



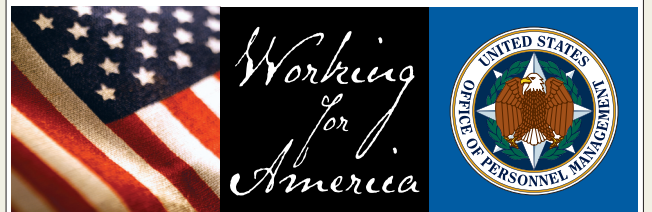
**UNITED STATES
OFFICE OF PERSONNEL MANAGEMENT**

**HUMAN RESOURCES
LINE OF BUSINESS**

**Target Requirements
for
Shared Service Centers
Version 3.0**

September 2007

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



A Message from the Director

I am pleased to present the Human Resources Line of Business (HR LOB) Target Requirements for Shared Service Centers, version 3.0 report. The report defines target requirements for both “core” and “non-core” services that may be offered by the HR LOB Shared Service Centers.

The HR LOB target requirements report will:

- Establish a single comprehensive business process-driven vision for services and technology.
- Provide an agency-driven basis for OMB and OPM to certify service providers.
- Provide a consistent basis for each agency to select a service provider.
- Provide a single cross-government blueprint for future service and technology design specifications.
- Provide a starting point for identifying future performance measures.

The report is a result of landmark cross-agency collaboration and is a significant milestone in the strategic management of human capital.

Linda M. Springer
Director

Human Resources Line of Business Foreword to Target Requirements for Shared Service Centers

The table below lists the changes from *HR LOB Target Requirements for Shared Service Centers version 2.0*, reflected in this report. Please note that each appendix contains more detail on the changes to requirements reflected within.

Section	Page(s)	Change Description
I. Introduction, D. Requirements Change Process	p.10	Added "Requirements change requests must be officially proposed by a member of the HR LOB Multi-Agency Executive Strategy Committee (MAESC) or the Requirements Board".
II. HR LOB Core Services Conceptual Design, C. Benefits Management	p.18	Changed "...and will provide benefits counseling to employees" to read "...and may provide benefits counseling to employees".
Appendices A-L	pp.44, 119, 127, 139, 162, 175, 183, 206, 215, 219, 224	Added a new policy requirement requiring SSCs to subscribe to appropriate OPM policy listservs via the OPM website.
Appendix A Personnel Action	p.70	Deleted requirement: PPA151
Appendix A Personnel Action	p.72	Added requirements: PPA173, 174
Appendix B Compensation Management	p.104	Added requirement: COMP361
Appendix C Benefits Management	pp. 107, 111, 113-116, 119, 120, 122-123	Changed requirements: BEN1, BEN29, BEN46, BEN47, BEN49, BEN51, BEN55, BEN56, BEN58, BEN61, BEN62, BEN87, BEN88, BEN89, BEN90, BEN103, BEN104, BEN107, BEN108, BEN109, BEN117
Appendix C Benefits Management	pp.124-125	Added requirements: BEN125, BEN126, BEN127, BEN128
Appendix D Human Resources Strategy	p.129	Deleted requirement: HRS15
Appendix D Human Resources Strategy	p.132	Added requirements: HRS36, HRS37
Appendix E Organization and Position Management	pp.134, 136 - 138	Changed requirements: ORGP3, ORGP12, ORGP15, ORGP16
Appendix E Organization and Position Management	pp.144-145	Added requirements: ORGP56, ORGP57, ORGP58
Appendix F Staff Acquisition	p.169	Added requirement: ACQ144
Appendix G Performance Management	pp.175-179	Changed requirements: PM4, PM6, PM7, PM8, PM9, PM10, PM14, PM15, PM16, PM17

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS VERSION 3.0

Section	Page(s)	Change Description
Appendix G Performance Management	p.183	Added requirement: PM44
Appendix H Compensation Management (Non-core)	pp.185-192	Changed requirements: LTC1, LTC4, LTC9, LTC11, LTC12, LTC13, LTC14, LTC15, LTC17, LTC18
Appendix H Compensation Management (Non-core)	p.192	Added requirement: LTC19
Appendix I Human Resources Development	pp.197, 199, 200, 209, 214, 215	Changed requirements: HRD14, HRD24, HRD26, HRD27, HRD80
Appendix I Human Resources Development	pp.214, 215	Added requirements: HRD125, HRD126, HRD127, HRD128, HRD129, HRD130, HRD131, HRD132
Appendix J Employee Relations	p.218	Changed requirement: ER4
Appendix J Employee Relations	p.225	Added requirement: ER36
Appendix K Labor Relations	p.230	Added requirement: LR23
Appendix L Separation Management	p.235	Changed requirement: SEP27
Appendix L Separation Management	p.236	Added requirement: SEP38

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I. Introduction

In the spring of 2004 the U.S. Office of Management and Budget (OMB) established five lines of business to identify ways in which services commonly found in numerous agencies could be provided in a more efficient manner. The Human Resources Line of Business (HR LOB), led by the Office of Personnel Management (OPM), was launched in 2004 to realize the potential of electronic government and redefine human resources service delivery for all civilian employees of the Executive Branch of the Federal Government.

The HR LOB service delivery model is guided by the concept of “shared services.” Shared services generally are defined as the consolidation of administrative non-mission-critical processes into a stand-alone business enterprise that provides those services to other business units in an organization.

The HR LOB Concept of Operations (CONOPS) proposes a near-term service delivery model in which HR services relating to human resources information systems (HRIS) and payroll operations move from the agencies to HR shared service centers (SSC). Over time, as HR shared service centers evolve and expand their capabilities, additional transactional and administrative activities may shift from the agency to the service center delivery mode. This approach will allow agencies to focus on the more strategic aspects of their core missions, while the shared service centers can focus on delivering administrative services efficiently, in a cost-effective manner and with a focus on the customer and service quality.

This report describes expectations of shared service centers as they strive to achieve the HR LOB service delivery model. It describes the role of an SSC in the HR process and it provides specifications for delivery of services and solutions. The target requirements for the “core” business areas – including Compensation Management, Benefits Management, and activities that result in a personnel action – were first published in November 2005. The target requirements for the “non-core” business areas will be included for the first time in this report; these include the HR LOB sub-functions: HR Strategy, Organization and Position Management, Staff Acquisition, Performance Management, non-core processes in Compensation Management, HR Development, Employee Relations, Labor Relations, and Separation Management.

Section 1, *Introduction*, describes the HR LOB initiative and explains the approach to HR LOB requirements. Section 2, *HR LOB Core Requirements Conceptual Design*, provides a process-driven concept of operations and high-level design for the three core HR LOB business areas. Section 3, *HR LOB Non-core Requirements Conceptual Design*, provides a process-driven concept of operations for the remaining HR LOB business areas. Requirements for core areas appear in Appendices A through C of this report; the non-core requirements appear in Appendices D through L.

A. HR LOB Introduction

The vision of the HR LOB is to create a framework for governmentwide, modern, cost effective, standardized and interoperable HR solution(s) that provide common core functionality to support the strategic management of human capital. To realize this vision, the HR LOB is moving toward a Shared Service Center (SSC) model. In the HR LOB SSC delivery model, HR information system operations and some administratively intense non-mission critical HR activities will be migrated to shared service centers (SSCs). Moving HR information systems operations and some HR services to SSCs will free up agency HR personnel to perform more strategic HR functions and will afford the following potential business benefits:

- **Improved Management** – Improve the governmentwide strategic management of human capital through:
 - Faster decision making
 - More informed policy making
 - More effective workforce management
 - Knowledge sharing and exchange
 - Better alignment of resources to agency missions
- **Cost Savings/Avoidance** – Achieve or increase cost savings/avoidance for HR activities through:
 - Increased competition
 - Reduced duplication of labor and IT resources
- **Improved Customer Service** – Improve customer services and increase customer satisfaction through:
 - Increased focus on client and on client value
 - Improved communication and responsiveness
 - Enhanced quality
 - Enhanced timeliness
 - Enhanced accuracy
 - Enhanced consistency

- **Operational Efficiencies** – Achieve or increase operational efficiencies in the operation of human resources services through:
 - Reduced cycle times
 - Improved access to information
 - Improved servicing ratio and response times

B. Requirements Introduction

Federal Enterprise Architecture (FEA) standards guide HR LOB efforts, which started with the definition of the Business Reference Model. During the period from September through December 2004, 271 people representing 33 Federal agencies met in a series of 16 workshops to construct the HR LOB Business Reference Model (BRM version 1) – one of five FEA components. The result was an end-to-end process view of human resources for the Executive Branch of the U.S. Federal Government. During the period from October through November, 2005, 47 people representing 14 Federal agencies met in a series of four workshops to revise and improve BRM version 1. The resulting BRM version 2 is composed of 10 sub-functions that break down into 45 processes, which themselves break down into a total of 212 activities.

In January 2005 an initiative was launched to define business and technical requirements around the BRM. The HR LOB Program designated three highly transactional, administratively intense areas to be the focus of this effort. Eighty-eight representatives from 24 agencies validated these requirements in a series of work sessions completed in the second half of 2005, and produced “core requirements” that specify services and supporting technology for:

- Personnel Action processing
- Compensation Management sub-function (Payroll related)
- Benefits Management sub-function

A second requirements definition effort was conducted over the course of FY 2006. One hundred and seventy-one representatives from 29 agencies participated in a series of work sessions to validate the “non-core requirements” that specify services and supporting technology for activities that fall within the remaining BRM sub-functions:

- Human Resources Strategy
- Organization and Position Management
- Staff Acquisition
- Performance Management
- Compensation Management
- Human Resources Development

- Employee Relations
- Labor Relations
- Separation Management

Every BRM activity was scrutinized to determine whether it should be supported by a shared service center in the future or continue to be performed at the agency. Each BRM activity was then given one of the following designations:

1. The activity will be performed in the future by the agency only.
2. The activity will be performed in the future by an SSC only.
3. The activity may be collaboratively performed in the future by some combination of both the agency and an SSC.

These designations provided the basis for the scope of these requirements. Since the intention of the requirements in this document is to set *expectations of shared service centers*, requirements have been gathered and linked to those activities that will or could be supported by SSCs (2 and 3 above). Agency-only requirements (1 above) have not been included.

