy Handbook; 5 CFR 210; 5 USC 4108	HRD3	Prepare continued service agreements IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training

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OPM Training Policy Handbook; 5 CFR 210; Title 17	HRD4	Comply with copyright laws when preparing training material IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training
OPM Training Policy Handbook; 5 CFR 210; 42 USC 2000; EO 11348; 5 USC 2301; 5 USC 4103; 5 CFR 335; 5 CFR 410	HRD5	Uphold equal employee opportunity concerns and Merit System Principles when operating training program IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training
OPM Training Policy Handbook; 5 CFR 210; 29 CFR 1614; 5 CFR 410; 5 USC 4109; 5 USC 310229 USC 791; 38 USC 4214	HRD6	Address employees with disabilities issues IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training
OPM Training Policy Handbook; 5 CFR 210; 5 CFR 2638; 5 CFR 2635; 31 USC 1353; 5 USC 4111; 18 USC 209	HRD7	Address ethical issues related to training IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training

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OPM Training Policy Handbook; 5 CFR 210; 31 USC 3324; 5 USC 4109; 5 USC 4110; 5 CFR 301; 5 CFR 410; 41 CFR 302; 5 USC 5704	HRD8	Manage expenses related to training IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training
OPM Training Policy Handbook; 5 CFR 210; EO 11348	HRD9	Provide interagency training IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training
OPM Training Policy Handbook; 5 CFR 210; 5 USC 41; 5 CFR 410	HRD10	Offer meetings and conferences IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training
OPM Training Policy Handbook; 5 CFR 210; 5 USC 4109; 5 USC 5946	HRD11	Process training actions related to professional memberships IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training

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OPM Training Policy Handbook; 5 CFR 210; 5 CFR 410; 5 CFR 551; 29 CFR 785	HRD12	Manage employee pay related to training IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training
OPM Training Policy Handbook; 5 CFR 210; 5 USC 41; EO 11348; 31 USC 1502; 31 USC 1535; OMB Circular A-76	HRD13	Procure training IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training
5 CFR 410.701; Guide to Personnel Recordkeeping; Guide to Human Resources Reporting	HRD14	Manage records of plans, activities, and expenditures related to training in such form and manner as necessary to submit the recorded data to OPM through the OPM Government Electronic Data Collection System IAW the Guide to Personnel Recordkeeping and the Guide to Human Resources Reporting	Policy, Technology	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training
OPM Training Policy Handbook; 5 CFR 210	HRD15	Provide required training IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training

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OPM Training Policy Handbook; 5 CFR 210; 5 CFR 410; EO 11348; 5 USC 4103; 29 USC 19; 5 CFR 351	HRD16	Provide retraining of employees IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training
OPM Training Policy Handbook; 5 CFR 210; 5 CFR 213; 5 USC 41; 5 CFR 410; 5 USC 4107-4109; 38 USC 3681; 5 CFR 213	HRD17	Operate the Student Educational Employment Program IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training
OPM Training Policy Handbook; 5 CFR 210; PL 104-66; 5 USC 4103; EO 11348; 5 CFR 410; PL 103-62	HRD18	Conduct training needs assessments IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training
OPM Training Policy Handbook; 5 CFR 210; PL 87-195; 22 USC 2357; 31 USC 3302; PL 91-648; 5 CFR 334	HRD19	Train non-government employees IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training

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OPM Training Policy Handbook; 5 CFR 210; 5 USC 4112; PL 104-208	HRD20	Account for the use of government funds for training IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training
OPM Training Policy Handbook; 5 CFR 210; 41 CFR 101	HRD21	Offer worksite educational programs IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training
5 CFR 410.204	HRD22	Conduct required agency-specific training.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.4.5 Deliver HRD Program			
E-Government Act of 2002, Section 3702(f)	HRD23	Administer the provisions of the E-Government Act of 2002, as they relate to training.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.4.4 Administer Training			
5 CFR 412; 5 USC 3396; 5 USC Ch 41; OPM Memorandum for Chief Human Capital Officers, Sept. 12, 2006, Guidelines for Managerial Development	HRD24	Manage Senior Executive Service (SES) development programs IAW 5 CFR 412 and "Guidelines for Managerial Development" (September 2006).	Policy	Mandatory	Shared Service Center/ Agency	7.2.1 Determine Competencies to be Addressed by HRD	7.3.2 Design HRD Program content	7.2.3 Analyze, Prioritize, and Select HRD Programs and/or Learning Opportunities to be Implemented	7.4.1 Pilot HRD Program	7.4.2 Revise HRD Content and Methods of Delivery

