

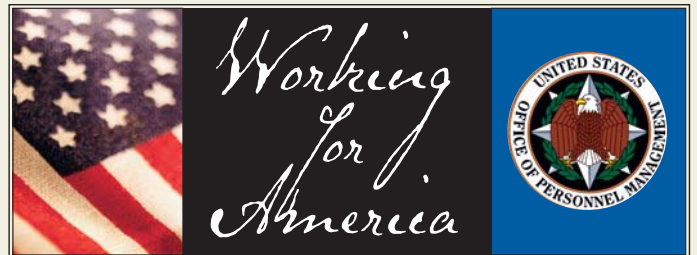


*UNITED STATES  
OFFICE OF PERSONNEL MANAGEMENT*

**HUMAN RESOURCES  
LINE OF BUSINESS**

**SERVICE COMPONENT MODEL  
VERSION 1**

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



September 2006

## **Human Resources Line of Business Foreword to Service Component Model (SCM) version 1**

The Human Resources Line of Business (HR LOB) initiative was launched in 2004 to support the vision articulated in the President's Management Agenda. The HR LOB is expected to help the Federal Government realize the potential of electronic government by significantly enhancing human resources service delivery within the executive branch. The HR LOB Concept of Operations (CONOPS) proposes a near-term Service Delivery Model where HR services relating to human resources information systems (HRIS) and payroll operations move from the agencies to HR shared service centers. Over time, as HR shared service centers evolve and expand their capabilities, more transactional and administrative activities may shift from the agency to the service center delivery mode. The HR LOB approach will allow agencies to increase their focus on core mission activities and the strategic management of human capital, while HR shared service centers deliver the HR services defined in the HR LOB CONOPS in an efficient and cost-effective manner with a focus on customer service and quality.

The HR LOB is developing an enterprise architecture in compliance with the Federal Enterprise Architecture guidelines that will form the basis for this delivery model. The HR LOB has completed the Business Reference Model (BRM) and Data Model through the collaborative efforts of hundreds of HR professionals across government. A Performance Model that focuses on the outcomes of the common HR processes and activities defined by the BRM core functions has also been developed for the HR LOB. The HR LOB will complete the architecture with end-to-end models for the Performance Model, Service Component Model and the Technical Model during FY 2007.

This document addresses the HR LOB Service Component Model (SCM) for the core HR LOB sub-functions – Compensation Management and Benefits Management – and those activities that result in a Personnel Action. In accordance with OMB's Federal Enterprise Architecture guidance, the Service Component Reference Model (SRM) is a business and performance-driven EA categorization model that assists Federal agencies in identifying "Service Components" that support the achievement of business and performance objectives. As agencies and shared service centers (SSCs) move forward in developing and formalizing their relationships, this document will provide input and a common vocabulary for their discussions.

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# 1. Introduction

Enterprise architectures provide a basis for understanding commonalities across business entities and an opportunity for collaboration and sharing. The Federal Enterprise Architecture is comprised of five reference models. Collectively, the models provide universal definitions and constructs of the business, performance and technology of the Federal Government. The reference models will serve as a foundation to leverage existing processes, capabilities, components and technologies as future investments are made. They are designed to provide a governmentwide view that will help identify duplicative investments and opportunities for collaboration within and across Federal agencies.

Figure 1 – Federal Enterprise Architecture (FEA) Reference Models shows this collection of interrelated “reference models”.

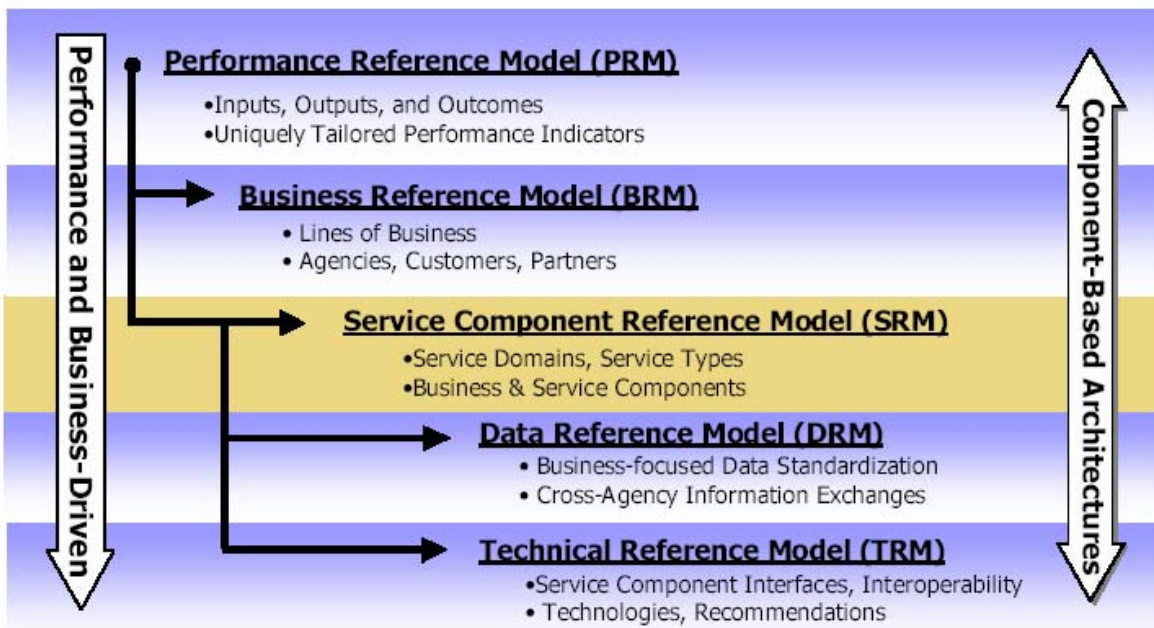


Figure 1 – Federal Enterprise Architecture (FEA) Reference Models

The Human Resources Line of Business Service Component Model (SCM) provides a framework that will assist Federal Agencies in identifying and classifying “Service Components” that support the achievement of business and/or performance objectives. It identifies a common set of HR business services that are delivered throughout the Federal Government.

The first version of the HR LOB Service Component Model focuses on the core Business Reference Model (BRM) sub-functions -- Compensation Management and Benefits Management -- and those BRM activities that result in a Personnel Action. It will be expanded over the next several months to include service components for the remaining Business Reference Model sub-functions.

This report consists of four sections. Section 1, *Introduction*, describes the HR LOB initiative and explains the inter-relationship between the HR LOB SCM and the other enterprise architecture models. Section 2, *HR LOB Service Component Model (SCM) version 1*, describes the methodology to

establish the SCM for the three core HR LOB sub-functions and highlights project results. Section 3, *HR LOB Service Delivery Model*, describes a way to organize delivery of services and proposes a structure for the HR “front office”. Section 4, *Appendices*, contains the HR LOB SCM Service Delivery Model, the Service Component Master List, alignment results for each of the core business areas and a list of participating members of the Service Component Model Work Group.

## **1.1 HR LOB Background**

The HR Line of Business will help the Federal Government realize the potential of electronic government and redefine human resources service delivery for civilian employees of the executive branch. The HR LOB Concept of Operations (CONOPS) proposes a near-term approach to shared services where HR services relating to human resources information systems (HRIS) and payroll operations move from the agencies to HR shared service centers. Over the longer term, additional services may be moved from agency HR operations to service providers. The Service Component Model provides a framework and vocabulary for guiding discussions between providers and customer agencies. It identifies basic HR services – service components – and proposes the best provider/customer delivery channel for each service – Service Delivery Model.

Version 1 of the Service Component Model presents the results of the SCM Work Group’s analysis for Compensation Management, Benefits Management and those activities that result in a Personnel Action. The same analysis approach will be used to identify service components for the remaining eight HR LOB BRM sub-functions. Once identified, these service components will supply the basis for cross-agency collaboration and provide a standardized service vocabulary that can be used to define HR process improvement projects.

The HR LOB objectives and goals will be the key to evaluating the success of this new HR service delivery approach. The intended results of this new delivery model are:

- improved management of human capital throughout the Federal Government
- increased operational efficiency
- lower costs
- better customer service

## **1.2 HR LOB Enterprise Architecture**

The HR service delivery approach proposed by the HR LOB is a new model for doing business in the Federal Government. The breadth of this initiative spans Human Resources for the Executive Branch civilian labor force. To help manage the complexity of this effort, a set of architectural

blueprints is being constructed to provide a common picture and a common vocabulary for the business of HR in the Federal Government.

There are five models that comprise the HR LOB Enterprise Architecture (EA). OMB's Federal Enterprise Architecture (FEA) standards guide their development:

- Performance Model: "...a framework for performance measurement providing common output measurements throughout the Federal Government. The model articulates the linkage between internal business components and the achievement of business and customer-centric outputs."
- Business Reference Model: "...a framework that facilitates a functional (rather than organizational) view of the Federal Government's lines of business, including its internal operations and its services for citizens, independent of the agencies, bureaus and offices that perform them. The BRM describes the Federal Government around common business areas instead of through a stove-piped, agency-by-agency view."
- Service Component Model: "...a business-driven, functional framework classifying Service Components according to how they support business and performance objectives. Its serves to identify and classify horizontal and vertical Service Components supporting federal agencies and their IT investments and assets."
- Data Model: "...is intended to promote the common identification, use and appropriate sharing of data/information across the Federal Government through its standardization of data in the following three areas: data context, data sharing and data description."
- Technical Model: "...a component-driven, technical framework that categorizes the standards and technologies to enable and support the delivery of Service Components and capabilities. It also unifies existing agency technical models and E-Gov guidance by providing a foundation to advance the reuse and standardization of technology and Service Components from a governmentwide perspective."

Collectively, the five models provide a comprehensive view of how a Federal enterprise's business mission is supported or enabled by processes, information, organization and underlying information systems and technologies.