All of the core and non-core requirements have been consolidated into these Target Requirements for Shared Service Centers version 2. The benefits of investing in this coordinated set of expectations include:

- a single comprehensive business process-driven vision for services and technology,
- a consistent basis for each agency to select a shared service center,
- a single cross-government blueprint for future service and technology design specifications,
- a starting point for identifying future performance measures, and
- a basis for testing core solutions in an open and transparent setting.

Requirements describe business outcomes a shared service center could produce for each BRM sub-function and are not meant to provide design-level detail. Following this requirements initiative, SSCs will partner with customer agencies to establish business rules that are standard across the HR LOB and create design blueprints to expand these requirements into specifications that can be leveraged for system, process and role design.

This approach was taken to foster innovation among SSCs, to encourage competition, to encourage customer involvement, and to decrease the need for maintenance over time.

C. Shared Service Center Expectations

This document sets expectations for service providers. Should a provider deliver any services, it will meet the requirements established in this document. Each requirement has a designated priority. The three priority designations are Mandatory, Critical, and Useful.

1. Mandatory

A mandatory requirement supports an *essential mission-critical* business need, statutory requirement, and/or regulatory requirement that must be implemented and met. The requirements also include best business practices that the Federal HR community has agreed must be adopted. A majority of the core requirements and many of the non-core requirements have been given a “mandatory” designation.

Core Sub-function Expectations:

1. OMB and OPM have established expectations that all mandatory requirements in the core sub-functions will be met.
2. Non-core services requirements may be moved into the core at various times depending on new or changing business needs.

Non-core Sub-function Expectations:

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

2. Critical

A critical requirement supports an *essential business* need likely to become mandatory at some point in the future. However, new legislation and policies may accelerate the change in requirements designation. A change management process has been established to control the timing around when critical requirements become mandatory and whether they belong in core services or in non-core services.

3. Useful

A useful requirement supports an *important but nonessential* business need that may become critical or mandatory in the future. SSCs will not be pressed to meet all useful requirements, but useful requirements will distinguish solutions and services in the marketplace. Over time, market forces may compel SSCs to meet useful requirements.

Role

Each requirement has also been associated with a “role.” The role designates the entity responsible for fulfilling the requirement, and the “role” is documented in the requirements matrix in the “who” column. Since these requirements set expectations of shared service centers, there exist only two alternatives for role designation:

- SSC – The shared service center is responsible for fulfilling the requirement.
- SSC and/or agency – The shared service center and the agency agree on roles. The SSC, the agency or collaboration between agency and SSC fulfill the requirement.

Under the HR LOB CONOPS, services agencies must obtain from SSCs are those relating to HR information systems and payroll operations. Customer agencies are not mandated to seek other services from an SSC in the near-term. This migration of highly transactional services to an SSC may help an agency achieve operational efficiencies and increase its focus on the strategic management of human capital. Shared service centers must also take into account e-Government initiatives and capitalize on existing and planned systems investments. Nothing in these requirements implies or authorizes the performance of inherently governmental functions by non-governmental entities.

D. Requirements Change Process

Over time, requirements are expected to change and evolve because of new or revised legislation, change in regulations, industry trends and other external factors. The requirements change process (see Figure 1) outlines a standardized method for reviewing the change requests and revising the requirements as appropriate, outside the planned annual requirements update process.

All requirements change requests should be initiated by requesting a Requirements Change Request form from the HR LOB Program Management Office (PMO) at HRLOB-PMO@opm.gov. Requirements change requests must be officially proposed by a member of the HR LOB Multi-Agency Executive Strategy Committee (MAESC) or the Requirements Board. The HR LOB PMO will review each requirements change request and set an initial priority for addressing the change request. The requirements change request will then be passed on to the appropriate Requirements Workgroup, which will evaluate the request and make recommendations to the Requirements Board on the changes requested.

The Requirements Board will review all recommendations and work to reach concurrence on the revisions. Once Requirements Board concurrence is achieved, the changes will be sent to the Multi-Agency Executive Strategy Committee (MAESC) for their review and concurrence. After MAESC review and concurrence, the HR LOB PMO will publish an addendum to the requirements report containing the agreed-upon changes to the requirements.

The HR LOB PMO will issue a Requirements Addendum for immediate changes within one month after MAESC approval. The HR LOB PMO will review recommendations not designated with immediate priority during its annual review of requirements. During this review, requirements will be reviewed to ensure changes to law, regulation, best business practices, and MAESC-approved changes are captured and updated. The HR LOB PMO will publish changes by September 30 each year.

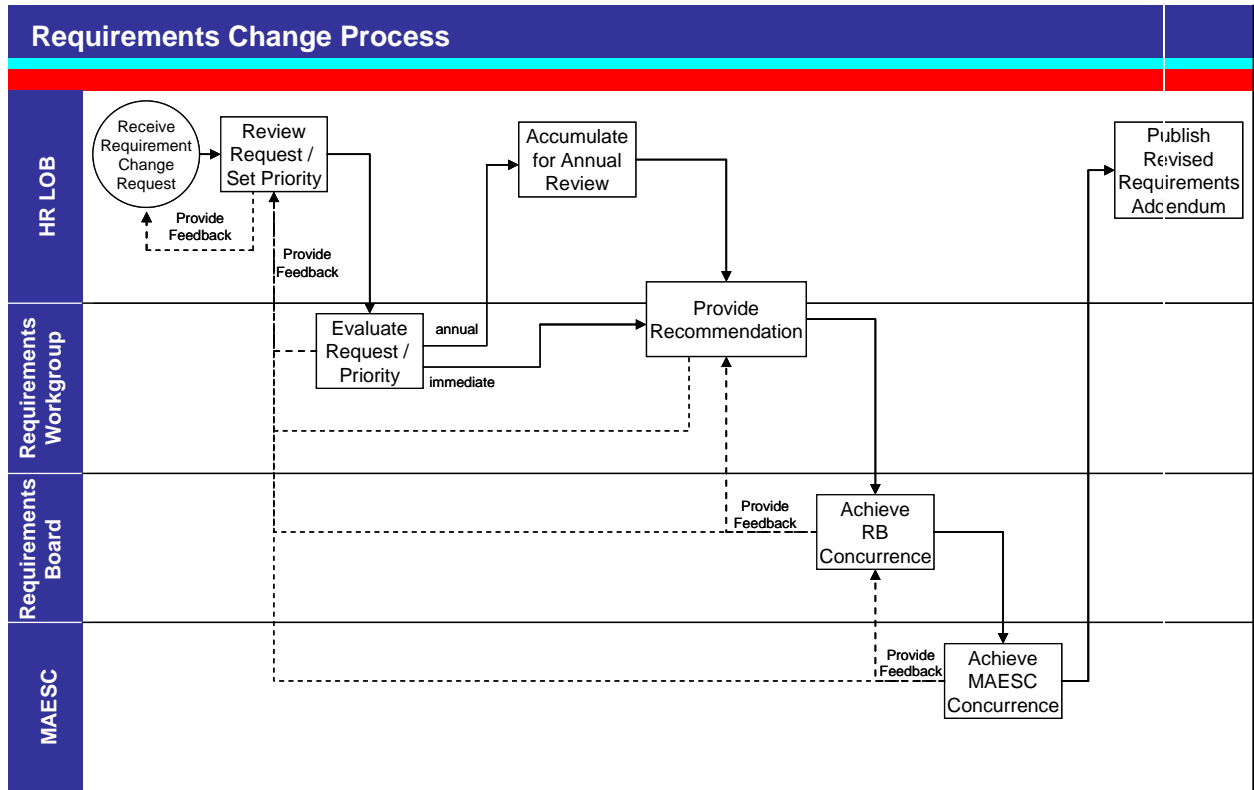


Figure 1: Requirements Change Process

E. HR LOB Conceptual Design

The HR LOB Conceptual Design is a BRM process-driven view of the future HR service delivery model for the U.S. Federal Government. It covers a total of 11 areas – one for each BRM sub-function plus Personnel Action, which is a capability that spans sub-functions. A process view concept of operations, delineating the role of the agency versus the shared service center for selected BRM activities, is presented for each sub-function. Sub-functions have been designated as “core” and “non-core” and are described in the respective sections that follow.

II. HR LOB Core Services Conceptual Design

The HR LOB Core Services Conceptual Design includes three areas validated by cross-agency work groups:

- Personnel Action
- Compensation Management (Payroll related)
- Benefits Management

A process view concept of operations, delineating the role of the agency versus that of the shared service center for selected BRM activities, is presented for each sub-function. Also included are high level design points that provided the basis for the requirements found in this report. These design points will guide the innovations expected to be adopted over time.

A. Personnel Action

The Office of Personnel Management's *Guide to Processing Personnel Actions* defines a **Personnel Action** as "the process necessary to appoint, separate or make other personnel changes." The concept of personnel action is not specific to a single HR LOB Business Reference Model sub-function. Rather, it is a concept converging with multiple activities across the BRM – activities resulting in a change to employee status or other key employee data.

The HR LOB shared service centers will provide a personnel action solution that offers the capability to initiate and process a personnel action. The solution will use automated workflow to route the personnel action through its approval sequence and provide appropriate notifications. It will seamlessly connect to other HR LOB and other e-Gov HR solutions. Nothing in the requirements at Appendix A implies or authorizes the performance of inherently governmental functions by non-governmental entities.

The remainder of this section details the roles of the shared service center and the agency in personnel action-related activities and describes the innovations that shared service centers are expected to adopt.

1. Personnel Action Concept of Operations

Personnel action is a capability that supports multiple HR LOB Business Reference Model sub-functions. Agency and SSC involvement in this concept of personnel action is described in this sub-section.

Agency personnel will continue to initiate and approve personnel actions. Employees will receive electronic notification of personnel actions that have been processed on their behalf. Agency personnel will also continue to perform manual processing, should any

remain. SSCs will provide the tools that will automate the process. SSCs will also capture and retain raw data that will enable performance tracking.

2. Innovation

Shared service centers will be expected to deliver solutions to customer agencies that are both substantive and innovative. The following design points describe expectations of the personnel action solution. They provide the conceptual basis for the personnel action requirements found in Appendix A of this report.