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Linkages for HRD24 continued						7.4.3 Announce HRD Program	7.4.4 Administer Training	7.4.5 Deliver HRD Program	7.5.1 Create or Update Individual Development Plan (IDP)	7.5.2 Execute Individual Development Plan
						7.5.3 Assess Progress Against Individual Development Plan (IDP)				
5 CFR 410.202, 5 CFR 410.301	HRD25	Integrate position requirements with training program development needs.	Service	Mandatory	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity				
5 CFR 412; 5 USC 3396; 5 USC Ch 41; OPM Memorandum for Chief Human Capital Officers, Sept. 12, 2006, Guidelines for Managerial Development	HRD26	Comply with all Senior Executive Service (SES) development program guidelines IAW 5 CFR 412 and "Guidelines for Managerial Development" (September 2006).	Policy	Mandatory	Shared Service Center/ Agency	7.3.3 Select HRD Provider	7.3.4 Develop HRD Program	7.3.2 Design HRD Program Content		
5 CFR 410.701(b); The Guide to Personnel Recordkeeping 3-40; Guide to Human Resources Reporting; 5 CFR 293; 5 CFR 410.601; 5 USC 4115;	HRD27	Report and maintain employee training data and records in accordance with the Guide to Personnel Recordkeeping and Guide to Human Resources Reporting.	Policy, Technology	Mandatory	Shared Service Center/ Agency	7.4.4 Administer Training				

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	HRD28	Research emerging trends and best practices for education and training delivery practices.	Service	Critical	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies and Guidelines	7.1.3 Communicate Agency HRD Policy	7.3.2 Design HRD content	7.4.4 Administer Training	
Best Business Practice	HRD29	Provide an automated mechanism to track employee attendance in the program.	Technology	Critical	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies and Guidelines	7.4.5 Deliver HRD Program			
5 USC Ch 41; 5 CFR	HRD30	Identify performance criteria for measuring desired results for each approved human resource development (HRD) program and/or learning opportunity.	Service	Critical	Shared Service Center/ Agency	7.1.2 Develop Agency HRD Policy	7.3.4 Develop HRD Program	7.3.2 Design HRD Program Content	7.4.2 Revise HRD Content and Methods of Delivery	
5 USC Ch 41; 5 CFR	HRD31	Identify and describe the target audience(s) for each agency-approved human resource development (HRD) program and/or learning opportunity.	Service	Critical	Shared Service Center/ Agency	7.1.3 Communicate Agency HRD Vision	7.3.2 Design HRD Program Content	7.3.1 Conduct Training Needs Analysis for each Approved HRD Program and/or Learning Opportunity	7.4.4 Administer Training	
Best Business Practice	HRD32	Support communication of success stories to identify opportunities and benefits associated with a learning initiative.	Service	Critical	Shared Service Center/ Agency	7.1.3 Communicate Agency HRD Vision	7.2.2 Identify/ Propose HRD Program			
Best Business Practice	HRD33	Support communication of learning impact on business performance.	Service	Critical	Shared Service Center/ Agency	7.1.3 Communicate Agency HRD Vision	7.4.3 Announce HRD Program	7.6.2 Analyze HRD Program Results	7.6.3 Evaluate Long-term Impacts and Value of HRD Programs	
Best Business Practice	HRD34	Provide tools to gather employee, manager and executive input on competency.	Technology	Critical	Shared Service Center/ Agency	7.2.1 Determine Competencies to be Addressed by HRD				