Three of the five models have been published:

- BRM version 2 – The BRM is an end-to-end process view of human resources for the executive branch of the U.S. Federal Government. BRM version 1 was previously published in December, 2004. During the fall of 2005, 47 HR subject matter experts representing 14 federal agencies reviewed and refined the previous BRM and recommended a revised BRM consisting of 45 processes organized into 10 sub-functions. Each of these processes is further decomposed to the activity level definitions. (Report can be seen at <http://www.opm.gov/egov/documents/architecture/#brm>)
- Data Model version 1 – Completed in January 2006, the Data Model describes two different views – a Conceptual Data Model (CDM) and the Logical Data Model (LDM). The CDM is a single integrated data structure that shows data objects along with high-level relationships among data objects. The LDM includes more detail for a subset of the CDM scope: The

data to be shared across agencies and SSCs. It shows data entities, attributes and relationships between entities. (Report can be seen at <http://www.opm.gov/egov/documents/architecture/>)

- Performance Model version 1 for core business areas constitutes publication addressing the third architectural component, the PRM. The HR LOB PM proposes a common set of performance measures for use throughout the Federal Government. These performance measures will gauge how effectively government HR resources are used to support agency mission results, support the effective management of human capital across the government and provide for effective human resources service delivery to employees, managers/supervisors and other HR constituents. (Report can be seen at <http://www.opm.gov/egov/documents/architecture/>)

### **1.3 Overview of the HR LOB Service Component Model (SCM)**

The HR Line of Business Service Component Model (SCM) objectives are based on the Federal Enterprise Architecture (FEA) framework published by the Office of Management and Budget (OMB). The FEA is a business-based framework for governmentwide improvements to facilitate efforts to transform the Federal Government into one that is citizen-centered, results-oriented, and market-based.

The purpose of this document is to define SCM service domains, service types, and service components. This document also defines how these components will be made available to the consumers of the services and the technology required to deliver the services. This first version of the HR LOB SCM focuses only on the core Business Reference Model (BRM) sub-functions – Compensation Management and Benefits Management – and those BRM activities that result in a Personnel Action. These areas are highly transactional and administratively intense and are the first of the BRM activities to be supported by the new shared service centers.

The objectives of the HR LOB SCM initiative are to:

- Provide a foundation to support the re-use of applications, application capabilities, components and business services.
- Identify business services provided by agencies across the government and provide a means for standardizing them.
- Develop the Service Delivery Model which standardizes the means through which customers are enabled to use the service.
- Describe the technology foundation for a standardized and interoperable architecture.



## 1.4 HR LOB Service Component Model Guiding Principles

The HR LOB SCM identifies and classifies service components that can be leveraged across the government. A service component is a **self-contained business capability** that assists agencies and shared service centers in accomplishing their mission and/or performance objectives. Each service component has the following attributes:

- It has the potential for re-use among different functions and processes.
- It can be shared across different organizations.
- New capabilities can be added with minimum ripple effects.
- It is provider independent (i.e., the same service provided by a different provider can be replaced with minimal disruption to business operations).
- It is product independent (i.e., as long as the same business capability is provided, it does not matter what the product or underlying technology is).
- A customer would attach value to it and would be willing to purchase it; a provider would therefore consider offering it.

## 1.5 Common Terminology and Definitions

Below are some of the common terms and definitions found in this report.

**Shared Services:** a trend in business and government that involves consolidating some administrative services – such as Finance, Human Resources, Procurement – into operations that focus on delivering those services efficiently, with high quality and a focus on customer service.

**Shared Service Center:** enterprises that have been identified to deliver HR shared services to Federal agencies. Federal HR Shared Service Centers (SSCs) have already been identified and a process is currently underway to create a schedule of approved private sector HR SSCs.

**Service Component:** the basic building block for creating an integrated view of self-contained business service. The Service Component is the lowest level of the SCM hierarchy.

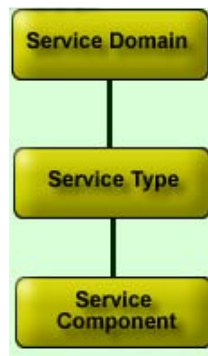
**Service Delivery Model:** a graphical representation of service delivery options available to a variety of users and using different delivery channels and enabling technology. The Service Delivery Model describes a way to organize to deliver services and proposes a structure for the HR “front office”.

## 1.6 Service Component Model Hierarchy

Federal Enterprise Architecture guidelines describe a “*business and performance driven functional framework that classifies service components with respect to how they support business and/or performance objectives*”. This framework offers a way of thinking about systems as a set of modular services, including business, data and infrastructure. The HR LOB SCM offers a common enterprise architecture language that communicates the business needs to technology. The SCM is hierarchically structured into three levels:

- Service Domain
- Service Type
- Service Component

Service domains appear at the top of the SCM hierarchy. Within each service domain, there are one or more service types, the second level of categorization. Under each service type, there are multiple service components. The service component is the basic building block for creating an integrated view of self-contained business processes or services with predetermined functionality that may be exposed through a business or technology interface. It is the lowest level of the SCM hierarchy and is represented graphically in Figure 2 – Service Component Model Structure.



**Figure 2 – Service Component Model Structure**

This component-based framework provides – independent of business function – a foundation to support the reuse of applications, application capabilities, components and business services.

## 2. HR LOB Service Component Model

From May to August 2006, the HR LOB Service Component Model Work Group (SCMWG) met to define service components that support HR LOB BRM business processes. These workshops provided a collaborative forum in which the SSCs, agencies and OPM policy experts developed recommendations regarding SCM content and discussed business capability-related issues. The SCMWG’s results were subsequently reviewed, commented on and approved by the HR LOB Multi-Agency Executive Strategy Committee (MAESC).

The SCMWG work session analysis results, categorized by sub-function, are found in Appendices A, B and C. The subject matter expertise of the SCMWG membership provided for a realistic, experience-based validation. The work group was intentionally balanced between customer agencies and SSCs with liaisons to OPM’s policy divisions to provide multiple points of view during the validation.

For each of the business area work sessions, the SCMWG performed five levels of analysis to create the service component model, outlined in Figure 3 – Business Approach to Integrate Service Components

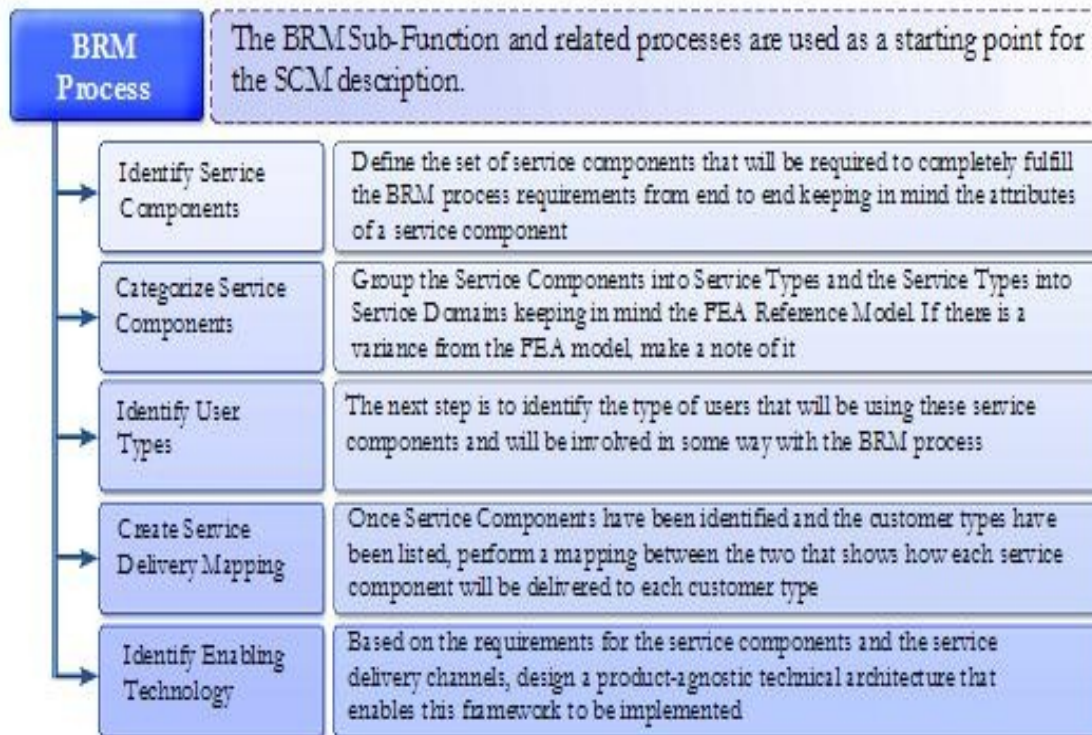


Figure 3 – Business Approach to Integrate Service Components

## 2.1 Core HR LOB Service Component Model Results

The SCMWG reviewed the business processes and activities defined in the Business Reference Model and identified the service components necessary to fulfill or support each process. The SCMWG also wrote definitions for each service component.

The work group placed each service component into the SCM hierarchy – into its appropriate service domain and service type. There are 23 service components, 7 service types and 5 service domains that support the HR LOB core sub-functions – Compensation Management and Benefits Management – and those activities that result in a Personnel Action.

The results of these discussions appear in Table 1 – HR LOB Service Component Model.

Service Domain	Service Type	Service Component	Defines the set of capabilities that...
Back Office Services	Human Resources	Payroll Processing	Captures, validates and processes payroll and disbursement data for a given pay period
		Payroll Reporting	Reports on fiscal year payroll and human resources information by pay period, quarterly, annually and as requested
		Time and Attendance	Defines work schedules, record and certify the time and attendance for employees of an organization
		Manager Self Service	Allows managers to be self-sufficient in updating, retrieving and analyzing basic employee and organization information
		Employee Self Service	Allows employees to be self-sufficient in updating and retrieving their information
		Pay Administration	Determines eligibility and calculates values for pay and leave and other compensation
		Benefits Counseling	Advises individuals on a wide range of benefit options, eligibility and impacts
		Benefits Processing	Captures, validates and processes benefits elections and actions
		Benefits Reporting	Provides the capability to report on benefits information to diverse stakeholders
		Education/ Training	Supports the building of employee knowledge, to include the range of training from professional development to general awareness training
		Personnel Action Processing	Initiates, validates, approves, updates and documents personnel action and data
	Data Management	Data Exchange	Supports the interchange of information between multiple systems or applications; includes verification that transmitted data was received unaltered
	Financial Management	Labor Cost Allocation	Attaches labor costs to accounting codes
Customer Services	Customer Relationship Management	Customer Support	Provides a wide range of support to various populations (e.g., resolving technical problems, responding to process and policy questions)
		Marketing	Facilitates the promotion of a product or service as well as developing an awareness of the program

Service Domain	Service Type	Service Component	Defines the set of capabilities that...
Business Analytical Services	Business Intelligence	Decision Support and Planning	Provides for the identification, gathering and analysis of data for decision making, resolution of problems and business issues
		Reporting	Retrieves, manipulates, and presents information as needed
Digital Asset Services	Information Services	Knowledge Management	Organizes and manages information regarding policy and process for subsequent retrieval through knowledge sharing, collaboration and business reporting
		Content Management	Creates, revises and manages content regarding policy, business rules, processes etc. for publication into the knowledge base
		Records Management	Provides the capability to store, protect, archive, classify, retrieve and retire documents and information
Business Management Services	Management of Process	Project Management	Manages and controls a particular effort of an organization
		Consultative Services	Provides support on program and policy development and implementation
		Program Management	Manages the day-to-day operations of an ongoing effort

**Table 1 – HR LOB Service Component Model (SCM)**

A list of the core HR LOB Service Components within the FEA framework can be found in Appendix B.