- Personnel action data entry will be via a web-based facility that will allow for data entry from any secure device. The facility will exploit the use of electronic signatures, eliminating the need for paper forms.
- The personnel action facility will utilize web-based form(s) tailored to the particular nature of action (NOA) being entered. Once agencies adopt this capability, these forms will link to and become part of the employee's eOPF. Drop-down boxes will provide lists of values specific to the NOA. Data will be auto-populated to the extent possible with existing data specific to the position, role and/or employee. Data edits will decrease the entry of erroneous information and will provide contextual guidance regarding errors. Edits will also provide links to relevant policies. Effective dating will enable entry of personnel actions at any time.
- The personnel action facility will use automated workflow to manage the personnel action process. Personnel actions will be electronically moved through the chain of approval and notification, based on business rules. The chain of approval and notification will be tailored to the NOA. An electronic notification will be provided to the employee informing him or her that a personnel action has been processed on his or her behalf -- eliminating the need for a paper notification -- after approval and as applicable. Any notifications requiring additional action will provide a link to the corresponding web-based form. Any manual processing may be delegated by the initiator to other individuals.
- Employee and manager checklists will be generated to manage followup actions.
- Integrated systems and interfaces will eliminate the need for duplicate data entry. Data updates will be cascaded to other systems as appropriate. Data captured on the employment application and during entry on duty will be retained and will be available throughout an employee's tenure.
- Personnel action-related performance measures will be identified and put into the service level agreement.
- Tracking data will be captured and retained to provide raw data for performance measurement, audits and trend analysis.
- People will be trained on personnel action concepts and on the use of the new personnel action facility.

B. Compensation Management (Payroll related)

The HR LOB Business Reference Model defines the sub-function **Compensation Management** as “the adoption of nondiscretionary (government-wide), agency-discretionary and alternative compensation programs that are fair and equitable, and that promote employee retention. Award and bonus payout strategies are devised and administered. Work schedules are established and time worked is recorded and approved. Leave taken is reconciled against leave accrued to determine leave balances. Payroll is processed and reconciled, and employee pay and other third-party disbursements are generated. Labor costs are distributed, as appropriate, to the appropriate cost accounts.”

Shared service centers (SSCs) will play a key role in core compensation management activities. SSCs will provide a compensation management solution that includes tools to support managers’ pay and award decisions. The solution will use self-service and automated workflow to manage time reporting and approval. SSCs will also offer self-service capabilities to enable employees to enter employee-furnished payroll data (e.g., direct deposit, withholding). SSCs will provide automated support for leave processing. They will also manage the end-to-end payroll process including setup, processing, disbursement, reporting and compliance. SSCs will provide employees and managers with secure access to leave and pay data. They will also provide customer support to employees and managers for any leave, pay or time and attendance questions or issues. An SSC’s solution will seamlessly connect to other HR LOB and other e-Gov HR solutions. Nothing in the requirements at Appendix B implies or authorizes the performance of inherently governmental functions by non-governmental entities. SSCs may also support non-core requirements that will be discussed in Section 2.

The remainder of this section details the roles of the shared service center and the agency in compensation management activities and it describes the innovations that shared service centers are expected to adopt.

1. Compensation Management Concept of Operations

The Compensation Management sub-function of the HR LOB Business Reference Model contains five processes that break down to a total of 23 activities. Shared service centers will support 13 of the 23 BRM core activities. Agency and SSC involvement in these 13 activities is described below.

5.2.3 Set Bonus or Award Pay. Agency personnel will review bonus/award information, determine bonus/award amounts and input bonus/award data in the payroll or other designated system provided by SSCs. They will also determine eligibility for pay changes and enter pay data in the payroll or any other designated system as required. SSCs will capture bonus/award and pay data in the payroll or other designated system.

5.3.1 Identify Employees to Receive Pay or Leave Change. Agency personnel will determine eligibility for and the amount of pay changes (e.g., manual salary increase, temporary salary increase, salary changes due to promotion, demotion and relocation). SSCs will capture pay data in the payroll or any other designated system.

5.4.1 Schedule Employees. The manager or supervisor will schedule employees based on project and/or work requirements. SSCs will capture employee schedules.

5.4.2 Attest Attendance Data. Agency employees will record their time worked (e.g., premium pay, differentials, hazard pay) on an exceptions basis if possible. Employees will also record leave taken. SSCs will capture employee time entry.

5.4.3 Manage Usage of Leave and Paid Time Off. Employees will request leave via self-service. Agencies will use automated workflow tools to review and approve leave requests. SSCs will track employee leave accrual and usage (e.g., FMLA, leave banks, voluntary leave transfer, home leave) based on time worked and leave taken, verify eligibility for leave and requested leave duration, respond to employee questions, and resolve basic leave issues per guidelines and business rules.

5.4.4 Certify Employee Attendance Data. Agency managers or other designated approvers will certify employee-entered attendance data is accurate. SSCs will capture the time approval.

5.5.1 Manage Employee-Furnished Payroll Data. Employees will enter payroll data (e.g., direct deposit, voluntary deductions, withholding information) via self-service. Alternative means will also be available (e.g., e-mail, fax, mail). SSCs will capture employee-derived payroll data.

5.5.2 Process On-Cycle Payroll. SSCs will calculate gross pay, apply taxes and deductions to calculate net pay, and generate and disburse pay (e.g., employee, taxes, allotments).

5.5.3 Process Off-Cycle Payroll. To accommodate exception conditions, SSCs will operate outside the scheduled pay cycle and calculate gross pay, apply taxes and deductions to calculate net pay, verify net pay, and generate and distribute paychecks or leave and earnings statements (LES). These will typically be one-time payments (e.g., awards, advances, defactos, settlements).

5.5.4 Distribute Labor Costs. SSCs will allocate payroll costs to projects or accounts for any time reported against a project or account code. They will transmit labor cost allocation information to the general ledger and other financial account systems or third parties.

5.5.5 Process Disbursements. SSCs will calculate and send payments to third parties and reconcile payment data with the third parties.

5.5.6 Handle Payroll Issues. SSCs will provide help-desk support to respond to or refer employee payroll issues. Support will be web-based self-service supplemented by tiered telephone support. SSCs will be evaluated on their ability to resolve reported payroll issues.

5.5.7 Perform Periodic Reporting. SSCs will make periodic standard reports available to agencies by pay period, quarterly, annually and as requested. They will also provide ad hoc reporting capabilities to the agency.

2. Innovation

Shared service centers will be expected to deliver solutions to customer agencies that are both substantive and innovative. The following design points describe expectations of the compensation management solution. They provide the conceptual basis for the detailed core compensation management requirements found in Appendix B of this report.

Overall Compensation Management:

- SSCs will provide integrated systems with appropriate interfaces that will eliminate the need for duplicate data entry.
- Employees will have self-service capabilities for entry of employee-derived payroll data (e.g., direct deposit data, credit hour requests, compensatory time requests) and for visibility into leave balances and pay data.
- SSCs will provide web-based process automation and workflow including notification and approval capabilities. To support this workflow capability, SSCs will deliver multichannel customer support including web-based help, phone assistance and tiered troubleshooting assistance.
- SSCs will work with customers to identify and prioritize their needs. They will provide robust tools for analysis (e.g., payroll forecasts and what-if scenarios for policy changes) plus standard and ad hoc reporting capabilities.

Set Bonus, Monetary Award and Pay Changes:

- SSCs will provide a tool that supports invoking step increases based on pre-established business rules and with appropriate supervisory approvals. SSCs will also maintain pay bands and associate pay bands to pay ranges. SSCs will provide managers notification of pending increases and will prompt managers to certify the increases. Managers will either certify an increase or notify an SSC that the increase is denied due to unacceptable performance.
- SSCs will provide tools to support managers' compensation decisions (e.g., pay pool manager, market-based compensation subscription services). This information will be used to generate pay change personnel actions. SSCs will provide timely training to managers and supervisors on these tools.
- SSCs will provide the capability to tie bonus, applicable awards and pay changes to performance review results.
- SSCs will provide the means to move pay change data automatically through the chain of approval and notify appropriate individuals as necessary via workflow. They will also provide adequate levels of security that allow only authorized, appropriate individuals secure access to individual performance data to justify performance-based pay changes.

Manage Leave:

- SSCs will provide a tool that supports all paid and unpaid leave types, automatically manages leave balances in accordance with governmentwide and agency-specific policies and guidelines, and provides employees with visibility into their leave balances. The tool will include automatic triggers for continuation of benefits (for unpaid leave) and will allow settlement of leave accounts (e.g., separation, transfer between agencies and SSCs).
- SSCs will provide employee and manager self-service and workflow to manage leave processing, including leave request submission, balance verification, electronic approval routing, leave end-date tracking, leave usage extension requests and leave donation support. SSCs will include leave reporting capabilities at the employee, group, department and agency levels.

Manage Time and Attendance:

- SSCs will provide scheduling tools that support work schedules and tours of duty, specific employee schedule by time period, rescheduling, comments and project labor cost analysis. The solution will provide a view of scheduled leave across groups of employees and will identify not-to-exceed exceptions by project, group of employees or position.
- SSCs will provide a tool that allows time to be entered electronically (e.g., web-based capability, badge swipes) and on an exception basis as appropriate. The capability will exist to associate time, by code or employee, with a project code.
- SSCs will provide a web-based time approval tool that uses electronic workflow to manage the approval process. The tool will accommodate out-of-office situations, moving the approval through an alternative routing. The tool will send notifications regarding overdue actions or approvals. It will make time data available to payroll and the general ledger and will provide visibility into time data for employees and managers.

Manage Payroll:

- SSCs will provide a real-time, web-enabled, self-service tool that allows an employee to enter employee-derived payroll data (e.g., direct deposit data, credit hour requests, and compensatory time requests).
- SSCs will work to standardize business practices through the use of business rules, edits and automated processes. They will use standardized pay periods, pay dates and numbering of pay dates.
- SSCs will maximize the use of electronic transfer and secure web-based portals to make third party payments/remittances, allow employees to access their pay history, provide standardized leave and earning statements, and provide real-time access to statutory and regulatory information.

Distribute Labor Costs:

- SSCs will provide a governmentwide labor distribution system so agencies can feed standard data into a single strategic data warehouse for downstream use (e.g., finance, project managers). SSCs will reconcile labor cost data against total charges made to appropriations.

Perform Periodic Reporting:

- SSCs will provide any-time, any-place secure access to reports. This facility will support standard and ad hoc reporting and secure electronic export of W-2 data to employees' tax programs for streamlined tax preparation.

