

Appendix D – Human Resources Strategy Requirements

Changes to Human Resources Strategy Requirements from Version 2.0		
Requirement	Changes Made	Reason
HRS15 Gather competency management data in accordance with HCAAF.	Deleted	Policy Update
HRS36 Utilize OPM's Enterprise Human Resources Integration (EHRI) Analytic Tools to collect, analyze, and forecast workforce data and trends.	Added	Policy Update
HRS37 Subscribe to applicable OPM policy listservs through the OPM website	Added	Policy Update

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS VERISON 3.0
 APPENDIX D – HUMAN RESOURCES STRATEGY

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

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

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

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	HRS1	Recommend data sources.	Service	Mandatory	Shared Service Center/ Agency	1.1.1 Determine Internal Environment Analysis Scope and Objectives	1.2.1 Determine External Environment Analysis Scope and Objectives	1.2.2 Identify External Environment Data Collection Protocols		
Best Business Practice	HRS2	Develop analysis practices and techniques that support agency environmental data analysis.	Service	Mandatory	Shared Service Center/ Agency	1.1.1 Determine Internal Environment Analysis Scope and Objectives	1.2.1 Determine External Environment Analysis Scope and Objectives	1.2.3 Define External Environment Analysis Protocols		
5 CFR part 752; HCAAF Section III, p. III-14 (Sept. 2005);	HRS3	Establish practices that support an agency's analysis of trends across management indicators.	Policy	Mandatory	Shared Service Center/ Agency	1.1.2 Collect Internal Environment Data	1.1.3 Analyze Internal Environment Data			
5 USC, Part 1, CH 3, 306a(3); The Government Performance Act of 1993, Section 3	HRS4	Gather data that will be relevant to the human capital strategic planning process.	Policy	Mandatory	Shared Service Center/ Agency	1.1.2 Collect Internal Environment Data	1.2.4 Collect External Environment Data			
HCAAF	HRS5	Gather competency management data in accordance with the Human Capital Assessment and Accountability Framework (HCAAF).	Policy	Critical	Shared Service Center/ Agency	1.1.2 Collect Internal Environment Data	1.2.4 Collect External Environment Data			

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS VERISON 3.0
APPENDIX D – HUMAN RESOURCES STRATEGY

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	HRS6	Provide multitiered customer support to agencies on HR-related issues.	Technology	Mandatory	Shared Service Center/ Agency	1.1.2 Collect Internal Environment Data	1.1.3 Analyze Internal Environment Data	1.2.4 Collect External Environment Data		
Best Business Practice	HRS7	Make required data available electronically.	Service	Mandatory	Shared Service Center/ Agency	1.1.4 Disseminate Internal Environment Analysis Results	1.2.6 Disseminate External Environment Analysis Results			
Best Business Practice	HRS8	Provide self-service tools to support ad hoc data requests.	Technology	Mandatory	Shared Service Center/ Agency	1.1.4 Disseminate Internal Environment Analysis Results	1.2.6 Disseminate External Environment Analysis Results			
HCAAF, Talent Management, page 11	HRS9	Develop competency model framework.	Policy	Mandatory	Shared Service Center/ Agency	1.5.1 Establish Competency Model				
5 CFR 250. Civil Service Rule X; E.O. 13197; President's Management Agenda (PMA); HCAAF Section VI, p. 23 of 5 (Dec 2005)	HRS10	Maintain an accountability system, in accordance with Civil Service Rule X.	Policy	Mandatory	Shared Service Center/ Agency	1.10.1 Validate HR Performance Measures and Metrics	1.10.2 Track HR Performance Results	1.10.3 Analyze HR Performance Results		
5 USC, Section 2301, Merit System Principles; 5CFR; HCAAF Section VI, p. VI-6 (Sept.2005)	HRS11	Support periodic review of HR transactions to ensure compliance with Federal laws, regulations, Merit Principles, and agency-specific requirements.	Policy	Mandatory	Shared Service Center/ Agency	1.10.2 Track HR Performance Results				

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS VERISON 3.0
APPENDIX D – HUMAN RESOURCES STRATEGY

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 USC, Section 2302, Prohibited Personnel Practices; 5 CFR HCAAF Section VI, p. VI-6 (Sept 2005)	HRS12	Take corrective action in cases of noncompliance or errors relating to HR transactions.	Policy	Mandatory	Shared Service Center/ Agency	1.10.3 Analyze HR Performance Results				
Best Business Practice	HRS13	Provide automated processes that can support and facilitate succession planning.	Technology	Critical	Shared Service Center/ Agency	1.1.2 Collect Internal Environment Data	1.1.3 Analyze Internal Environment Data			
Best Business Practice	HRS14	Provide an automated process that captures requests for workforce information.	Technology	Useful	Shared Service Center/ Agency	1.1.2 Collect Internal Environment Data	1.1.3 Analyze Internal Environment Data	1.2.4 Collect External Environment Data	1.2.5 Analyze External Environment Data	
Deleted	HRS15	Deleted	Deleted	Deleted	Deleted	Deleted	Deleted	Deleted	Deleted	Deleted
Best Business Practice	HRS16	Provide an automated process that tracks requests for human capital information.	Technology	Useful	Shared Service Center/ Agency	1.1.2 Collect Internal Environment Data	1.1.3 Analyze Internal Environment Data	1.2.4 Collect External Environment Data		
Best Business Practice	HRS17	Analyze data on strategies, trends, issues, and events relevant to the human capital strategic planning process using predefined data analysis protocols.	Policy	Critical	Shared Service Center/ Agency	1.1.3 Analyze Internal Environment Data	1.2.5 Analyze External Environment Data			
5 USC, Part 1, CH 3, 306a(3); The Government Performance Act of 1993, Section 3	HRS18	Gather data on strategies, trends, issues, events relevant to the human capital strategic planning process using predefined data collection protocols.	Policy	Critical	Shared Service Center/ Agency	1.1.2 Collect Internal Environment Data	1.2.4 Collect External Environment Data			
Best Business Practice	HRS19	Analyze data on strategies, trends, issues, and events relevant to the human capital strategic planning process using predefined data analysis protocols.	Policy	Critical	Shared Service Center/ Agency	1.1.3 Analyze Internal Environment Data	1.2.5 Analyze External Environment Data			