## 2.2 Downstream Use of the Service Component Model

The SCM has a number of near-term uses. At the HR LOB Program level, it provides a manageable, realistic base set of service components that provide visibility into the services provided by SSCs. By constructing linkages between business processes and the services and capabilities that support them, the SCM identifies process improvement opportunities. For customer agencies and SSCs, it provides one input to SLA development. For the agency HR organization, the SCM defines the future capabilities of public and private sector service providers, including the role agencies play.

Additional strategies to realizing a shared service vision include collecting detailed baseline business data – beyond the core HR LOB functions and developing a detailed and robust business case for shared services. The SCM can be used to confirm that it is viable to implement shared services and to serve as input in developing the strategic vision for shared services. The *long-term business value* of the SCM can be viewed in a number of ways, including the following:

- Provides a common language and set of definitions that can be used to accelerate the development of SLAs between agencies and SSCs.

- Enhances the FEA models by providing agencies with vision into the governmentwide architecture, providing ideas and solutions for common requirements.
- Provides input to the Federal Transition Framework (FTF) catalog and meta-model that demonstrates alignment to policy and budget organizations with a greatly enhanced cross-agency analytical capability.
- Helps to improve the ability to see opportunities for collaboration of processes, data, services, and technology across Federal Agencies and Governments.
- Provides visibility to the business benefits of capital investments and ensure that proposed investments are not duplicative with those of other Federal agencies – prior to developing business cases and submitting them to OMB to justify capital budget requests.

### 3. HR LOB Service Delivery Model

A Service Delivery Model is a way to organize the delivery of services. The HR LOB Service Delivery Model proposed in this section lays out a structure for the HR “front office”. While the HR LOB service component model identifies and defines the *business capability* that must be in place to support the HR LOB BRM business processes, the HR LOB Service Delivery Model takes this analysis further and proposes *how* each capability will be made available to the consumers of the capability.

The Service Delivery Model identifies general categories of consumers – “user types” – and maps those user types to business capabilities – “service components” – to show which user types interact with or use each service component. For example, the service component *Time and Attendance* maps to the user type *Active Employee* because employees require access to a time and attendance capability to enter and track time and leave data.

Additionally, the Service Delivery Model proposes a “delivery channel” for each user type/service component combination. This shows the manner in which each service component would be accessed by the users who have access to it. For example, an employee would have direct access to the time and attendance capability via the Web or time recording device installed at his or her workplace.

This section proposes a Service Delivery Model for the HR LOB BRM sub-functions Compensation Management and Benefits Management and for those activities that result in a Personnel Action.

#### 3.1. Service Delivery Channels

As noted above, service delivery channels show the manner in which each service component would be accessed by the users who have access to it. Typically delivery channels are organized into a tiered structure. The users of each service component gain access at a particular level and may be escalated to successively higher levels as necessary.

Figure 4 – Four-Tiered HR LOB Service Delivery Structure proposes four tiers and presents a simple, single “Big Picture”.



Figure 4 – Four-Tiered HR LOB Service Delivery Structure

**Tier 0 – Direct Access.** The Direct Access tier enables the user to perform an action related to the task or activity without any direct involvement or guidance from another person. This environment provides the capability for managers and employees to directly enter and receive data.

**Tier 1 – Call Center.** The Call Center tier enables the user to speak to a Human Resource generalist who utilizes scripts and knowledge base to respond to a wide variety of questions and issues. If necessary, a call center human resources generalist may escalate a call to a subject matter expert.

**Tier 2 – Subject Matter Expert.** The Subject Matter Expert tier interprets policy to respond to escalated issues and questions. The subject matter expert usually has a specialized experience or knowledge in a specific topic that the service component is related to (e.g., benefits processing) and is typically empowered to make routine or low-risk decisions. A subject matter expert may escalate a question or issue to the decision maker.

**Tier 3 – Decision Maker.** The Decision Maker tier responds to complex issues, questions and critical incidents. The decision maker interprets policy and has decision-making authority around complex issues, questions and critical incidents. They also maintain operational oversight and focus on employee satisfaction.

For example, if an employee has a question about a leave balance, after reviewing his or her leave balance on the Web-based time and attendance system (Tier 0), he or she contacts the call center (Tier 1) with the question. The call center representative uses a script, supported by a knowledge base of (government-wide plus agency-specific) information, to answer the question. If the call center representative feels incapable of answering the question sufficiently, he or she escalates the question to the subject matter expert (Tier 2). If the question requires a decision or involves a critical incident, the subject matter expert escalates the call to a decision maker (Tier 3). Over time, the lower tiers will be made smarter (providing more and more robust direct access help facilities and increasing the sophistication of the call center script and knowledge base) and thus decrease the



number of escalated questions and issues. Feedback from higher tiers to lower ones will also decrease the number of escalated questions and issues.

### 3.2. Service Delivery Model User Types

User types are general roles that represent consumers of the service components. User types are role-based, not position or person-based: where users require different access in a particular role, the two roles are defined separately. For example, a user type called “Active Employee” would include anyone who is an employee of the agency. At the same time, “HR Staff” might require unique access to some HR service components due to their role within HR. “HR Staff” would then be a separate user type even though the individuals categorized in that type also fall under the “Active Employee” user type. A single individual, thus, could perform more than one role. Table 2 – HR LOB SCM User Types lists all the user types that were used in developing the Service Component Model.

HR LOB User Type	Description
HR Executive	Individuals at an executive level within the organization responsible for the human resources function
Executive	Individuals at an executive level within the organization
Manager	Any individual who manages resources for the organization
Active Employee	An individual occupying or who has been selected for a position in or under the executive branch of the US government
Other Employee	An individual working for the executive branch of the US government. Examples include personal services contractors and volunteers
Prospective Employee	An individual who is considering employment with the executive branch of the US government
HR Staff	Individuals who are involved in developing and implementing HR policies, procedures and processes
Other Govt. Staff	A non HR individual who uses HR products and services to assist in the performance of their official duties
External Vendor/Org	A non government entity that provides and/or receives services
Former Employee	An individual who separated from the executive branch of the US Government, but did not retire
Retiree	An individual who retired from federal civilian service
Family Member	A member of an active, retired or former employee's family
Government Agency	A government entity that provides and/or receives information

Table 2 – HR LOB SCM User Types

### 3.3. Service Delivery Model Best Practices

In the tiered delivery model, service components are defined and allocated to a delivery channel - or the *means* through which services are accessed, according to their level of complexity and “value add” capabilities. Highly administrative services and routine inquires are consolidated and delivered via low cost channels, and high value add services are delivered by subject matter experts and decision makers. Best practices in service delivery modeling include:

- Define a service delivery approach that delivers the majority of services (90% or more) via self-service (direct access).
- Build a tiered model that will offer increased issue resolution capability, utilize multiple service delivery channels (e.g., Web-based, interactive voice response, call center) and integrate systems and services across the model and delivery channels to provide a seamless user experience.
- Adopt valuable new technologies that can enhance service capability.
- Reserve call center support for situations where other service methods cannot be used.
- Utilization of other technology enabled services will be made available to those who can not access the portal (e.g., interactive voice response).
- Clearly define roles and responsibilities driven by customer needs.

The Service Delivery Model represents how a user would access a service component. By mapping components to user types and describing how the user would access the component in a tiered model, the model:

- Clearly defines roles and responsibilities driven by customer needs.
- Aids in creating call center roles, responsibilities and content.
- Informs delivery channel decisions.
- Serves as key input for a deployment and rollout strategy.
- Identifies additional back office processes that may be candidates to move to an SSC.
- Further delineates roles and responsibilities for executing HR LOB processes.
- Provides content for development of SSC/agency service level agreements.

### **3.4. HR LOB Service Delivery Matrix**

A mapping was done to depict the most likely channel a user type would use and the type of inquiry and/or transaction that would be performed at each channel. The scope of this mapping is HR LOB core areas (Compensation Management, Benefits Management and Personnel Action Processing).

The mapping represents the “most likely” way a user type would access each service component identified for compensation management, benefits management and personnel action processing. To reach consensus on the “most likely” access method, we challenged the SCM work group to be “innovative but realistic” in their thinking. The mapping identifies the *range* of access in the tiered delivery model user types will need for a particular service component.

Table 3 – HR LOB Service Delivery Matrix summarizes the detailed mapping of user types and service delivery channel. It depicts the environment’s functional areas and the interactions with the roles that different users may assume illustrated as abstracted types. These types represent the types (classes) of user roles (actors) and the different circumstances in which they would interact with the environment (events).