C. Benefits Management

The HR LOB Business Reference Model defines the sub-function **Benefits Management** as “designs, develops and implements benefit programs to attract, retain and support current and former agency employees. This sub-function includes: establishing and communicating benefits programs, processing benefits actions, and interacting as necessary with third-party benefits providers.”

The HR LOB shared service centers will provide a benefits solution that offers web-based employee self-service capabilities for benefits enrollment. For governmentwide benefits programs, plus selected agency-specific benefits programs, SSCs will activate benefits enrollments based on predefined business rules and make benefits participation data available to payroll and to benefits providers. SSCs will deliver benefits communication and may provide benefits counseling to employees. For agency-specific benefits programs, SSCs will provide consultative support to agencies on communication content and approach and will provide facilities and media to deliver benefits communication to employees. Nothing in the requirements at Appendix C implies or authorizes the performance of inherently governmental functions by non-governmental entities.

The remainder of this section details the roles of the shared service centers and the agencies in benefits management activities and it describes the innovations that shared service centers are expected to adopt.

1. Benefits Management Concept of Operations

The Benefits Management sub-function of the HR LOB Business Reference Model contains two processes that break down to a total of nine activities. Shared service centers will support seven of the nine BRM activities. Agency and SSC involvement in these seven activities is described below.

The following four activities apply where agencies are establishing their own discretionary benefits programs.

6.1.3 Coordinate Process Implementation with Partners and Providers. Agencies will continue to drive implementation of agency discretionary benefits programs. They will negotiate these benefits with providers, approve implementation plans and authorize

implementation as milestones are reached. SSCs will partner in program implementation activities. They will develop new or modify existing processes, roles and technology as required by the benefit program, based on implementation plans approved by the agency. They will also follow through with testing these components and staging them to a production environment.

6.1.4 Create Benefits Communication Approach and Content. Agencies will continue to devise the overall strategy and approach to communicate agency discretionary benefits programs. Agencies will also determine the overall content to be delivered. SSCs will provide consultative support to agencies on benefits communication, including advice on content, timing and media. SSCs may also prepare content for these communications.

6.2.1 Deliver Benefits Communication. SSCs may serve as providers of benefits counseling to employees. Additionally, SSCs may deliver benefits communication, making it available via various media.

6.2.2 Manage Provider Contracts. Agencies will monitor benefits service levels with providers for agency-specific benefits programs. Agencies will track performance over time and renegotiate service level agreements as end dates near. SSCs will provide available data as needed to enable agencies to monitor service levels and track performance.

The following three activities apply to both agency discretionary benefits programs and to governmentwide benefits programs.

6.2.3 Elect Benefits. Employees will enter benefits enrollment data via self-service applications. SSCs will provide the self-service tools and databases that support capture of benefits enrollment data.

6.2.4 Activate Enrollments. SSCs will determine employee eligibility for benefits based on business rules, and will process enrollment transactions.

6.2.5 Maintain Appropriate Records. If forms requiring “wet signature” remain, SSCs will receive and maintain these completed and signed forms.

2. Innovation

Shared service centers will be expected to deliver substantive and innovative solutions to customer agencies. The following design points describe expectations of the benefits management solution. They provide the conceptual basis for the detailed Benefits Management requirements found in Appendix C of this report.

- SSCs will use proven, repeatable processes, supported by tools and technologies, to manage the implementation of benefits programs.
- SSCs will provide change management assistance for new benefits programs or changes to existing programs.

- SSCs will provide subject matter expertise supporting the creation, editing and review of benefits communication content.
- SSCs will provide facilities and media to deliver benefits communication to employees. SSCs may provide assistance to enrollees via multiple channels (e.g., web, phone, fax and USPS).
- SSCs will provide enrollees web-enabled capabilities to evaluate benefits programs, review their eligibility, enroll in or waive benefits, and make changes. To accommodate those employees who do not have access to the Internet, SSCs will make multiple other channels – including e-mail, fax, phone and mail – available to perform these activities.
- SSCs will build and support a robust web-based information resource that provides information to enrollees and participants on benefits programs, eligibility, providers, forms and procedures. Decision support tools will be made available to employees to support benefits decisions. SSCs will provide real-time counseling on the use of those tools.
- SSCs will promote a “culture of self-sufficiency” for benefits election. For example, benefits counselors will not counsel enrollees on benefits but will lead them through the provided resources and tools to help them make their own decisions.
- SSCs will capture data in an integrated Human Resources Information System (HRIS) database and make it available for downstream use.
- SSCs will make benefits participation data available to benefits providers for billing, claims administration and customer support.
- SSCs will ensure secure transactions and seamless integration with any bolt-ons or other interfaced systems.
- SSCs will enforce eligibility requirements during the enrollment process based on business rules and capitalizing to the extent possible on automated capabilities.
- SSCs will issue a consolidated annual benefits statement to each employee. An online benefits statement will also be available on demand. The statement will include all of the benefit programs for which the employee is eligible, his or her participation status in those programs and any applicable balances. SSCs will follow agency guidance on benefits statement content as part of benefits communication planning.
- SSCs will make standard and ad hoc benefits reporting capabilities available. Reports will include information on participation and cost of programs.

III. HR LOB Non-core Services Conceptual Design

Over time, the focus of the HR LOB shared service centers may be expanded to include non-core services and technology that fall outside of the previously described core areas. SSCs could choose to provide services associated with the following HR LOB BRM sub-functions:

- HR Strategy
- Organization and Position Management
- Staff Acquisition
- Performance Management
- Compensation Management (non-core)
- Human Resources Development
- Employee Relations
- Labor Relations
- Separation Management

Cross-agency validation groups met during FY 2006 to discuss and validate requirements associated with these non-core services.

Services SSCs deliver in these areas are expected to be substantive and innovative. Some of the major innovation themes that appear across these non-core services areas include:

- Providing consultative support
- Providing process support
- Maximizing use of automated solutions, including proven, repeatable processes, supported by tools and technologies to help manage program implementation
- Web-based environments, including system interfaces, applications, automated workflow, help-desk support, and self-service
- Providing training support
- Providing change management assistance, including subject matter experts creating, editing, and reviewing communications content for new and existing programs
- Providing knowledge management assistance, including content storage, retrieval, analysis and reporting

- Providing data capture, use and reporting support
- Capitalizing on existing and planned e-Gov initiatives

A process view concept of operations, delineating the role of the shared service center for each of the above sub-functions, is presented in the sections that follow.

A. HR Strategy

The HR LOB Business Reference Model defines the sub-function **HR Strategy** as “develops effective human capital management strategies to ensure that Federal organizations are able to recruit, select, develop, train and manage a high-quality, productive workforce in accordance with Merit System Principles. This sub-function includes: conducting both internal and external environmental scans; developing human resources and human capital strategies and plans; establishing human resources policy and practices; managing current and future workforce competencies; developing workforce plans; developing succession plans; managing the human resources budget; providing human resources and human capital consultative support; and measuring and improving human resources performance.”

The HR Strategy sub-function of the HR LOB Business Reference Model contains 10 processes that break down to a total of 48 activities. SSCs could support 17 of the 48 BRM activities. An SSC’s role in HR strategy activities could include consultative support, administrative support, change management, knowledge management and automated tool support. An agency would negotiate with its shared service center to determine the role of the SSC in HR strategy processes. Nothing in the requirements at Appendix D implies or authorizes the performance of inherently governmental functions by non-governmental entities. An SSC’s role may include, but would not be limited to, the following.

1.1.1 Determine Internal Environment Analysis Scope and Objectives. Agencies will decide the scope and objectives for the internal analysis. SSCs could develop consultative services around recommending data sources and providing data analysis practices and techniques.

1.1.2 Collect Internal Environment Data. Based on the agency decisions around scope and objectives for the internal environment analysis, SSCs could support the collection of data relevant to the analysis and human capital planning process, including competency management data.

1.1.3 Analyze Internal Environment Data. SSCs may perform some reporting and analysis of workforce information, at the direction of the agency. SSCs may also provide automated processes to support succession planning and workforce and human capital information requests. SSCs may provide multitiered customer support to agencies to provide support on these processes and tools.

1.1.4 Disseminate Internal Environment Analysis Results. SSCs may make analysis results data available electronically to the appropriate managers, and provide self-service tools to support ad hoc requests.

1.2.1 Determine External Environment Analysis Scope and Objectives. Agencies will define the purpose of the external environment and the connection to human capital strategic planning. SSCs may recommend data sources and provide analysis support to the agency.

1.2.2 Identify External Environmental Data Collection Protocols. Each agency may supply its SSC with external environment analysis scope and objectives. SSCs may advise agencies on data sources and collection approaches, capitalizing on their cross-agency experience. The agency may then select sources and collection approaches.

1.2.3 Define External Environmental Data Collection Protocols. Each agency may supply its SSC with external environment analysis scope and objectives. SSCs may supply consultative support to make recommendations about analysis practice and techniques, incorporating the sources and approach determined in 1.2.2. Each agency will evaluate the recommendations based on its specific requirements, and select the analysis and techniques best suited to meet its objectives.

1.2.4 Collect External Environment Data. SSCs may follow the approach and protocols previously approved by the agency in 1.2.2 and 1.2.3 to gather data, collecting the relevant data and information to support the human capital strategic planning process. SSCs may provide automated processes for capturing and tracking requests for information and user assistance requests. They may provide automated tools for data gathering, analysis, reporting and survey tools, and may provide multitiered customer support to agencies on the use of these automated processes and tools.

1.2.5 Analyze External Environmental Data. Based on the approved data protocol and environment analysis purpose and objectives, SSCs may analyze data on strategies, trends, issues and events relevant to the human capital strategic planning process using predefined data analysis protocols. Agencies may perform additional analysis on the results.

1.2.6 Disseminate External Environment Analysis Results. SSCs may make data available electronically to appropriate management levels for planning, analysis and decision making, and they may provide self-service tools to support ad hoc requests.

1.5.1 Establish Competency Model. Agencies may identify and describe key objectives for the competency model, incorporating feedback regarding the current model. While agencies have different missions, the competency framework may be based on the standard governmentwide professional competency model managed by OPM. SSCs may provide services around developing the competency model and updating this model periodically.

1.5.3 Validate Competency Model. SSCs may provide services around implementing the competency model and making periodic updates.

1.5.4 Execute Competency Model. SSCs may provide services around ongoing competency management through utilization of the competency model.