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Best Business Practice	HRD35	Provide consultative support to determine competencies that can be used as a basis for performance management systems.	Service	Critical	Shared Service Center/ Agency	7.2.1 Determine Competencies to be Addressed by HRD				
Best Business Practice	HRD36	Provide consultative support to prioritize competency gaps to be addressed by employee development.	Service	Critical	Shared Service Center/ Agency	7.2.1 Determine Competencies to be Addressed by HRD				
Best Business Practice	HRD37	Provide consultative support to create and revise a competency model.	Service	Critical	Shared Service Center/ Agency	7.2.1 Determine Competencies to be Addressed by HRD				
5 USC Ch 41; 5 CFR	HRD38	Predict human resource development (HRD) program life span.	Service	Critical	Shared Service Center/ Agency	7.2.2 Identify/ Propose HRD Program	7.3.5 Establish Overall Implementation Time Frames and Predict Program Life Span			
5 CFR 410.204	HRD39	Use full range of options to meet mission related organizational and employee development needs, e.g., classroom training, on-the-job training.	Service	Critical	Shared Service Center/ Agency	7.2.2 Identify/ Propose HRD Program	7.2.3 Analyze, Prioritize, and Select HRD Programs and/or Learning Opportunities to be Implemented			
Best Business Practice	HRD40	Support periodic needs analysis.	Service	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.6.1 Evaluate HRD Program			
Best Business Practice	HRD41	Identify best practices that underlie program content and methods of delivery.	Service	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.4.1 Pilot HRD Program	7.4.2 Revise HRD Content and Methods of Delivery	7.3.4 Develop HRD Program	

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Best Business Practice	HRD42	Identify guidelines and instructional methods for the employee development program.	Service	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity				
Best Business Practice	HRD43	Provide tools to identify developmental and training needs of current employees.	Technology	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity				
5 CFR 410.203	HRD44	Provide tool for agencies to document their projected training needs.	Technology	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity				
5 CFR 410.202	HRD45	Identify learning approaches that will improve results and eliminate inefficiencies.	Service	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity				
5 CFR 410.203 (a)	HRD46	Devise learning and development strategies to address prioritized competencies.	Service	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity				

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5 CFR 410.201 and 410.302	HRD47	Identify learning and development infrastructure requirements.	Service	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity				
Best Business Practice	HRD48	Identify learning program objectives.	Service	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.6.2 Analyze HRD Program Results			
5 CFR 410.201 and 410.302	HRD49	Identify required e-Learning infrastructure.	Service	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity				
5 CFR 410.710	HRD50	Track employee training and development needs.	Technology	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity				
Best Business Practice	HRD51	Provide in-house training course catalogs with supporting descriptions and schedules.	Service	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity				

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5 USC Ch 41; 5 CFR	HRD52	Develop human resource development (HRD) program content and materials.	Service	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.6 Review and Validate HRD Program			
Best Business Practice	HRD53	Provide tools to predict future employee development and training needs.	Technology	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity				
Best Business Practice	HRD54	Identify functional areas in which new or expanded interagency training activity is needed.	Service	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity				
Best Business Practice	HRD55	Measure work processes to identify improvement opportunities sub-function.	Technology	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity				
Best Business Practice	HRD56	Identify knowledge management databases.	Service	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity				

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Best Business Practice	HRD57	Survey sampling of target audience groups to determine learning styles, aptitude, prior knowledge of program content, attitudes, and perceptions.	Service	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.4 Develop HRD Program			
5 CFR 410.204	HRD58	Analyze alternative education and training delivery methods.	Service	Critical	Shared Service Center/ Agency	7.3.2 Design HRD Program Content	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.1.3 Communicate Agency HRD Vision		
Best Business Practice	HRD59	Obtain employee development program objectives to determine optimum method(s) of delivery.	Service	Critical	Shared Service Center/ Agency	7.3.2 Design HRD Program Content	7.1.1 Review Laws, Regulations, Policies, and Guidelines			
Best Business Practice	HRD60	Identify method(s) of delivery to support employee development program learning goals and objectives.	Service	Critical	Shared Service Center/ Agency	7.3.2 Design HRD Program Content	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.2.2 Identify/ Propose HRD Program		
Best Business Practice	HRD61	Propose method(s) of delivery to accomplish employee development program learning goals and objectives.	Service	Critical	Shared Service Center/ Agency	7.3.2 Design HRD Program Content	7.2.2 Identify/ Propose HRD Program	7.2.2 Identify/ Propose HRD Program		
Best Business Practice	HRD62	Identify knowledge-sharing opportunities.	Technology	Critical	Shared Service Center/ Agency	7.3.3 Select HRD Program Provider				
5 USC Ch 41; 5 CFR	HRD63	Determine frequency and timing of human resource development (HRD) program offerings.	Service	Critical	Shared Service Center/ Agency	7.3.5 Establish Overall Implementation Time Frames and Predict Program Life Span	7.3.6 Review and Validate HRD Program			