	Tier 0 – Direct Access	Tier 1 – HR Generalist	Tier 2 – Subject Matter Expert	Tier 3 – Decision Maker
HR Exec	Use self-service reporting tools to access payroll and benefits reports for his/her organization	N/A: most likely have complex questions requiring Tier 2 support	Access subject matter experts for analysis, detailed reports and answers to more complex compensation and benefits questions	Access decision makers to resolve HR issues and for consultative and project management support
Executive	Use self-service tools to find information on HR policies and pull reports on payroll and benefits	Receive benefits counseling	Access subject matter experts for more complex HR questions and detailed reports and analysis	Access decision makers for consultation and development of HR content for use by the executives organization
Manager	Use self-service tools to input/edit employee payroll data including time and labor and initiate personnel actions. Receive training on pay issues, benefits information and system use	Perform general inquiries on benefits to assist employees in making benefits decisions. Perform general inquiries on compensation and payroll. Obtain employee data from employee records	Access subject matter experts for more complex HR questions and detailed reports and analysis	
Active Employee	Input and pull time and attendance data. Make benefits elections and changes. Initiate personnel actions. Review personal and work-history data	Perform general inquiry on pay, benefits and employee records	Receive help on pay questions and issues; request or discuss pay adjustment. Receive benefits counseling	
Other Employee	Input time and attendance data. Access individual pay, time and attendance and if applicable benefits records. Review personal and work-history data	Perform general inquiries on pay, time and attendance	Receive help on complex pay administration questions	
Prospective Employee	Obtain information via the web on Federal benefits offerings			
Former Employee	Obtain information via the web on benefits information	Perform general inquiries on pay, benefits and employee records		
HR	Use self-service, pay and HR systems to input data for pay, benefits and personnel action transactions. Obtain information from employee records	N/A- HR staff would most likely have more complex questions requiring Tier 2 support	Receive help for complex compensation and benefits questions and issues. Receive consultative and project mgmt support for special projects	Receive help on complex questions and issues. Receive consultative and project mgmt support for special projects
External Vendor/	Initiate and receive file transfers for payroll (e.g.,		Perform inquiries on complex questions on	

	Tier 0 – Direct Access	Tier 1 – HR Generalist	Tier 2 – Subject Matter Expert	Tier 3 – Decision Maker
External Organization	direct deposit disbursements, third party payments). Access payroll data reports via the web		payroll transactions	
Other Staff	Use self service tools to access payroll, time and attendance data for use in other business functions (e.g., finance). Review personal and work-history data	Perform general payroll, benefits inquiries for use in completing other business processes (e.g., finance)		
Family Member		Perform general inquires and transactions for deceased employees regarding pay and benefits		
Retiree		Perform general inquires and transactions for pay, benefits and the employee record		

Table 3 – HR LOB Service Delivery Matrix

### 3.5. Enabling Technology

Finally, the SCM team identified technology that may underlie these service components and Service Delivery Model. Although these components have not been validated, they will serve to inform the Technology Model team as they begin to build the HR LOB Technology Model. Components and component definitions appear in Table 4 – SCM Enabling Technology.

Technical Component Name	Definition
Application Software	Loosely defined subclass of computer software that employs the capabilities of a computer directly to a task that the user wishes to perform. This should be contrasted with system software which is involved in integrating a computer's various capabilities, but typically does not directly apply them in the performance of tasks that benefit the user. The term application refers to both the application software and its implementation.
Backup and Archive	Refers to the copying of data for the purpose of having an additional copy of an original source. If the original data is damaged or lost, the data may be copied back from that source, a process which is known as Data recovery or Restore. The "data" may be either data as such, or stored program code, both of which are treated the same by the backup software. Backups differ from an archive in which the data is necessarily duplicated, instead of simply moved.
Business Intelligence (BI)	Means having a comprehensive knowledge of all of the factors that affect your business. It is imperative that you have an in depth knowledge about factors such as your customers, competitors, business partners, economic environment, and internal operations to make effective and good quality business decisions. Business intelligence enables you to make these kinds of decisions.

<b>Technical Component Name</b>	<b>Definition</b>
Commercial Off The Shelf Software (COTS)	A term for software or hardware products that are ready-made and available for sale to the general public. They are often used as alternatives to in-house developments or government-funded developments (GOTS). The use of COTS is being mandated across many government and business programs, as they may offer significant savings in procurement and maintenance.
Database	A collection of records stored in a computer in a systematic way, so that a computer program can consult it to answer questions. For better retrieval and sorting, each record is usually organized as a set of data elements (facts). The items retrieved in answer to queries become information that can be used to make decisions. The computer program used to manage and query a database is known as a database management system (DBMS). The properties and design of database systems are included in the study of information science.
Data Warehouse	A computer database that collects, integrates and stores an organization's computer data with the aim of producing accurate and timely management information and supporting data analysis.
Directory Service	A software application — or a set of applications — that stores and organizes information about a computer network's users and network shares, and that allows network administrators to manage users' access to the shares. Additionally, directory services act as an abstraction layer between users and shared resources.
Enterprise Resource Planning (ERP) Systems	A system that integrates (or attempts to integrate) all data and processes of an organization into a single unified system. A typical ERP system will use multiple components of computer software and hardware to achieve the integration. A key ingredient of most ERP systems is the use of a single, unified database to store data for the various system modules.
File Transfer Protocol (FTP)	A commonly used protocol for exchanging files over any network that supports the TCP/IP protocol (such as the Internet or an intranet). There are two computers involved in an FTP transfer: a server and a client.
Firewall	A piece of hardware and/or software which functions in a networked environment to prevent some communications forbidden by the security policy, analogous to the function of firewalls in building construction.
Government Off The Shelf Software (GOTS)	Is similar to COTS, but developed at Government expense.
Hardware	The physical part of a computer, including the digital circuitry, as distinguished from the computer software that executes within the hardware. The hardware of a computer is infrequently changed, in comparison with software and data, which are "soft" in the sense that they are readily created, modified or erased on the computer.
Hypertext Transfer Protocol (HTTP)	The method used to transfer or convey information on the World Wide Web. It is a patented open internet protocol whose original purpose was to provide a way to publish and receive HTML pages.
Hypertext Transfer Protocol Secure (HTTPS)	A scheme syntactically identical to the http: scheme used for normal HTTP connections, but which signals the browser to use an added encryption layer of SSL/TLS to protect the traffic.
Legacy System	An existing computer system or application program which continues to be used because the user (typically an organization) does not want to replace or redesign it. Many people use this term to refer to "antiquated" systems.
Load Balancing	A technique (usually performed by load balancers) to spread work between many computers, processes, disks or other resources in order to get optimal resource utilization and decrease computing time.

<b>Technical Component Name</b>	<b>Definition</b>
Message-Oriented Middleware (MOM)	Comprises a category of inter-application communication software that generally relies on asynchronous message-passing as opposed to a request/response metaphor. Most message-oriented middleware (MOM) depends on a message queue system, although some implementations rely on broadcast or on multicast messaging systems.
Plug and Play	Describes a computer's ability to have new devices, normally peripherals, added to it without having to reconfigure or load device drivers for the new card. This term is also used in the software industry to describe how applications, services and other software-based applications can be swapped in and out with little or no reconfiguration to existing applications.
Remote Access	Communication with a data processing facility from a remote location or facility through a data link. A remote access client will connect with a remote access server, usually using secure techniques such as VPN that protect the data that is transmitted between the client and server.
Service Oriented Architecture (SOA)	Expresses a business-driven approach to software architecture that supports integrating the business as a set of linked, repeatable business tasks, or "services". Services are self-contained, reusable software modules with well-defined interfaces and are independent of applications and the computing platforms on which they run. SOA helps users build composite applications, which are applications that draw upon functionality from multiple sources within and beyond the enterprise to support horizontal business processes. SOA helps businesses innovate by ensuring that IT systems can adapt quickly, easily and economically to support rapidly changing business needs. SOA is usually based on a set of Web services standards (e.g., using Simple Object Access Protocol (SOAP) or Representational State Transfer (REST)) that have gained broad acceptance over the past several years. These standards have resulted in greater interoperability and avoidance of vendor lock-in. However, one can implement SOA using any service-based technology.
Software	The programs and procedures required to enable a computer to perform a specific task, as opposed to the physical components of the system (hardware). This includes application software such as a word processor, which enables a user to perform a task, and system software such as an operating system, which enables other software to run properly, by interfacing with hardware and with other software.
Storage (Disk-Based)	A group of data storage mechanisms for computers; data are transferred to planar surfaces or disks for temporary or permanent storage. Disk drive is a peripheral device used to read from and write to a disk.
Storage Area Network (SAN)	A network designed to attach computer storage devices such as disk array controllers and tape libraries to servers. As of 2006, SANs are common in enterprise storage.
Transmission Security	The component of communications security (COMSEC) that results from the application of measures designed to protect transmissions from interception and exploitation by means other than cryptanalysis.
Virtual Private Network (VPN)	A private communications network usually used within a company, or by several different companies or organizations, to communicate over a public network.
Web Browser	A software application that enables a user to display and interact with text, images, and other information typically located on a web page at a website on the World Wide Web or a local area network. Text and images on a web page can contain hyperlinks to other web pages at the same or different websites. Web browsers allow a user too quickly and easily access information provided on many web pages at many websites by traversing these links.

<b>Technical Component Name</b>	<b>Definition</b>
Web Portal	A web site that typically provides personalized capabilities to their visitors. Portals are designed to use distributed applications, different numbers and types of middleware and hardware to provide services from a number of different sources. In addition, business portals are designed to share collaboration in workplaces. A further business-driven requirement of portals is that the content be able to work on multiple platforms such as personal computers, personal digital assistants (PDAs), and cell phones.
Web Server	A computer that is responsible for accepting HTTP requests from clients, which are known as Web browsers, and serving them Web pages, which are usually HTML documents and linked objects (images, etc.).
Web Service	A software system designed to support interoperable machine-to-machine interaction over a network.
Workflow	Provides the capability to identify required components and people must be involved in the processing of data to complete an instance of a process.
World Wide Web (WWW)	A global, read-write information space. Text documents, images, multimedia and many other items of information, referred to as resources, are identified by short, unique, global identifiers called Uniform Resource Identifiers (URIs) so that each can be found, accessed and cross-referenced in the simplest possible way.