1.8.4 Report on HR Budget. Based on the agency-approved HR budget, SSCs may gather information and produce and disseminate reports on a recurring basis about actual spending and financial performance results compared to budgeted funds.

1.10.1 Validate HR Performance Measures and Metrics. Based on agency-provided HR objectives, SSCs may provide automated processes for the development and application of HC measures and metrics.

1.10.2 Track HR Performance Results. SSCs could help track the agencies' workforce trends based on predefined tracking protocols and using SSC-resident data.

1.10.3 Analyze HR Performance Results. SSCs could help analyze the agencies' workforce trends based on predefined analysis protocols and using SSC-resident data.

B. Organization and Position Management

The HR LOB Business Reference Model defines the sub-function **Organization and Position Management** as “designs, develops and implements organizational and position structures that create a high- performance, competency-driven framework that both advances the agency mission and serves agency human capital needs.”

The Organization and Position Management sub-function is closely tied to several other sub-functions. Notably, the common job descriptions that result from this sub-function will be available for use by other BRM sub-functions. This sub-function provides: 1) standardized skill and competency definitions to the HR Strategy sub-function.; 2) inventories of skills to be embedded in job requirements for the Staff Acquisition sub-function; and 3) the competencies and skills that provide a basis for assessing individual performance and identifying individual employee development needs for the Performance Management sub-function.

The Organization and Position Management sub-function of the HR LOB Business Reference Model contains one process that breaks down to a total of 12 activities. SSCs could support all 12 BRM activities. An SSC's role in organization and position management activities could include consultative support, process support, administrative support, change management, knowledge management and automated tools support. An agency would negotiate with its shared service center to determine the role of the SSC in organization and position management processes. Nothing in the requirements at Appendix E implies or authorizes the performance of inherently governmental functions by non-governmental entities. An SSC's role may include, but would not be limited to, the following.

2.1.1 Determine Organization Structure. The agency will design the organization structure. SSCs could provide consultative support on the agency's organization design.

2.1.2 Administer Position Management Program. As part of the agency developing, implementing, and managing the position management program, SSCs may support the agency by submitting requirements for SES position authorizations to OPM and ensuring that SES positions are authorized.

2.1.3 Establish Job Requirements. As part of identifying the agency workforce job requirements, SSCs may maintain the agency's standards for documenting and evaluating positions against OPM and agency standards for General Schedule positions.

2.1.4 Analyze Job Requirements. SSCs may support the agency by identifying tasks to be performed and the competencies and qualifications needed to perform the tasks. SSCs may also process appeals in accordance with OPM and agency guidance.

2.1.5 Evaluate Job Requirements Against Standards/Criteria. SSCs may determine position requirements based on the agency's review of the inventory of positions. SSCs may determine the classification of positions in accordance with applicable standards. SSC activities could include applying classification standards consistently, recording classification judgments and verifying that authorizations for positions exist.

2.1.6 Maintain Position. SSCs may capture and store position information. This information could be available to other sub-functions across HR as necessary to provide consistency. During the job requirement review, SSCs may provide consultative support as needed. SSCs could accommodate changes in job classifications and requirements resulting from changes in laws, regulations and policies. The agency will validate new job classifications and requirements.

2.1.7 Request Reevaluation. SSCs may inform the employee or an employee's designated representative of the opportunity to request an agency and/or OPM decision on the classification of the employee's official position. They may process requests for reclassification and appeals in accordance with OPM and agency guidance. SSCs may gather and forward position documentation to the agency or OPM in support of the classification appeals process. SSCs may examine reevaluation request rationale to determine whether a reevaluation is warranted. They may process cancellation of employee requests for reconsideration of appeal decisions.

2.1.8 Evaluate Job. SSCs may evaluate the facts of classification appeal using the appropriate classification standards and law during the adjudication. If a request for reevaluation is denied, SSCs may process cancellation of the employee's request for reconsideration of appeal decision.

2.1.9 Initiate Classification Appeal. SSCs may gather required documentation to support OPM when an appeal is reopened and/or reconsidered.

2.1.10 Review Classification Appeal Request. As part of determining if the right to appeal exists, SSCs may reevaluate positions against appropriate position classification/job grading standards before a formal appeal is filed. SSCs may process an appeal reconsideration request and evaluate facts of an appeal using appropriate classification standards and law during its adjudication.

2.1.11 Adjudicate Appeal. If a classification right to appeal exists, SSCs may support the adjudication process by documenting the classification appeal decision.

2.1.12 Implement Appeal Decision. In completing followup tasks required to implement appeal decisions, SSCs may support the agency by forwarding to OPM the required documentation, effecting retroactive reclassification as appropriate and making the appellate record available to the employee or the employee's representative.

C. Staff Acquisition

The HR LOB Business Reference Model defines the sub-function **Staff Acquisition** as “establishes procedures for recruiting and selecting high-quality, productive employees with the right skills and competencies, in accordance with Merit System Principles. This sub-function includes: developing a staffing strategy and plan; establishing an applicant evaluation approach; announcing the vacancy; sourcing and evaluating candidates against the competency requirements for the position; initiating pre-employment activities; and hiring employees.”

The Staff Acquisition sub-function of the HR LOB Business Reference Model contains 6 processes that break down to a total of 31 activities. SSCs could support all 31 BRM activities. An SSC's role in staff acquisition activities could include consultative support, process support, administrative support, change management, knowledge management and automated tool support. An agency would negotiate with its shared service center to determine the role of the SSC in staff acquisition processes. Nothing in the requirements at Appendix F implies or authorizes the performance of inherently governmental functions by non-governmental entities. An SSC's role may include, but would not be limited to, the following.

3.1.1 Analyze Staffing Needs. An SSC may work with its customer agency to compile and understand the data necessary to establish a staff acquisition strategy and/or plan.

3.1.2 Review Laws, Regulations, Policies, and Guidelines. Should SSCs perform or support any staff acquisition activities, they would understand and comply with all applicable statutes, regulations, policies, guidelines, union contracts, negotiated agreements, Merit System Principles, Luevano consent decree requirements, and all Federal policies and guidelines applicable to staff acquisition. SSCs may also provide consultative support to help ensure that Federal hiring policies and guidelines adhere to the Merit System Principles and the Uniform Guidelines on Employee Selection Procedures.

3.1.3 Identify Sourcing Strategies. An SSC may support an agency in the development of sourcing strategies to produce an applicant pool that meets the agency's strategic workforce needs.

3.1.4 Develop Staff Acquisition Strategy. An SSC may provide consultative support toward the development of an agency's staff acquisition strategy that supports the agency's strategic human capital needs and results in the recruiting and retention of qualified individuals. An SSC may support the agency in achieving a diverse workforce in which selection and advancement is determined on the basis of equal opportunity. It may work with the customer agency to establish employment practices that are developed and used without discrimination on the basis of race, color, religion, sex, age, national

origin, partisan political affiliation or other nonmerit grounds. An SSC may support the use of appropriate hiring flexibilities and tools. Over time, an SSC would work with the customer agency to track return on investment of recruitment marketing activities.

3.1.5 Communicate Staff Acquisition Strategy. An SSC may communicate any information relating to the agency's staff acquisition strategy.

3.2.1 Match Staffing Requests to Description of Duties. An SSC may initiate a recruiting effort by matching a staffing request to a job description or other description of duties.

3.2.2 Determine Appropriate Source Options. An SSC may identify source options based on an understanding of an agency's hiring needs. The source options may include a variety of staffing methods including recruitment, internal movement, contracting, and temporary and term employment.

3.2.3 Develop Staff Acquisition Plan. An SSC may support the development of an agency's staff acquisition plan that sets recruiting goals for building a workforce that meets the agency's strategic business needs.

3.2.4 Communicate Staff Acquisition Plan. An SSC may support the agency's communication of its staff acquisition plan.

3.3.1 Conduct Job Analysis. An SSC may support an agency's conformance with job analysis requirements, reviewing position descriptions to clarify the competencies, qualifications, education and experience required by classes of jobs and ensure that they match the tasks required to perform the job. An SSC may write or rewrite job descriptions.

3.3.2 Develop Assessment Criteria. An SSC may use the results of the job analysis to develop any unique agency-specific assessment criteria, qualification standards and minimum education requirements. SSCs may also validate the selection criteria against government and agency standards.

3.3.3 Develop Assessment Approach. SSCs may support the development and application of valid candidate selection procedures and assessment tools, ensuring that they are job related. SSCs may work with agencies on corrective actions, should an OPM evaluation of agency compliance with competitive principles uncover candidate assessment issues.

3.4.1 Finalize Applicant Sources. Using the agency's staff acquisition plan, an SSC could determine applicant sources, capitalizing on their particular expertise in sources that meet the special criteria of the agency or vacancy being filled.

3.4.2 Conduct Pre-Announcement Recruitment. An SSC could support the agency's efforts toward building a solid applicant pool through preannouncement recruiting, including marketing and outreach to identify name request candidates.

3.4.3 Announce Jobs. SSCs' involvement in this activity could include providing a tool to permit authorized individuals to create vacancy announcements. SSCs may provide a facility to post vacancy announcements, reflecting the agency-specified "look and feel" in all vacancy announcement media. SSCs may provide tools to: allow potential applicants to register to receive job announcements when new ones are posted, allow applicants to search job postings by job characteristics, notify applicants of application status, and automatically close vacancies based on predetermined business rules.

3.4.4 Apply for Employment. SSCs may provide candidates the capability to submit applications, allowing the applicant to target the applications to multiple positions. They may receive the applications and supporting documents electronically. They could allow materials to be sent in parts over time and notify the applicants of additional questions, forms or processes required to complete the application process. SSCs could track applicant sources and enable applicant surveys upon complete submission of applications. SSCs may notify applicants of application status and may provide special notifications or tailored correspondence to applicants for unique recruitment situations.

3.4.5 Receive Applicant Documentation. SSCs may provide support to customer agencies by receiving and managing applicant documentation, and by providing the capability to receive applications and supporting documentation in multiple media formats, encouraging use of the Internet but also allowing e-mail, fax and mail. SSCs may scan paper application materials to make them available electronically for candidate evaluation and qualification, and may provide a capability to receive resumes into a searchable database. SSCs may track and report applicant data (anonymously tracking application demographic information) and may provide reporting tools that allow for ad hoc reporting of applicant data.