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Best Business Practice	HRD64	Apply project management best practices to implement and maintain HRD programs in accordance with agency direction.	Service	Critical	Shared Service Center/ Agency	7.3.5 Establish Overall Implementation Time Frames and Predict Program Life Span	7.3.6 Review and Validate HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.4.4 Administer Training	7.4.5 Deliver HRD Program
Linkages for HRD64 continued						7.5.3 Assess Progress Against Individual Development Plan (IDP)				
Best Business Practice	HRD65	Generate pre- and post-testing and followup evaluations.	Technology	Critical	Shared Service Center/ Agency	7.3.6 Review and Validate HRD Program	7.4.4 Administer Training			
Best Business Practice	HRD66	Pilot HRD program.	Service	Critical	Shared Service Center/ Agency	7.4.1 Pilot HRD Program				
Best Business Practice	HRD67	Communicate pilot program goals.	Service	Critical	Shared Service Center/ Agency	7.4.1 Pilot HRD Program				
Best Business Practice	HRD68	Communicate participant responsibilities for the pilot program.	Service	Critical	Shared Service Center/ Agency	7.4.1 Pilot HRD Program				
Best Business Practice	HRD69	Deliver pilot HRD program to participants.	Service	Critical	Shared Service Center/ Agency	7.4.1 Pilot HRD Program				
Best Business Practice	HRD70	Provide mechanism to communicate feedback.	Service	Critical	Shared Service Center/ Agency	7.4.1 Pilot HRD Program				

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5 USC Ch 41; 5 CFR	HRD71	Measure the skills attained and progress made against appropriate development plans.	Service	Critical	Shared Service Center/ Agency	7.4.1 Pilot HRD Program	7.5.4 Assess Progress Against Individual Development Plan (IDP)			
5 USC Ch 41; 5 CFR	HRD72	Revise HRD program based on pilot experience and feedback.	Service	Critical	Shared Service Center/ Agency	7.4.2 Revise HRD Content and Methods of Delivery				
Best Business Practice	HRD73	Communicate knowledge-sharing opportunities.	Technology	Critical	Shared Service Center/ Agency	7.4.3 Announce HRD Program	7.4.4 Administer Training			
5 CFR 410.304 and 410.701; 5 USC 4109	HRD74	Track whether training is provided internally or externally.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD75	Provide self-service training registration.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD76	Use workflow to route training requests to supervisors for online approval.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD77	Support online scheduling of equipment and facilities.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD78	Use workflow to make notifications, e.g., notify employees that a class is full, notify supervisors regarding employee attendance.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
5 CFR 410.601	HRD79	Track course evaluations.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				

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5 CFR 410.701; Guide to Personnel Recordkeeping; Guide to Human Resources Reporting	HRD80	Track training costs.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
5 CFR 410.601	HRD81	Track training followup activities and issues.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD82	Allow employees to view their own training history.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD83	Allow agencies to run reports on their employees' training.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD84	Provide visibility to employee training hours for a specified time period	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD85	Generate course evaluation template.	Technology	Critical	Shared Service Center/ Agency	7.3.6 Review and Validate HRD Program	7.4.4 Administer Training			
Best Business Practice	HRD86	Capture course evaluation results.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training	7.6.1 Evaluate HRD Program			
Best Business Practice	HRD87	Report course evaluation results.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training	7.6.1 Evaluate HRD Program			
5 USC 4103	HRD88	Provide consultative support for the development and implementation of distributed learning technologies.	Service	Critical	Shared Service Center/ Agency	7.4.4 Administer Training	7.4.5 Deliver HRD Program			