Table 4 – SCM Enabling Technology

## 4. Appendices

- **Appendix A – HR LOB SCM Service Delivery Model**: a graphical representation of service delivery options, including shared services, available to a variety of users, using different delivery channels and enabling technology. This tiered model provides agencies input to the most appropriate organization of services delivered and quantifies the costs and benefits at a high level.
- **Appendix B – HR LOB Service Component Master List**: a complete of the service components that support the common HR processes and activities defined by the BRM core functions. Descriptions of each service component include action verbs, nouns, and brief description that complete the phrase “defines the set of capabilities that...” All definitions considered are included in the master list, but all definitions in the dictionary may *not* have been included in the final SCM recommendations.
- **Appendices C, D and E** – a portrayal of the results from each activity in the SCM Work Group sessions for Compensation Management and Benefits Management – and those activities that result in a Personnel Action.
- **Appendix F** – a complete list of participating members of the Service Component Model Working Group (SCMWG) for the core BRM functions.



## Appendix A – HR LOB Service Delivery Model

Figure 5 – HR LOB Service Delivery Model is a tiered delivery model that is employed to deliver services to a wide variety of users, utilizing different delivery channels and enabling technology. This model reflects the combined insights of SCMWG members who provided the “preferred” or most innovative and realistic method of delivery method for each service component.

Service Domain	Service Type	Service Component	HR Executive	Executive	Manager	Active Employee	Other Employees	Prospective Employee	HR Staff	Other Government Staff	Government Agency	External Vendor/Org	Former Employee	Retiree	Family Member
Back Office Services	Human Resources	Payroll Processing							0	0	0	0			
		Payroll Reporting	0	0	0	0	0		0	0	0	0	1	1	1
		Time and Attendance			0	0	0		0	0	0				
		Manager Self Service			0										
		Employee Self Service				0	0		0				0	0	
		Pay Administration	3		1	1	1		1						
		Benefits Counseling	2	1	1	1	1	0					0	0	0
		Benefits Processing	0						0	0	0	0	1	1	1
		Benefits Reporting	0						0	0	0	0	1	1	1
		Education/Training			0	0	0		0	0					
		Personnel Action Processing			0				0	0					

Service Domain	Service Type	Service Component	HR Executive	Executive	Manager	Active Employee	Other Employees	Prospective Employee	HR Staff	Other Government Staff	Government Agency	External Vendor/Org	Former Employee	Retiree	Family Member	
Back Office Services (cont'd)	Data Management	Data Exchange							0	0	0	0				
	Financial Management	Labor Cost Allocation			0					0						
Customer Services	Customer Relationship Management	Customer Support	3	2	1	1	1	0	2	1	2	2	1	1	1	
		Marketing			0	0	0	0	0							
Business Analytical Services	Business Intelligence	Decision Support and Planning	2	2	2				0	2	2					
		Reporting	0	0	0	0	0		0	0	2					
Digital Asset Services	Information Services	Knowledge Management	0	0	0	0	0		0	0	0	0	0	0	0	
		Content Management	3	3	0	0			0	0						
		Records Management	2	1	0	0	0		0	2	2		1	1	1	

Service Domain	Service Type	Service Component	HR Executive	Executive	Manager	Active Employee	Other Employees	Prospective Employee	HR Staff	Other Government Staff	Government Agency	External Vendor/Org	Former Employee	Retiree	Family Member	
Business Management Services	Management of Process	Project Management	3		2				2	2	2	2				
		Consultative Services	3		2				2	0						
		Program Management	2		2				2	2	2	2				

Figure 5 – HR LOB Service Delivery Model

Legend for Service Delivery Model shows the typical method of access by user type for each HR LOB service component in the Service Delivery Model. Note: These methods do not necessarily address the specific requirements in an agency’s union contracts, variances in agency sizes and needs and requirements to provide access to human resources services to all employees, some of whom may not have access to personal computers at home or work or may have special needs.

Channel Tiers:	
0 – Direct Access	
1 – Call Center	
2 – Individual Contact - Subject Matter Expert	
3 – Individual Contact - Decision Maker	

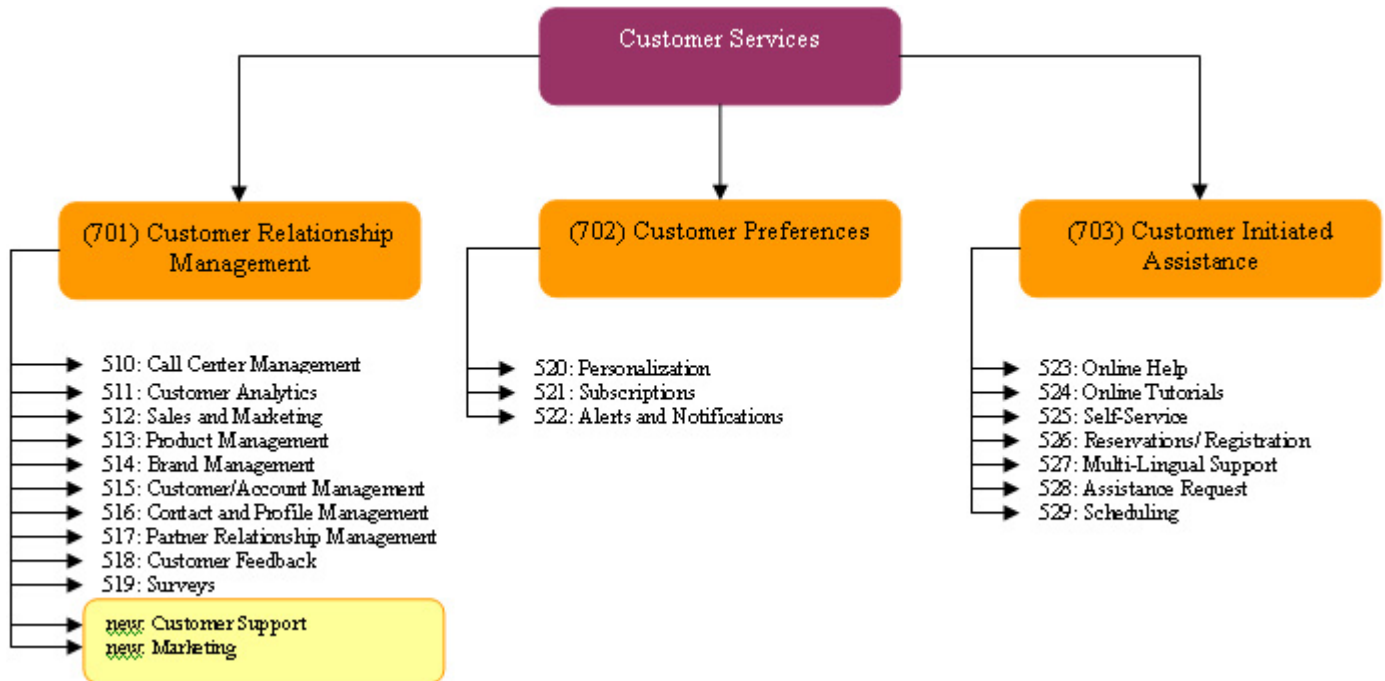
Legend for Service Delivery Model

## Appendix B – HR LOB Service Component Master List

The SCMWG reviewed and validated the following service components that support common HR processes and activities defined by the BRM core functions:

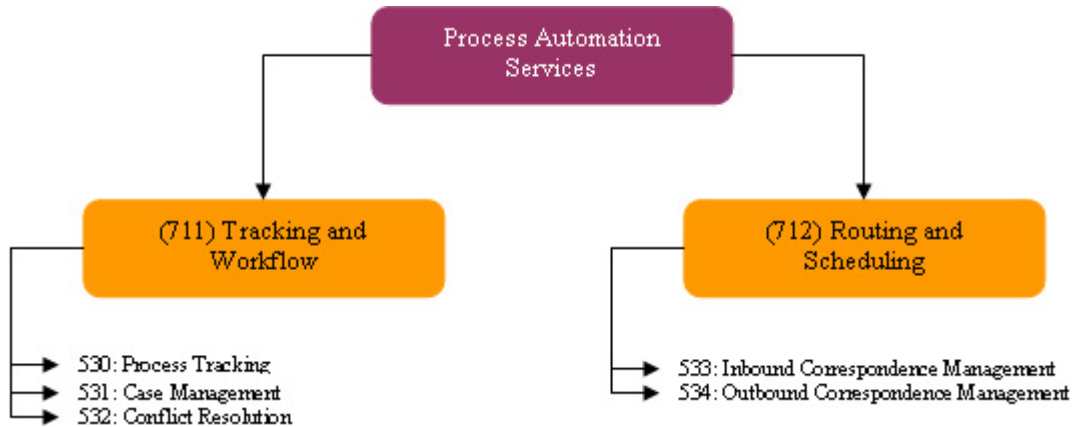
### (a) Customer Services Domain

The Customer Services Domain defines the set of capabilities that is directly related to an internal or external customer, the business's interaction with the customer, and the customer driven activities or functions. The Customer Services domain represents those capabilities and services that are at the front end of a business, and interface at varying levels with the customer.