3.5.1 Determine Qualified/Eligible Candidates. SSCs could work with agencies to determine candidate eligibility and review Federal hiring rules and apply as required. They could provide tools to allow managers to search against applicant and employee databases for qualified candidates.

3.5.2 Assess Candidates to be Referred. SSCs may identify qualified applicants and create ranked listings of qualified candidates.

3.5.3 Apply Federal Rules on Preferences. Any SSCs involved in candidate assessment would be aware of Federal rules on veterans' preferences and ensure that they are applied according to policy.

3.5.4 Refer Candidates for Consideration. SSCs may verify applicant information and may process reference checks. If the information is valid, the SSCs may refer the candidates for further consideration. SSCs may identify other positions for which the applicant is qualified and pass the applicant data on to other individuals, allowing the applicant to be considered for those other positions.

3.5.5 Assess Candidates for Selection. SSCs could provide automated tools that facilitate the interview cycle, including capture of interviewer name(s), generating interview notifications for interviewers and interviewees, capturing interview notes and

tracking interview results. SSCs could provide support in competitive examinations and ensuring medical qualification standards are met. SSCs could provide assistance in processing applicant recommendations from members of congress and with placement and merit promotion programs. They could adopt audit review techniques to prohibit the hiring of relatives.

3.5.6 Make Tentative Selection. SSCs may work with agencies to validate tentative selections have been made in accordance with agency-specific requirements and in accordance with Federal laws, regulations and guidelines.

3.5.7 Validate Selection. SSCs may work with agencies to validate candidate selections have been made in accordance with agency-specific requirements and in accordance with Federal laws, regulations and guidelines.

3.6.1 Determine Terms of Offer. SSCs may provide consultative support to the selecting officials on employment offer parameters including flexible compensation, relocation incentives, supervisory differentials and repayment of student loans.

3.6.2 Extend Job Offer. SSCs could provide support to customer agencies through extending job offers to selectees in accordance with applicable statutes, regulations, policies, union contracts, other agreements, and any other guidelines. SSCs may capture applicant responses to track offer deadlines.

3.6.3 Respond to Job Offer. An SSC may work with an agency and support the negotiations of the terms of employment between the agency and the selectee.

3.6.4 Initiate Pre-Employment Process. SSCs may schedule and track pre-employment processes, interfacing to third party processes or systems as necessary (e.g., background checks). They may track and report on hiring cycle times.

3.6.5 Certify Compliance with Pre-Employment Requirements. SSCs may work with agencies to ascertain pre-employment activities are complete and any contingencies have been met.

3.6.6 Bring Selectee On Board. SSCs may perform and track entrance on duty tasks. SSCs may also enter employee data into automated systems.

3.6.7 Close Out Case File. SSCs may close the vacancy once it has been filled, and could notify remaining candidates the vacancy has been filled and update the application database for future reference and reporting. SSCs may audit the vacancy case file as appropriate. They may also perform periodic purges of applicant files.

D. Performance Management

The HR LOB Business Reference Model defines the sub-function **Performance Management** as “designs, develops and implements a comprehensive employee performance management approach to ensure agency employees are demonstrating competencies required of their work assignments. Designs, develops and implements a comprehensive performance management strategy that enables managers to make distinctions in performance and links individual performance to agency goal and mission

accomplishment. This sub-function also includes managing employee performance at the individual level and evaluating the overall effectiveness of the agency's employee development approach."

The Performance Management sub-function of the HR LOB Business Reference Model contains 4 processes that break down to a total of 14 activities. SSCs could support 13 of the 14 BRM activities. An SSC's role in performance management activities could include consultative support, process support, administrative support, change management, knowledge management and automated tools support. An agency would negotiate with its shared service center to determine the role of the SSC in Performance Management processes. Nothing in the requirements at Appendix G implies or authorizes the performance of inherently governmental functions by non-governmental entities. An SSC's role may include, but would not be limited to, the following.

4.1.1 Review Laws, Regulations, Policies and Guidelines. SSCs would continually review and incorporate new laws, regulations, policies, and guidelines into their support operations. This would be necessary across all sub-functions in the BRM.

4.1.3 Communicate Agency Performance Management Strategy. SSCs could communicate agency performance management strategies to stakeholders using a variety of media.

4.2.1 Design Performance Management Framework. SSCs may play a consultative role in the design of agency-wide competency-based performance management approaches. SSCs may assist in prioritizing the competency gaps identified as a result of workforce planning activities and selecting the competencies that will be the focus of employee development program investments. They may design a performance management framework, use methods to make distinctions among employees or groups of employees, and support the development of performance management systems for SES and non-SES employees.

4.2.2 Develop Performance Management Program(s). SSCs could identify employee populations for whom performance management processes, procedures and planning templates will be developed. They may assist in identifying alternative employee development programs that could help employees develop identified competencies. SSCs may support the development of performance appraisal programs for non SES employees, the application for certification of the SES and/or senior professional appraisal systems, the submission of performance appraisal systems and programs documentation to OPM, the development of performance standards, and the development of guidelines for measuring performance against identified expectations. SSCs may provide access to electronic information files on performance management including policies, guidelines and forms.

4.2.3 Implement Performance Management Program(s). SSCs may develop communication materials explaining the performance management process and performance appraisal systems and programs to appropriate individuals. SSCs may use methods to make distinctions among employees or groups of employees and support the development of guidelines for measuring performance against identified expectations,

and may conduct performance management training and implement performance management programs, including employee goal and achievement tracking. They may support recurring performance reviews by the use of performance ratings to determine pay increases (e.g., pay for performance), tracking performance ratings by demographics, documenting employee coaching free-form comments, and maintaining a performance appraisal system electronically. SSCs may provide the automated tools to capture employee input and document employee accomplishments online, set appraisal cycle parameters, and use automated workflow to support the performance management process, including archiving performance management information. Using automated tools, SSCs could notify individuals of performance management events, make performance management appraisal information available to other HR systems, provide data support for the SES, senior professional and non-SES performance management systems, and provide access to electronic information files on performance management including policies, guidelines and forms. They would provide help-desk support for automated tools.

4.2.4 Assess Performance Management Programs(s). SSCs may perform a consultative role in supporting the agencies' assessment of the performance management approach. SSCs could evaluate performance appraisal systems and programs, support the submission of performance appraisal systems and programs, take action to improve performance management systems and programs, and provide data support for the SES, senior professional, and non-SES performance management systems.

4.3.1 Establish Individual Performance Requirements. SSCs may support the development of employee performance plans, provide consultative support to supervisors during the performance management process, conduct performance management training, and support the development of performance standards. They could notify individuals of performance management events, and support the development of guidelines for measuring performance against identified expectations. SSCs may maintain a performance appraisal system electronically including help-desk support.

4.3.2 Conduct Feedback. SSCs may provide consultative support to supervisors during the performance management process. They could provide automated tools to support documentation of employee coaching free-form comments, and may conduct performance management training and support recurring performance reviews. SSCs could track performance progress, notify individuals of performance management events, and provide help-desk support.

4.3.3 Complete Final Performance Appraisal. SSCs may notify individuals of performance management events, support the administration of performance review boards, provide consultative support to supervisors during the performance management process, and conduct performance management training. SSCs could maintain a performance appraisal system electronically, including help-desk support.

4.3.4 Discuss Final Performance Appraisal. SSCs may provide consultative support to supervisors during the performance management process, which may include help-desk support.

4.3.5 Finalize Performance Appraisal. SSCs may support the administration of performance review boards, report ratings of record data to the centralized data record, and transfer an employee's performance ratings (e.g., ratings of record, any subsequent performance ratings) when an employee transfers to another agency or is assigned to another organization within the agency. SSCs may support use of performance ratings to determine pay increases (e.g., pay for performance). They may maintain a performance appraisal system electronically, including help-desk support and the capability to set appraisal cycle parameters. SSCs may use automated workflow to support the performance management process, make performance management appraisal information available to other HR systems, maintain records related to performance appraisal systems and programs, and provide data support for the SES, senior professional, and non SES performance management systems. SSCs may also provide consultative support to supervisors during the performance management process.

4.4.1 Evaluate Performance Management Program Results. SSCs may maintain a performance appraisal system electronically, including tracking performance ratings by demographics, providing automated support for the evaluation of performance management, and maintaining records related to performance appraisal systems and programs. They may evaluate performance appraisal systems and programs and provide data support for the SES, senior professional, and non-SES performance management systems. SSCs may also take action to improve performance management systems and programs.

4.4.2 Evaluate Long-term Impacts and Value of Performance Management Programs. SSCs may maintain records related to performance appraisal systems and programs. They may evaluate performance appraisal systems and programs; and provide data support for the SES, senior professional, and non-SES performance management system(s). SSCs may archive performance management information, and may also take action to improve performance management systems and programs.

E. Compensation Management (Non-core)

The Compensation Management sub-function definition remains the same. However, this section focuses on activities for which SSCs may provide service in the non-core services area.

The Compensation Management sub-function of the HR LOB Business Reference Model contains five processes that break down to a total of 23 activities. SSCs may support 16 of the 23 BRM activities. An SSC's role in compensation management (non-core) activities could include consultative support, process support, administrative support, change management, knowledge management and automated tool support. An agency would negotiate with its shared service center to determine the role of the SSC in compensation management processes. Nothing in the requirements at Appendix H implies or authorizes the performance of inherently governmental functions by non-governmental entities. An SSC's role may include, but would not be limited to, the following.

5.1.1 Review Laws, Regulations, Policies and Trends. SSCs would continually review and incorporate new laws, regulations, policies, and guidelines into their support operations. This would be necessary across all sub-functions in the BRM. Tracking compensation trends in accordance with applicable guidance would also be an ongoing SSC and agency responsibility.

5.1.2 Identify Parity Issues. SSCs may assist agencies in coordinating and hosting various committee meetings. They may also provide support in conducting and analyzing market-based pay surveys.

5.1.3 Establish Compensation Program. SSCs may support the administration of a variety of programs including special rates, student loans, leave, and allowances. They may correct actions and maintain compensation management records.

5.1.4 Implement Compensation Program. An SSC may support an agency's participation in committees and its administration of compensation programs identified in 5.1.3.

5.1.5 Create Compensation Program Communications Approach and Content. SSCs may provide training on compensation management and support the administration of leave, allowances, repayment of student loans, and alternative compensation systems.