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS VERISON 3.0
APPENDIX D – HUMAN RESOURCES STRATEGY

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
HCAAF, 1-C-2, Elements of YES	HRS20	Provide analysis and/or reports on qualitative and quantitative data relevant to Human Capital strategic planning.	Policy	Mandatory	Shared Service Center/ Agency	1.1.3 Analyze Internal Environment Data	1.2.4 Collect External Environment Data	1.2.5 Analyze External Environment Data		
Best Business Practice	HRS21	Provide an automated capability to prepare data for analysis to support human capital strategic planning.	Technology	Critical	Shared Service Center/ Agency	1.1.3 Analyze Internal Environment Data	1.2.5 Analyze External Environment Data			
HCAAF Section II, p. II-15 (Sept 2005)	HRS22	Ensure that the information systems can provide human capital data to all appropriate management levels in order to guide planning, analysis, and decision making.	Policy	Critical	Shared Service Center/ Agency	1.1.2 Collect Internal Environment Data	1.1.4 Disseminate Internal Environment Analysis Results	1.2.4 Collect External Environment Data	1.2.6 Disseminate External Environment Analysis Results	
Best Business Practice	HRS23	Provide appropriate environmental data to stakeholders involved in the human capital strategic planning process.	Policy	Critical	Shared Service Center/ Agency	1.1.4 Disseminate Internal Environment Analysis Results	1.2.6 Disseminate External Environment Analysis Results			
Best Business Practice	HRS24	Update competency management framework periodically.	Service	Critical	Shared Service Center/ Agency	1.5.1 Establish Competency Model	1.5.3 Validate Competency Model			
Best Business Practice	HRS25	Implement Competency Models.	Policy	Critical	Shared Service Center/ Agency	1.5.3 Validate Competency Model	1.5.4 Execute Competency Model			
Best Business Practice	HRS26	Provide automated processes that can support competency management that meets the HCAAF requirements.	Technology	Critical	Shared Service Center/ Agency	1.5.4 Execute Competency Model				
President's Management Agenda, Paragraph 5, The Expected Long-Term Results, bullet 1	HRS27	Gather information on a recurring basis about actual HR spending and HR financial performance results compared to budgeted HR funds.	Policy	Critical	Shared Service Center/ Agency	1.8.4 Report Against HR Budget				

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS VERISON 3.0
 APPENDIX D – HUMAN RESOURCES STRATEGY

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
President's Management Agenda, Paragraph 5, The Expected Long-Term Results, bullet 4	HRS28	Produce reports on a recurring basis about actual HR spending and HR financial performance results compared to budgeted HR funds.	Policy	Critical	Shared Service Center/ Agency	1.8.4 Report Against HR Budget				
PMA President's Management Agenda, Paragraph 5, The Expected Long-Term Results, bullet 4	HRS29	Disseminate reports on a recurring basis about actual spending and financial performance results compared to budgeted funds.	Policy	Critical	Shared Service Center/ Agency	1.8.4 Report Against HR Budget				
Best Business Practice	HRS30	Provide automated processes that support the development and application of human capital (HC) measures and metrics.	Technology	Critical	Shared Service Center/ Agency	1.10.1 Validate HR Performance Measures and Metrics	1.10.2 Track HR Performance Results	1.10.3 Analyze HR Performance Results		
HCAAF Section IV, p. IV-26 (Sept. 2005)	HRS31	Track workforce trends.	Technology	Critical	Shared Service Center/ Agency	1.10.2 Track HR Performance Results				
HCAAF Section IV, p. IV-26 (Sept. 2005).	HRS32	Analyze workforce trends.	Technology	Critical	Shared Service Center/ Agency	1.10.3 Analyze HR Performance Results				
Best Business Practice	HRS33	Provide an automated system that supports the development of individual development plans to facilitate HC planning	Technology	Useful	Shared Service Center/ Agency	1.1.2 Collect Internal Environment Data	1.1.3 Analyze Internal Environment Data	1.2.4 Collect External Environment Data,	1.2.5 Analyze External Environment Data	
Best Business Practice	HRS34	Provide an automated needs assessment tool to support HC planning.	Technology	Useful	Shared Service Center/ Agency	1.1.2 Collect Internal Environment Data	1.1.3 Analyze Internal Environment Data	1.2.4 Collect External Environment Data	1.2.5 Analyze External Environment Data	

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS VERISON 3.0
 APPENDIX D – HUMAN RESOURCES STRATEGY

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	HRS35	Provide automated survey tools/processes (e.g., customer services, organizational assessment, multi-rater assessment).	Technology	Useful	Shared Service Center/ Agency	1.1.2 Collect Internal Environment Data	1.1.3 Analyze Internal Environment Data	1.2.4 Collect External Environment Data,	1.2.5 Analyze External Environment Data	1.10.2 Track HR Performance Results
Best Business Practice	HRS36	Utilize OPM's Enterprise Human Resources Integration (EHRI) Analytic Tools to collect, analyze, and forecast workforce data and trends.	Policy	Useful	Shared Service Center/ Agency	All Activities				
Best Business Practice	HRS37	Subscribe to applicable OPM policy listservs through the OPM website	Policy	Mandatory	Shared Service Center/ Agency	All Activities				