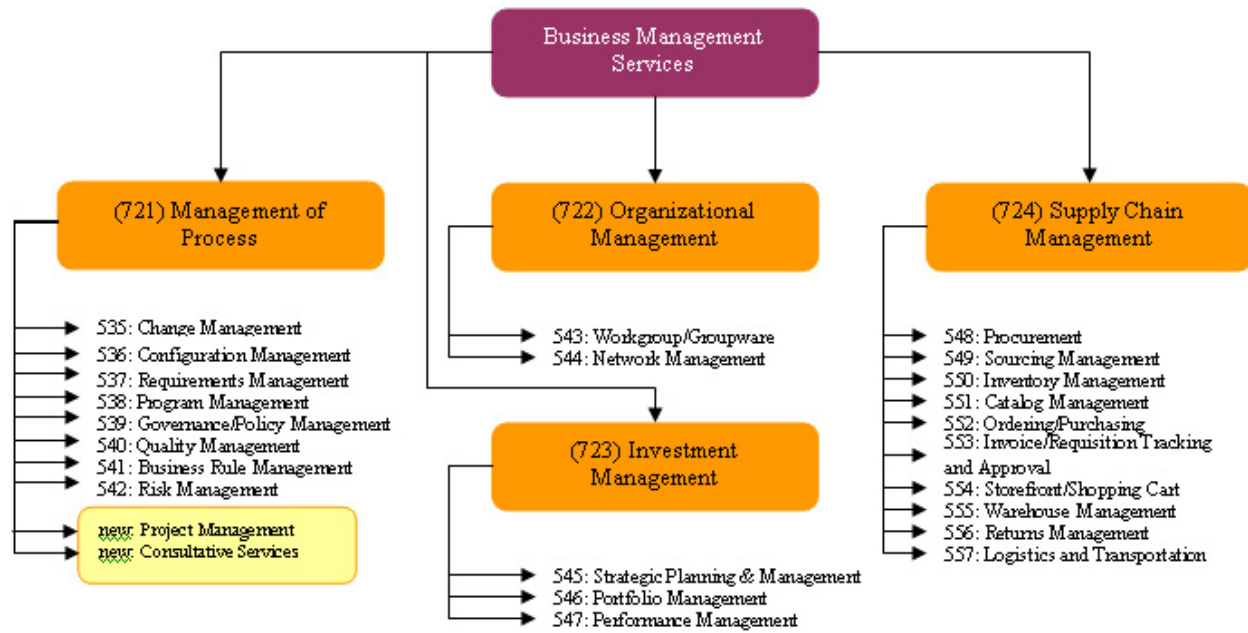
## (b) Process Automation Services Domain

The Process Automation Services Domain defines the set of capabilities that support the automation of process and management activities that assist in effectively managing the business. The Process Automation Services domain represents those services and capabilities that serve to automate and facilitate the processes associated with tracking, monitoring, and maintaining liaison throughout the business cycle of OPM.



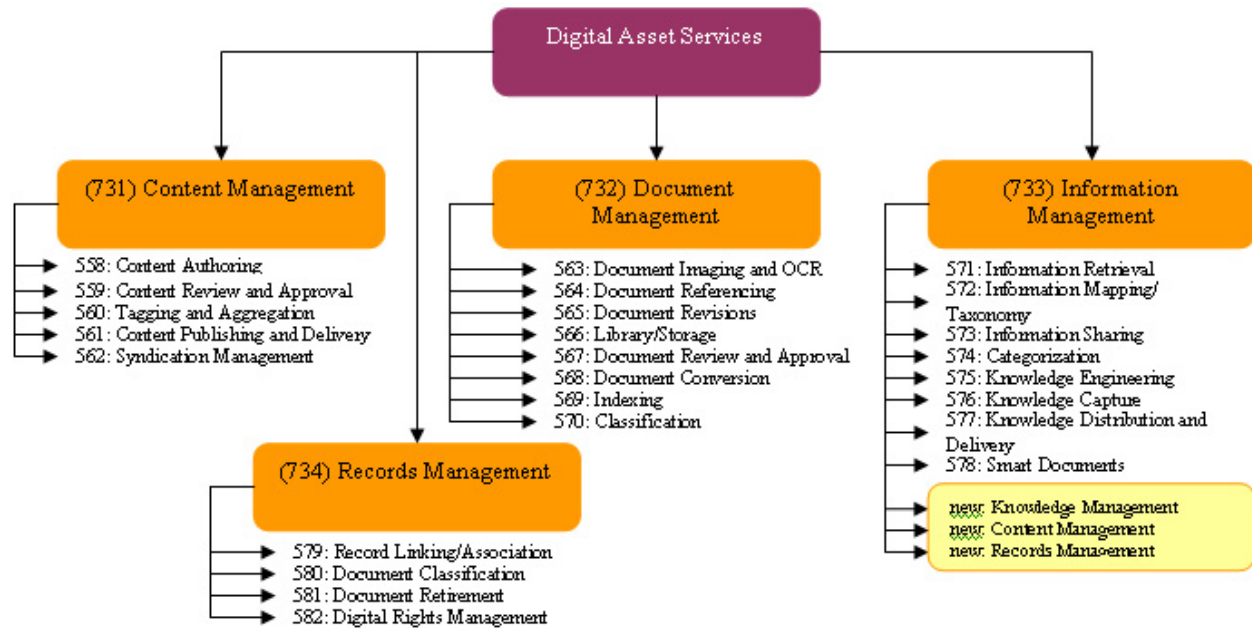
### (c) Business Management Services Domain

The Business Management Services Domain defines the set of capabilities that support the management of business functions and organizational activities that maintain continuity across the business and value-chain participants. The Business Management Services domain represents those capabilities and services that are necessary for projects, programs and planning within a business operation to be successfully managed.



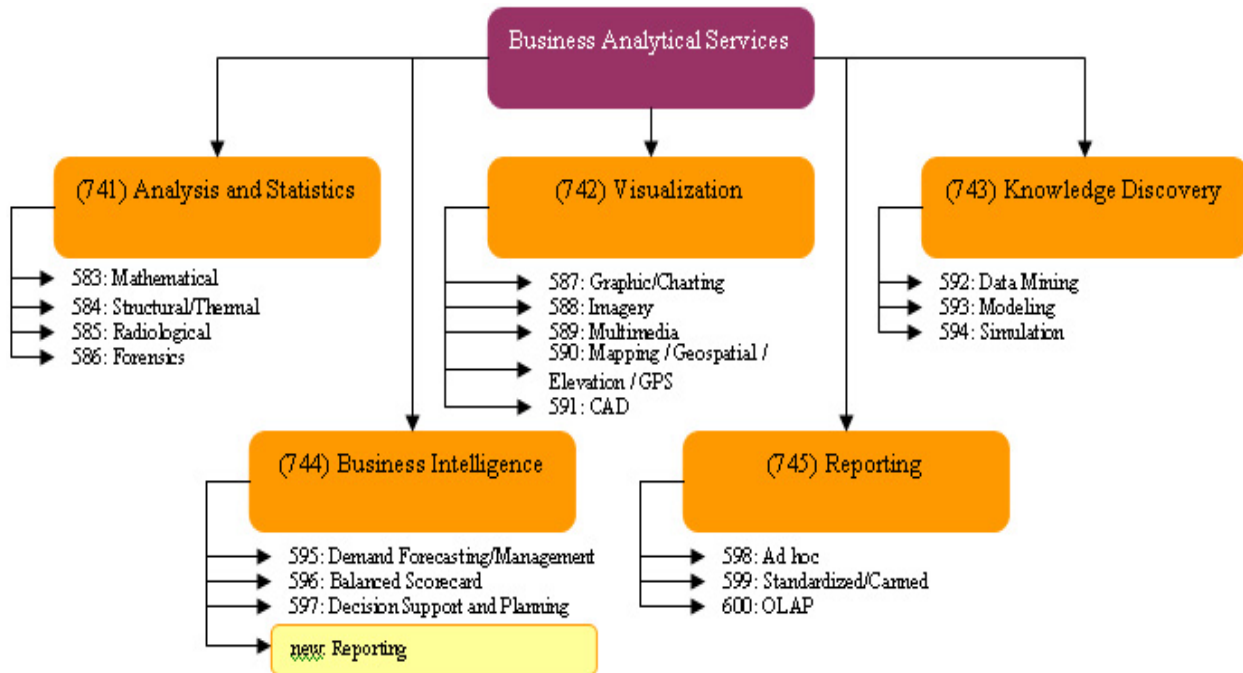
## (d) Digital Asset Services Domain

The Digital Asset Services Domain defines the set of capabilities that support the generation, management, and distribution of intellectual capital and electronic media across the business and extended enterprise.



### (e) Business Analytical Services Domain

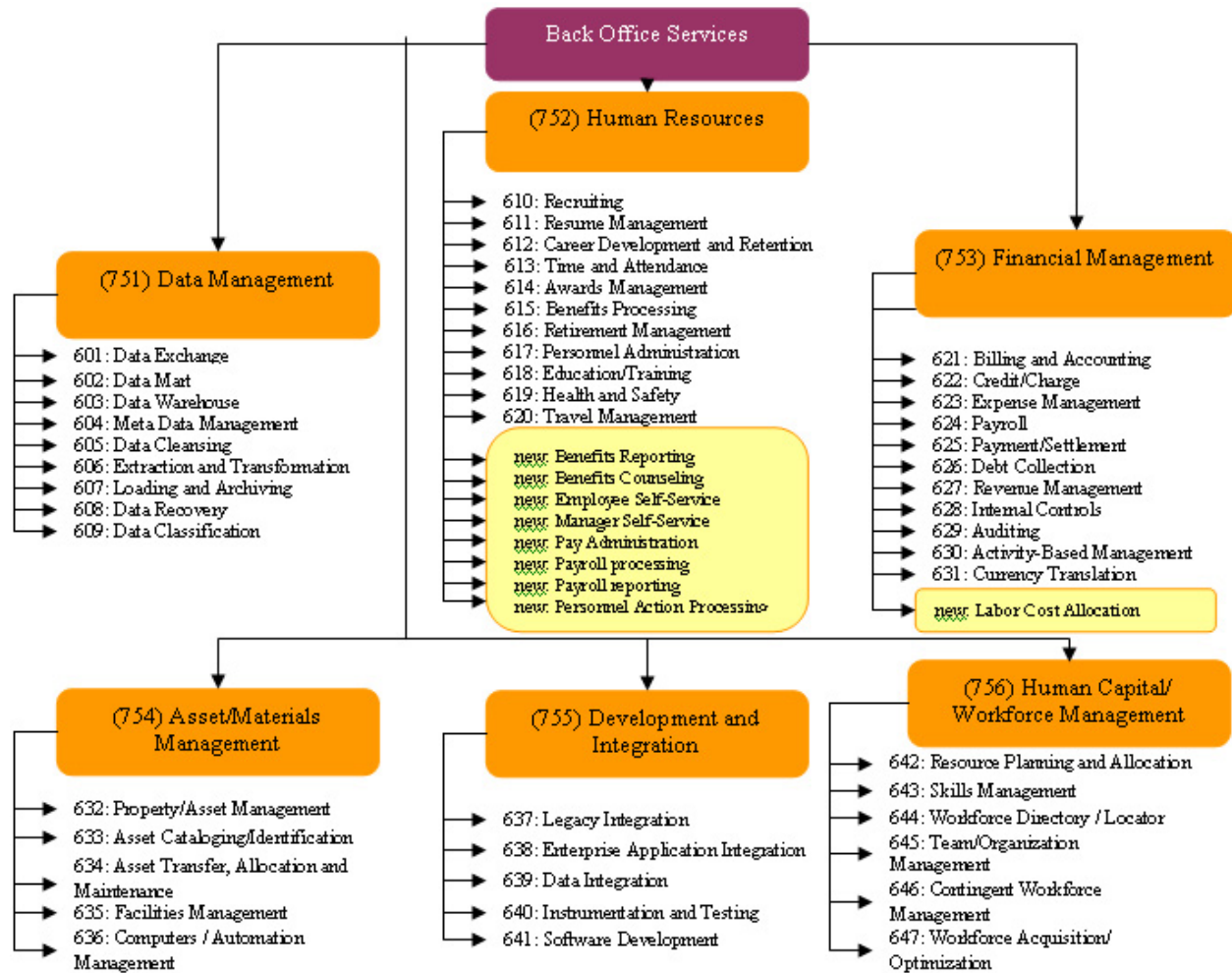
The Business Analytical Services Domain defines the set of capabilities supporting the extraction, aggregation, and presentation of information to facilitate decision analysis and business evaluation.