5.2.1 Identify Bonus and Awards Payout Strategies. SSCs may support the implementation of corrective actions related to agency awards programs, and may assist in awards-program-related training.

5.2.2 Determine Eligibility for Bonus or Award. SSCs may provide automated tools to provide managers with the information they need to determine eligibility.

5.2.3 Set Bonus or Award Pay. SSCs may capture agency decisions in a payroll system or other systems.

5.2.4 Deliver Bonus or Award Communication. An SSC may provide an automated tool to assist an agency in delivering information regarding the value of an employee award.

5.3.1 Identify Employees to Receive Pay or Leave Change. SSCs may provide automated tools to determine eligibility for and calculate amounts in the administration of differentials, equivalent increases, student loan repayments, allowances and leave.

5.3.2 Process Pay or Leave Change. SSCs may update data related to equivalent increase, allowances, and leave.

5.3.3 Communicate Pay or Leave Change. SSCs may provide automated tools to notify individuals of changes related to allowances, leave, alternative compensations systems, implementation of corrective action, equivalent increases, and student loan repayments.

5.4.1 Schedule Employees. SSC may provide automated tools that would allow agencies to define work schedules of employees based on project and/or work

requirements, and support leave administration related to those work schedules. They may maintain the recorded leaves and schedules.

5.4.2 Attest Attendance Data. SSCs may provide automated tools that allow agencies to review and approve schedules and requests for leave. The reviews and approvals could be captured for audits in the future.

5.4.4 Certify Employee Attendance Data. SSCs may provide automated tools that allow individuals with approving authority to certify time worked or leave taken. Certifications would be recorded and used in other compensation activities, e.g., process on-cycle pay.

5.5.7 Perform Periodic Reporting. SSCs may provide automated tools to support reporting requirements that meet agencies' needs. Reports could be standard or ad hoc. SSCs may also maintain compensation records and other alternative compensation systems needed to produce the reports.

F. Human Resources Development

The HR LOB Business Reference Model defines the sub-function **Human Resources Development** as “designs, develops, and implements a comprehensive employee development approach to ensure that agency employees have the right competencies and skills for current and future work assignments. This sub-function includes conducting employee development needs assessments; designing employee development programs; administering and delivering employee development programs and evaluating the overall effectiveness of the agency’s employee development approach.”

The Human Resources Development sub-function of the HR LOB Business Reference Model contains 6 processes that break down to a total of 23 activities. SSCs may support all 23 BRM activities. An SSC’s role in human resources development activities could include consultative support, process support, administrative support, change management, knowledge management and automated tool support. An agency would negotiate with its shared service center to determine the role of the SSC in human resources development processes. Shared service centers must take into account e-Government initiatives and capitalize on existing and planned systems investments. Nothing in the requirements at Appendix I implies or authorizes the performance of inherently governmental functions by non-governmental entities. An SSC’s role may include, but would not be limited to, the following.

7.1.1 Review Laws, Regulations, Policies, and Guidelines. SSCs would continually review and incorporate new laws, regulations, policies, and guidelines into their support operations. This would be necessary across all sub-functions in the BRM.

7.1.2 Develop Agency HRD Vision. SSCs may identify performance criteria for measuring desired results.

7.1.3 Communicate Agency HRD Vision. SSCs may communicate success stories and learning impact on business performance, emerging trends and best practices, and may identify and describe target audiences.

7.2.1 Determine Competencies to be Addressed by HRD. SSCs may manage SES development programs, provide tools to gather competency input, provide consultative support that can be used to determine competencies, and support building and revising competency models.

7.2.2 Identify/Propose HRD Program. SSCs may provide academic degree training, assign training, prepare continuing service agreements, and uphold equal opportunity concerns and Merit System Principles. SSCs may address ethical issues, manage expenses related to training, offer meeting and conferences, process training actions, procure training, and provide retraining. SSCs may operate an agency's Student Education Employment Program, train non-government employees, account for use of training funds, offer worksite education programs, and identify and propose methods of delivery.

7.2.3 Analyze, Prioritize, and Select HRD Programs and/or Learning Opportunities to be Implemented. SSCs may recommend one or more methods of delivery. Agencies will select from available approaches to accomplish learning goals and objectives. SSCs may meet organization and employee development needs and manage SES development programs.

7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity. SSCs may integrate position requirements with training program development needs, support periodic needs analyses, identify best practices, and provide tools to identify development and training needs. SSCs may provide tools for agencies to document their training needs, devise learning and development strategies, identify learning objective programs, and track employee development and training needs. They may identify functional areas in which new or expanded interagency training activity is needed, measure work processes to identify improvement opportunities, identify knowledge management databases, and survey sampling of target audience groups to determine learning styles, aptitude, prior knowledge of program content, attitudes and perceptions.

7.3.2 Design HRD Program Content. SSCs may analyze alternative delivery methods, use employee development objectives to develop methods of delivery, propose methods of delivery to support achievement of employee development objectives, and identify and describe target audiences. They may manage SES development programs, research emerging trends for delivery, identify performance criteria, offer worksite education programs, provide academic degree training, and assign training.

7.3.3 Select HRD Program Provider. SSCs may identify alternative providers and propose selection criteria. Agency personnel will evaluate and select the program provider. SSCs would comply with all SES development program guidelines and identify knowledge-sharing opportunities.

7.3.4 Develop HRD Program. SSCs would comply with all SES development program guidelines, identify knowledge-sharing opportunities, survey sampling of target audiences, identify performance criteria, and identify best practices. They could provide in-house training course catalogs, and develop materials. SSCs could provide

mechanisms for knowledge management and support multilevel employee certification programs, academic degree training, and training assignments. They may prepare continuing service agreements, uphold equal opportunity concerns and Merit System Principles, address ethical issues, manage expenses related to training, offer meetings and conferences, process training actions, procure training, provide retraining, and operate an agency's Student Education Employment Program. SSCs could train non-government employees, account for use of training funds, offer worksite education programs, and identify and propose methods of delivery.

7.3.5 Establish Overall Implementation Time Frames and Predict Program Life

Span. SSCs may project time frames and communicate them to the agencies. Agencies would provide feedback and SSCs would respond with adjustments. SSCs may determine frequency and timing, apply project management best practices to implement and maintain the program, and predict the HRD program lifespan.

7.3.6 Review and Validate HRD Program. An SSC may recommend program goals and learning objectives, subject to approval by agency personnel. They may generate pre- and post-testing and followup evaluations, and generate course evaluation templates. SSCs may develop HRD program content and materials, and determine the frequency and timing of HRD programs.

7.4.1 Pilot HRD Program. An SSC may deliver a pilot offering of the new employee development program, communicate goals, communicate participant responsibilities, and deliver the pilot to participants.

7.4.2 Revise HRD Content and Methods of Delivery. An SSC may revise the program based on pilot experience and feedback and identify performance criteria for measuring desired results for each approved HRD program and/or learning opportunity.

7.4.3 Announce HRD Program. An SSC may determine the frequency and timing of the program and add the program to program catalogs. Agency personnel will review completed program materials, guided by an SSC. An SSC may also communicate program benefits such as knowledge-sharing opportunities and learning impact on business performance.

7.4.4 Administer Training. SSCs may manage the administrative and logistical aspects of delivering training programs, including managing providers as necessary. SSCs could report and maintain employee training data and records; track whether training is provided internally or externally; provide self-service training registration; use workflow to route training requests to supervisors for online approval; support online scheduling of equipment and facilities; and track course evaluations and training followup activities and issues. SSCs may provide the capability for agencies to run reports on employee training, and capture and report course evaluation results, support for the development and implementation of distributed learning technologies. SSCs may administer the HRD program: participant registration and authorization process; participation and attendance tracking process to include tracking of cancellations and absences; process of scheduling program facilities; and setting up program facilities. SSCs may arrange for instructors to conduct training courses; schedule facilities for classroom training; provide a system to

capture training data; maintain training program systems; and provide automated tools to authorize participant registration. SSCs may also provide automated tools to allow billing for the program; track participation by types of training (e.g., web-based training, self-study); track attendance, cancellations and absences; distribute program evaluation to participants; prompt participants to complete program evaluations; collect completed program evaluations; and summarize completed program evaluation. SSCs may plan orientation activities designed to acquaint participants with the new employee development program; provide help-desk technology assistance; schedule HRD resources; provide knowledge-sharing opportunities; allow for integration of learning and development content with knowledge management; advise agencies on opportunities for sharing facilities to provide training; and offer advice and guidance to HRD staff at agencies on training-related issues.

7.4.5 Deliver HRD Program. SSCs may deliver the program or coordinate with other providers to deliver the program, including automated tools for knowledge management and SES development programs. They may provide automated tools to produce training delivery schedules and update employee records to document program attendance and completion. SSCs may conduct required agency-specific training and apply project management best practices to implement and maintain HRD programs.

7.5.1 Create or Update Individual Development Plan (IDP). An SSC may provide an automated tool to capture the IDP.

7.5.2 Execute Individual Development Plan. An SSC may provide an automated tool to capture progress toward the IDP.

7.5.3 Assess Progress Against Individual Development Plan. SSCs may provide mechanisms to communicate feedback, and measure the skills attained and progress made against appropriate development plans.

7.6.1 Evaluate HRD Program. SSCs may support periodic needs analysis, and capture and report on course evaluation results.

7.6.2 Analyze HRD Program Results. SSCs may support communication of learning impact on business performance.

7.6.3 Evaluate Long-term Impacts and Value of HRD Programs. SSCs may provide mechanisms to determine the learning ROI, e.g., by cost savings, the improvement in employee work performance, and the impact on agency success. SSCs could support a multilevel employee certification program including communication on learning impact on business performance.

G. Employee Relations

The HR LOB Business Reference Model defines the sub-function **Employee Relations** as “designs, develops and implements programs that strive to maintain an effective employer-employee relationship that balances the agency’s needs against its employees’ rights. This sub-function includes: addressing employee misconduct; addressing employee performance problems; managing administrative grievances; providing

employee accommodation; administering employee assistance programs; participating in administrative third-party proceedings; and determining candidate/employee suitability based on information collected outside of the HR process (e.g., background investigation, drug testing, etc.).”