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5 USC Ch 41;5 CFR	HRD89	Administer the HRD program participant registration and authorization process.	Service	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
5 USC Ch 41;5 CFR	HRD90	Administer the HRD participation and attendance tracking process, to include tracking of cancellations and absences.	Service	Critical	Shared Service Center/ Agency	7.4.4 Administer Training	7.4.5 Deliver HRD Program			
5 USC Ch 41;5 CFR	HRD91	Administer the process of receiving and summarizing HRD program evaluation data.	Service	Critical	Shared Service Center/ Agency	7.4.4 Administer Training	7.4.5 Deliver HRD Program			
5 USC Ch 41;5 CFR	HRD92	Administer the process of scheduling program facilities.	Service	Critical	Shared Service Center/ Agency	7.4.4 Administer Training	7.4.5 Deliver HRD Program			
5 USC Ch 41;5 CFR	HRD93	Administer the process of setting up program facilities.	Service	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
5 USC Ch 41;5 CFR	HRD94	Update employee records to document program attendance and/or completion.	Service	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD95	Identify employees who should attend the various types of training.	Service	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD96	Arrange for instructors to conduct training courses.	Service	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD97	Schedule facilities for classroom training.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training	7.6.1 Evaluate HRD Program			

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Best Business Practice	HRD98	Provide a system to capture training data needed.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD99	Maintain training program systems.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD100	Provide an automated mechanism to authorize participant registration.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD101	Provide an automated mechanism to allow billing for the program if necessary.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD102	Provide an automated mechanism to track participation by types of training (e.g., web-based training, self-study).	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD103	Provide an automated mechanism to track attendance, cancellations and absences.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD104	Provide an automated mechanism to distribute program evaluation to participants.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD105	Provide an automated mechanism to prompt participants to complete program evaluations.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD106	Provide an automated mechanism to collect completed program evaluations.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				

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Best Business Practice	HRD107	Provide an automated mechanism to summarize completed program evaluation.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD108	Plan orientation activities designed to acquaint participants with the new employee development program.	Service	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD109	Provide help-desk technology assistance.	Service	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
5 USC Ch 41; 5 CFR	HRD110	Schedule HRD resources.	Service	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD111	Provide knowledge-sharing opportunities.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training	7.4.5 Deliver HRD Program			
Best Business Practice	HRD112	Allow for integration of learning and development content with knowledge management.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training	7.4.5 Deliver HRD Program			
Best Business Practice	HRD113	Provide mechanism for knowledge management.	Technology	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.4.4 Administer Training	7.4.5 Deliver HRD Program		
Best Business Practice	HRD114	Advise agencies on opportunities for sharing facilities to provide training.	Service	Critical	Shared Service Center	7.4.4 Administer Training				
Best Business Practice	HRD115	Offer advice and guidance to HRD staff at agencies on training-related issues.	Service	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				

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5 USC Ch 41;5 CFR	HRD116	Deliver HRD programs to participants per schedule and/or availability published in program catalog(s) as based on training law.	Service	Critical	Shared Service Center/ Agency	7.4.5 Deliver HRD Program				
Best Business Practice	HRD117	Provide an automated mechanism to produce a training delivery schedule for participants.	Technology	Critical	Shared Service Center/ Agency	7.4.5 Deliver HRD Program				
Best Business Practice	HRD118	Provide an automated mechanism to verify participant enrollment.	Technology	Critical	Shared Service Center/ Agency	7.4.5 Deliver HRD Program				
Best Business Practice	HRD119	Provide an automated mechanism to update employee records to document program attendance.	Technology	Critical	Shared Service Center/ Agency	7.4.5 Deliver HRD Program				
Best Business Practice	HRD120	Provide an automated mechanism to update employee records to document program completion.	Technology	Critical	Shared Service Center/ Agency	7.4.5 Deliver HRD Program				
Best Business Practice	HRD121	Support a multilevel employee certification program.	Service	Useful	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.6.3 Evaluate Long-term Impacts and Value of HRD Programs			
5 CFR 410. 202, 203, 601, and 701	HRD122	Provide mechanism to determine the learning ROI, e.g., by cost savings, improvement in employee work performance, and impact on agency success.	Technology	Useful	Shared Service Center/ Agency	7.6.3 Evaluate Long-term Impacts and Value of HRD Programs				
Best Business Practice	HRD123	Leverage as appropriate existing HR LOB HRD programs, program content and learning management systems.	Service	Mandatory	Shared Service Center/ Agency	Cross Process				
Best Business Practice	HRD124	Provide access as appropriate or as mandated to existing HR LOB HRD programs, program content and learning management systems.	Technology	Mandatory	Shared Service Center/ Agency	Cross Process				