**(f) Back Office Services Domain**

The Back Office Services Domain consists of the capabilities that support the management of enterprise planning transactional-based functions.



## (g) Support Services Domain

The Support Services Domain defines the set of cross-functional capabilities that can be leveraged independent of Service Domain objective and/or mission.

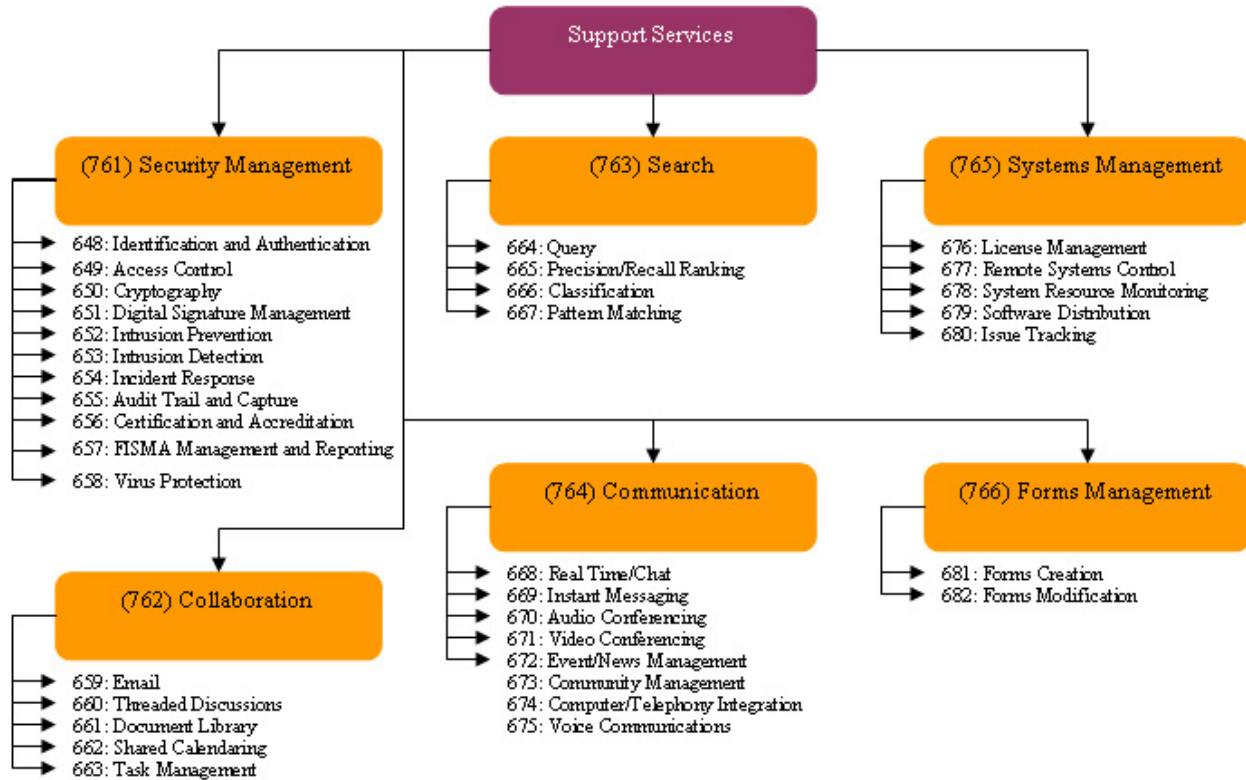


Figure 6 – Service Component Master List

## Appendix C – SCM Workshop Results for Compensation Management

Twelve participants from the SCMWG met on June 20-22, 2006 to discuss the Compensation Management sub-function and agree upon applicable service components. The HR LOB MAESC reviewed, commented on and approved the following recommendations after the workshop.

Seventeen service components were identified by the SCMWG and approved by the MAESC for the Compensation Management business area. The service components align to agency business processes via the HR LOB BRM and are shown in Table 5 – SCM Mapped to BRM Compensation Management Processes

		BRM Compensation Management Processes				
		5.1 Adopt Compensation Programs	5.2 Administer Bonus and Awards Programs	5.3 Administer Pay or Leave	5.4 Manage Time and Attendance	5.5 Manage Payroll
Service Components	Workforce Planning	X	X		X	
	Performance Management	X	X	X		
	Payroll Processing	X	X	X	X	X
	Payroll Reporting		X	X	X	X
	Time and Attendance		X	X	X	X
	Manager Self Service		X	X	X	X
	Employee Self Service			X	X	X
	Labor Cost Allocation				X	X
	Customer Support		X	X	X	X
	Analysis and Statistics	X	X		X	X
	Knowledge Management	X	X	X	X	X
	Content Management	X	X	X	X	X
	Communication	X	X	X	X	X
	Project Management	X				
	Records Management	X	X	X	X	X
	Pay Administration	X	X	X		
	Consultation	X	X			
Program Management		X	X			
Marketing	X	X				
Education/Training	X					

Table 5 – SCM Mapped to BRM Compensation Management Processes

## Appendix D – SCM Workshop Results for Benefits Management

Sixteen representatives from the SCMWG met July 18-19, 2006 to discuss the Benefits Management sub-function and agree upon appropriate service components. The HR LOB MAESC reviewed, commented on and approved the following recommendations after the workshop.

Twenty service components were identified by the SCMWG and approved by the MAESC for the Benefits Management business area. The service components for the HR LOB are shown in Table 6 – SCM Mapped to BRM Benefits Management Processes.

		BRM Benefits Management Processes	
		6.1 Establish Benefits Programs	6.2 Process Benefits Actions
<b>Service Components</b>	Benefits Counseling		X
	Benefits Processing		X
	Benefits Reporting		X
	Consultative Services	X	X
	Content Management	X	X
	Customer Support		X
	Decision Support & Planning	X	X
	Education/Training	X	X
	Employee Self Service		X
	Knowledge Management	X	X
	Manager Self Service		X
	Marketing	X	X
	Payroll Processing		X
	Payroll Reporting		X
	Program Management		X
	Project Management	X	X
	Records Management	X	X
	Time and Attendance		

Table 6 – SCM Mapped to BRM Benefits Management Processes

## Appendix E – SCM Workshop Results for Personnel Action Processing

On August 2-3, 2006, fifteen government representatives met to discuss the activities that result in a Personnel Action and applicable service components. The HR LOB MAESC reviewed, commented on and approved the following recommendations after the workshop.

Personnel Action was identified, along with Compensation Management and Benefits Management, to be included in the initial scope of HR LOB because of its highly transactional nature. While Compensation Management and Benefits Management are BRM sub-functions, Personnel Action is a set of tasks triggered by a number of activities in multiple sub-functions across the BRM.

Table 7 – HR LOB BRM Personnel Action Trigger Matrix shows a list of activities within the BRM identified as personnel action triggers.

HR LOB BRM Activity	Personnel Action Triggers
1.8.3 Execute Against Approval of Budget	Actions resulting from a budget decision, such as furloughs when the budget is not passed and a continuing resolution has not been issued.
2.1.6 Maintain Positions	Actions resulting from a classification or position management action. This includes change in position, position title, series, grade, work schedule, etc.
2.1.12 Implement Appeal Decisions (Position Management)	Actions as a result of a classification appeal.
3.6.6 Bring Candidate on Board	Any action where an employee is placed in a position. This includes appointments, reassignments, promotions, change-to-lower grade, etc.
4.3.5 Finalize Performance Appraisal	Actions to process an employee's annual appraisal rating.
5.2.3 Set Bonus or Award Pay	Actions to process a bonus or award.
5.3.1 Identify Employees to Receive Pay Change	Actions to give an employee a pay adjustment or change. This includes new pay rates or schedules, pay for performance, new locality pay rates, etc.
5.4.3 Manage Usage of Leave and Paid Time Off	Actions to complete leave accruals and balances, process leave requests, and verify leave of absence validation and eligibility.
5.5.1 Manage Employee Furnished Payroll Data	Actions to update and validate employee payroll data.
6.2.5 Maintain Appropriate Records	Changes to employee benefits such as FEGLI, FEHB, etc.
7.4.5 Deliver Employee Development Program	Documentation of training actions in training record (new training data elements and codes).
8.1.4 Execute Formal or Informal Action (Misconduct)	Formal or informal misconduct actions. This includes effecting misconduct position change, suspensions, separations, etc.
8.2.2 Execute Formal or Informal Action (Performance)	Formal or informal performance actions. This includes effecting misconduct position change, separations, etc.
8.4.3 Put Accommodations into Place	Position changes to accommodate an employee disability.

HR LOB BRM Activity	Personnel Action Triggers
8.6.7 Implement Third Party Decisions/Settlements (ER)	Actions to implement a third party dispute (normally a grievance or appeal). It includes corrections, changes, etc.
8.7.3 Adjudicate Suitability Issues	Document suitability and security clearance determinations.
9.3.7 Implement Third Party Decisions/Settlements (LR)	Actions to implement a third party dispute (normally a ULP or other Union based action). It includes corrections, changes, etc.
10.1.1 Initiate Separation	Notifications of the employee leaving an agency.
10.1.6 Conduct Exit Processing	All actions where an employee separates or leaves an agency, including transfers.