The Employee Relations sub-function of the HR LOB Business Reference Model contains 7 processes that break down to a total of 27 activities. SSCs may support 25 of the 27 BRM activities. An SSC’s role in employee relations activities could include consultative support, process support, administrative support, training support, change management, knowledge management and automated tool support. An agency would negotiate with its shared service center to determine the role of the SSC in employee relations processes. Nothing in the requirements at Appendix J implies or authorizes the performance of inherently governmental functions by non-governmental entities. An SSC’s role may include, but would not be limited to, the following.

8.1.1 Establish Employee Conduct Expectations. SSCs may provide training on the standards employees are required to meet. This could be accomplished in a traditional classroom setting as well as by web-based, virtual training as allowed.

8.1.2 Communicate Employee Conduct Expectations. SSCs may use a variety of media to communicate employee expectations.

8.1.3 Conduct Fact Finding Into Employee Misconduct. SSCs may conduct inquiries regarding following proper drug and alcohol testing procedures. They may review medical exams and documentation to see if employees complied with medical instructions. SSCs may also research information on disability retirement during fact finding.

8.1.4 Execute Formal or Informal Action. SSCs may process the removal of employees from sensitive positions for drug use and return employees to positions after treatment. They may assist in processing adverse and administrative actions including suspensions. SSCs may also inform employees of appeal rights, and may also assist in implementing any resulting reasonable accommodations.

8.2.1 Address Performance Improvement Plan Results. SSCs may authorize time to receive a medical exam and monitor the time allowed to complete the exam. SSCs may review medical documentation and provide information regarding disability retirement.

8.2.2 Execute Formal or Informal Action. SSCs may assist in placing employees in nonduty status and processing adverse actions, including informing employees of appeal rights. SSCs may also assist in implementing any resulting reasonable accommodations.

8.3.1 Identify Issue (Informal Grievance). An SSC may assist an agency in administering/maintaining a grievance system, including alternative means of dispute resolution (ADR).

8.3.2 Advise on Means of Resolution. An SSC may assist an agency in administering/maintaining a grievance system, including alternative means of dispute resolution (ADR).

8.3.3 File Formal Grievance. An SSC may assist an agency in formal grievance filing as part of managing the overall grievance system, including alternative dispute resolution (ADR).

8.3.4 Engage in Alternative Dispute Resolution. An SSC may assist an agency in negotiating a settlement and implementing decisions as part of maintaining the agency ADR program.

8.3.5 Process Grievance. An SSC may assist an agency in processing a grievance as part of managing the overall grievance system, including alternative dispute resolution (ADR). This could include providing automated, web-based workflow, and notification of when a grievance has been filed, status of grievance and final resolution.

8.3.6 Render Decision on Grievance. SSCs may track decisions regarding administrative grievances.

8.4.2 Determine Accommodation Needs. SSCs may use automated tools to track and close accommodation cases.

8.4.3 Put Reasonable Accommodation Into Place. SSCs may coordinate the implementation of the accommodation and could train employees and managers as necessary. SSCs may follow up with employees and managers to verify approved accommodation requirements have been met.

8.5.1 Provide EAP Services. The agency may research and evaluate Employee Assistance Programs (EAP) and select the provider(s) based on evaluation results. An SSC may monitor program usage and recommend adjustments.

8.5.2 Make Referrals to EAP Services. An SSC may coordinate and deliver communication regarding EAP services and tools to agency employees.

8.6.1 File With a Third Party. An SSC may assist an agency with filing with a third party as part of the overall management of third party appeals and their resolution.

8.6.2 Engage in Discovery. An SSC may assist an agency with discovery as part of the overall management of third party appeals and their resolution.

8.6.3 Prepare a Response to Third Party Filing. An SSC may participate in 3rd party appeal hearings, present evidence, respond to requests for stays, submit written arguments, and respond regarding agency decisions as part of the overall management of third party appeals and their resolution.

8.6.4 Participate in Alternative Dispute Resolution. An SSC may present evidence on behalf of the agency during resolution.

8.6.5 Participate in Hearing/Meeting/Trial. An SSC may submit written arguments and present evidence on behalf of the agency.

8.6.6 Appeal Third Party Decision. An SSC may provide interim relief as directed and request review of third party initial decisions.

8.6.7 Implement Third Party Decision/Settlement. An SSC may assist in taking corrective action to carry out third party decisions, provide full relief, and comply with orders granting a stay.

8.7.1 Review Investigative File. An SSC may trigger a personnel action after review of a file and take suitability actions as required.

8.7.3 Adjudicate Suitability Issues. An SSC may trigger a personnel action after review of a file and take suitability actions as required.

H. Labor Relations

The HR LOB Business Reference Model defines the sub-function **Labor Relations** as “manages the relationship between the agency and its unions and bargaining units. This includes negotiating and administering labor contracts and collective bargaining agreements; managing negotiated grievances; and participating in negotiated third party proceedings.”

The Labor Relations sub-function of the HR LOB Business Reference Model contains 3 processes that break down to a total of 25 activities. SSCs may support 20 of the 25 BRM activities. An SSC’s role in labor relations activities could include consultative support, process support, administrative support, change management, knowledge management and automated tool support. An agency would negotiate with its shared service center to determine the role of the SSC in labor relations processes. Nothing in the requirements at Appendix K implies or authorizes the performance of inherently governmental functions by non-governmental entities. An SSC’s role may include, but would not be limited to, the following.

9.1.1 Obtain Recognition. An SSC may assist an agency in responding to recognition petitions.

9.1.2 Clarify Bargaining Unit(s) and Representation. SSCs may assist agencies in identifying and clarifying which organization and employees should be included in the appropriate defined bargaining unit. SSCs may help resolve recognition issues as required.

9.1.3 Establish Communication Protocol. SSCs may establish or support the establishment of the relationship for ongoing communication between unions and management.

9.1.4 Initiate Bargaining Process. SSCs may assist in providing notifications and requests to bargain.

9.1.5 Prepare for Negotiation. SSCs may assist in training negotiating teams and determining techniques to assist in the negotiation.

9.1.6 Conduct Negotiation. SSCs may assist agencies in applying techniques for negotiating agreements. SSCs may also conduct negotiations on behalf of agencies when allowed.

9.1.7 Perform Agency Head Review. SSCs may provide automated tools that allow recording collective bargaining agreements (CBA) in specified databases.

9.1.8 Administer Agreements. SSCs may support the implementation of agreements, process union dues deductions, capture contract administration data, and provide systems that support the agency's strategy.

9.1.9 Provide for Governmentwide or National Consultation. An SSC may notify appropriate entities of adjustments to alternative HR systems and support the implementation of adjustments, including providing notices of change to individuals and organizations.

9.1.10 Provide Information to Unions. SSCs may notify appropriate entities of adjustments to alternative HR systems, including providing notices of change to individuals and organizations.

9.2.2 Advise on Means of Resolution. SSCs may provide support in the implementation of agencies' alternative dispute resolution programs.

9.2.4 Engage in Alternative Dispute Resolution. SSCs may support alternative measures of labor grievance resolution.

9.2.7 Participate in Arbitration Process. SSCs may support the filing of grievances.

9.2.8 Challenge Arbitrator's Decision. SSCs may file exception/appeals of arbitrator decisions.

9.3.1 File With a Third Party. An SSC may request assistance in resolving a negotiating impasse and present an impasse reached in a CBA regarding flexible or compressed schedule.

9.3.3 Prepare a Response to Third Party Filing. An SSC may support filing statements with Federal Labor Relations Authority and provide agency information for a labor dispute under appeal.

9.3.4 Participate in Alternative Dispute Resolution. An SSC may assist an agency engaging in alternative methods of dispute resolution.

9.3.5 Participate in Hearing/Meeting. An SSC may attend hearings, present evidence, and select and prepare witnesses on behalf of an agency.

9.3.6 Appeal Third Party Decision. An SSC may assist management in filing a petition for review of a Federal Labor Relations Authority's final order in the appropriate United States court of appeals.

9.3.7 Implement Third Party Decision. An SSC may report compliance for the resolution of a labor dispute.

I. Separation Management

The HR LOB Business Reference Model defines the sub-function **Separation Management** as “those activities that take place when an employee leaves an agency. This includes handling the appropriate notifications and determining the terms of the separation. Interactions take place to ensure that knowledge transfer occurs between the separating employee and remaining employees. Separating employees are offered transition counseling and support.”

The HR Strategy sub-function of the HR LOB Business Reference Model contains one process that breaks down to a total of six activities. SSCs may support all six BRM activities. An SSC's role in separation management activities could include consultative support, process support, administrative support, change management, knowledge management and automated tool support. An agency would negotiate with its shared service center to determine the role of the SSC in separation management processes. Nothing in the requirements at Appendix L implies or authorizes the performance of inherently governmental functions by non-governmental entities. An SSC's role may include, but would not be limited to, the following.

10.1.1 Initiate Separation. Agency personnel will enter separation data and notify appropriate parties that an employee is leaving an agency. SSCs may develop and support automated tools, including workflow, which agency personnel would use to fulfill their data entry and notification responsibilities.

10.1.2 Conduct Workforce Shaping Activities. SSCs may assist agencies in conducting reductions in force including A76, SES, and administrative law judges. SSCs may also assist in completing an interagency transfer of function.

10.1.3 Determine Terms of Separation. SSCs may provide automated tools that allow agency personnel to review the reason for separation and determine the terms of separation, including proposed effective date and entitlements. This information, including decisions, could be captured to assist in effecting the separation.

10.1.4 Provide Separation Support. Agencies will design and oversee transition programs and outplacement counseling for departing employees and their family members. SSCs may provide transition and outplacement counseling and document the

results. SSCs may also work with separating employees to assist in document completion. SSCs may provide automated tools that describe the separation process, provide agency points of contact, and answer frequently asked questions.

10.1.5 Conduct Knowledge Transfer. SSCs may provide automated tools to capture institutional knowledge, intellectual capital, job-related information, and status of current and pending assignments.

10.1.6 Conduct Exit Processing. Agency personnel could use automated tools, if provided by SSCs, to generate outprocessing checklists and schedules. Agencies or SSCs could assist separating parties in completing exit checklists. SSCs may also collect agency property. SSCs may survey and meet with separating employees to gather information about why they are separating. They may collect and analyze departing employee feedback to identify trends and develop appropriate intervention strategies to improve retention. SSCs may notify appropriate third parties of the separation event and of any further coordination responsibilities. They may gather and distribute appropriate materials to assist employees and their family members with the separation.