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5 CFR 412; 5 USC Ch 41; OPM Memorandum for Chief Human Capital Officers, Sept. 12, 2006, Guidelines for Managerial Development	HRD125	Manage supervisory and managerial candidate training and development programs IAW 5 CFR 412 and "Guidelines for Managerial Development" (September 2006).	Policy	Mandatory	Shared Service Center/ Agency	7.2.1; 7.2.3	7.3.2	7.4.1; 7.4.2; 7.4.3; 7.4.4; 7.4.5	7.5.1; 7.5.2; 7.5.3	
5 CFR 412; 5 USC Ch 41; OPM Memorandum for Chief Human Capital Officers, Sept. 12, 2006, Guidelines for Managerial Development	HRD126	Comply with all supervisory and managerial candidate development program guidelines IAW 5 CFR 412 and "Guidelines for Managerial Development" (September 2006).	Policy	Mandatory	Shared Service Center/ Agency	7.3.3; 7.3.4; 7.3.2				
OPM Memorandum for Chief Human Capital Officers, Sept. 12, 2006, Guidelines for Managerial Development	HRD127	Facilitate leadership development through active involvement of supervisors, coaches, mentors, peer groups, or management consultants.	Policy	Critical	Shared Service Center/ Agency	7.1.1; 7.2.2; 7.3.1; 7.3.2; 7.4.4				
OPM Memorandum for Chief Human Capital Officers, Sept. 12, 2006, Guidelines for Managerial Development	HRD128	Utilize feedback from multi-rater assessments, organization surveys, business simulations, and development-focused assessment centers to facilitate leadership development.	Policy	Critical	Shared Service Center/ Agency	7.3.1; 7.3.2; 7.6.1; 7.6.2; 7.6.3				

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OPM Memorandum for Chief Human Capital Officers, Sept. 12, 2006, Guidelines for Managerial Development	HRD129	Provide leadership development activities that integrate individual learning with team or organizational learning.	Policy	Critical	Shared Service Center/ Agency	7.1.1; 7.2.2; 7.3.1; 7.3.2; 7.4.4;				
OPM Memorandum for Chief Human Capital Officers, Sept. 12, 2006, Guidelines for Managerial Development	HRD130	Structure development challenges (e.g., external rotations, launching new initiatives, managing turnaround organizations, or, in the case of SES employees, sabbaticals) into future assignments as part of a leadership development program.	Policy	Critical	Shared Service Center/ Agency	7.1.1; 7.2.2; 7.3.1; 7.3.2; 7.4.4				
OPM Memorandum for Chief Human Capital Officers, Sept. 12, 2006, Guidelines for Managerial Development	HRD131	Address Government-specific issues of concern (e.g. procurement integrity, ethical standards) and areas of increasing responsibility (e.g. managing a multi-sector workforce, managing employees with non-traditional career patterns) in planning leadership development programs.	Policy	Critical	Shared Service Center/ Agency	7.1.1; 7.2.2; 7.3.1; 7.3.2; 7.4.4				
Best Business Practice	HRD132	Subscribe to applicable OPM policy listservs through the OPM website.	Policy	Mandatory	Shared Service Center/ Agency	All Activities				