**Table 7 – HR LOB BRM Personnel Action Trigger Matrix**

The SCMWG also reviewed the following expanded set of documents that includes a process map of personnel transactions and process characteristics definition, which is a description of different characteristics common across transactions.

The personnel actions process map is a conceptual model of how a process action occurs. It is not intended to be used as specific guidance regarding an agency's processing; rather, it is a tool developed and used for discussion in the workshop. The steps can be skipped or rearranged to suit specific examples that are shown in Figure 7 – Personnel Action Process Map.

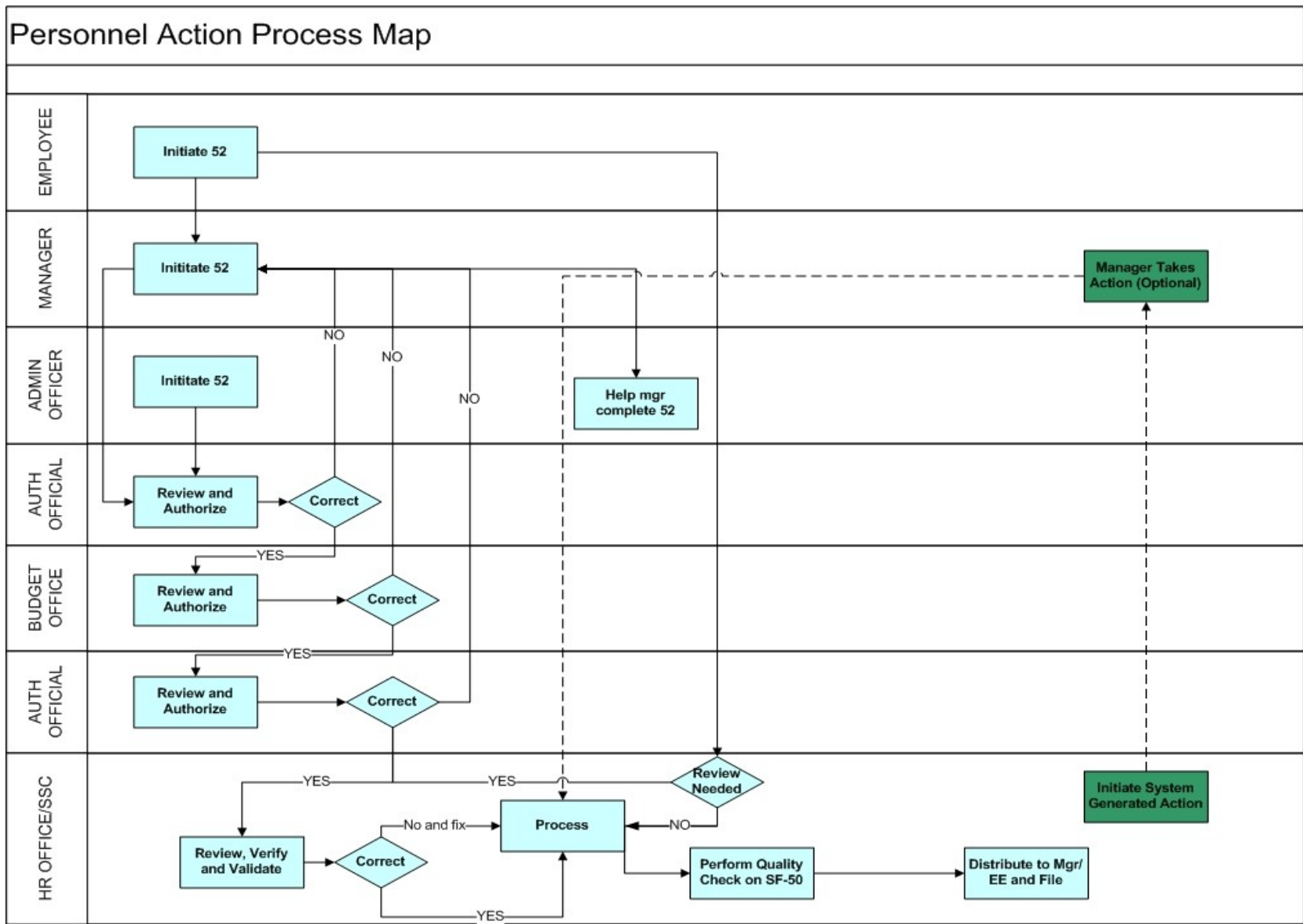


Figure 7 – Personnel Action Process Map

The SCMWG agreed to use this framework for mapping service components to personnel actions processes at the task level. In addition, they used this context to identify four *transaction characteristics*. They are as follows:

- Self-Service
- Customer Service
- Processing & Workflow
- Evaluation & Compliance

The characteristics for Personnel Actions were used as a framework to develop performance measures around stages of a transaction that recur across a personnel action. The measures were then applied to the activity analysis. Table 8 – Personnel Action Process Characteristics shows the relationship between the personnel actions, requirements and common actions.

<b>Characteristic</b>	<b>Definition</b>	<b>Requirement Example</b>	<b>Common Actions</b>
<b>Self-Service</b>	SSC provides opportunity for employees or managers to access system, input data, make changes, or update information	Allow users to initiate and edit personnel actions in a secure automated solution	Capture, initiate & edit, approve/disapprove, provide online help, use approved electronic forms & signatures, move data
<b>Customer Service</b>	Opportunity for SSCs, HR Office, employees or managers to resolve personnel action issues and questions	Notify employee about initiated personnel action when applicable	Research, respond, and take corrective action
<b>Processing &amp; Workflow</b>	Processing organization performs a transactional task, typically administrative in nature. Includes the automatic routing of information based on role and/or authority. The information usually requires an action, such as an approval/disapproval	Archive personnel action; Route personnel actions based on workflow, tailor the workflow routing to the action and route personnel actions to appropriate alternate parties when workflow routing is affected by "out of office" situations	Support personnel actions, automatic generation, workflow, track, maintain history, archive, document, produce reports, apply changes, route actions based on workflow, notify individuals based on roles, provide on-line approval/disapproval
<b>Evaluation &amp; Compliance</b>	HR and SSC ensures personnel actions are compliant with applicable standards, policies, rules, and regulations	Use Nature of Action (NOAs) in accordance with Chapter 1 of the Guide to Processing Personnel Actions; Process creditable service IAW Chapter 6 in the Guide to Processing Personnel Actions	Apply policy, monitor

**Table 8 – Personnel Action Process Characteristics**



Seven service components were identified by the SCMWG and approved by the MAESC for the Personnel Action business area. The service components for the HR LOB are shown in Table 9 – Personnel Action SCM to Business Activity Mapping.

**BRM Activities for Personnel Action Processing**

BRM Activities for Personnel Action Processing																	
SERVICE COMPONENTS		2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	3.6.6 Bring Candidate on Board	4.3.5 Finalize Performance Appraisal	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay	6.2.4 Activate Enrollments	8.1.4 Execute Formal or Informal Action (Misconduct)	8.2.2 Execute Formal or Informal Action (Performance)	8.4.3 Put Accommodations into Place	8.6.7 Implement Third Party Decisions/Settlements (ER)	8.7.3 Adjudicate Suitability Issues	9.3.7 Implement Third Party Decisions/Settlements (LR)	10.1.1 Initiate Separation	Capture Employee Data	
	Manager Self Service	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X
	Employee Self Service														X	X	
	Customer Support	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X
	Knowledge Management	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X
	Records Management	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Reporting	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Personnel Action Processing	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

**Table 9 – Personnel Action SCM to Business Activity Mapping**

The table shows the sub-function service components compiled into the FEA framework. Some service components are reused across the core sub-functions. This reuse was expected since the core sub-functions all address transaction-intensive processes and Personnel Action measures are distributed across the BRM processes.

## Appendix F – SCM Work Group Participants

A total of 13 agency participants, 12 SSC participants and 2 policy experts participated in this collaboration. Membership of the HR LOB SCMWG consisted of personnel nominated from the following organizations:

Shared Service Centers – 1 each from:

- Department of Agriculture - National Finance Center (NFC)
- Department of Defense (DOD)
- Department of Health and Human Services (HHS)
- Department of the Interior - National Business Center (NBC)
- Department of the Treasury
- General Services Administration (GSA) – participated as a payroll provider
- Customer Agencies – 13 representatives from:
  - Shared Service Center Work Group (SSCWG) Agencies
  - MAESC Customer Agencies
- OPM policy organizations – 1 representative each from:
  - OPM, Strategic Human Resources Policy (SHRP)
  - OPM, Human Capital and Leadership Merit Systems Accountability (HCLMSA) with HCAAF expertise

Table 10 – SCM Work Group Participants shows the participants of the core SCM workshops for Benefits Management, Compensation Management and Personnel Action Processing.

	Name	Organization
1.	Rita Moss	DOD
2.	Sheila Nelson-Westbrook	DOD
3.	Lisa Mijares	DOD Air Force
4.	Lynda Lake	DOD Air Force
5.	Linda Greeley	DOD DFAS
6.	Paul Axe	DOD DFAS
7.	Cynthia Robinson	DOD DISA
8.	Karen Lloyd	DOD DISA
9.	Theresa Sunderland	DOD DLA
10.	Carla Beach,	DOD Navy
11.	Carol Johnston	DOD Navy
12.	Patricia White	DOD NGA
13.	Bernadette Green	DOD WHA
14.	Tracy Smith	DOD WHS
15.	Jared Garman	DOD/Army
16.	Patricia Strother	DOD/CPMS
17.	Bill Stebbins	DOI/NBC
18.	Ellen Bliss	DOI/NBC
19.	Denise Corbitt	DOJ
20.	Karen Humes-Dancy	DOJ

	Name	Organization
21.	Jody Grant	DOL
22.	Chan Kim	DOS
23.	Gladys Wiggins	DOS
24.	Robert Mattox	DOS
25.	Suellen Mattison	DOS
26.	Casey Schaffer	DOT
27.	Deborah Mason	DOT
28.	Yadira Bermea	DOT
29.	Michael Melloy	GSA
30.	Vickie Jones	GSA
31.	Chrystal Johnson	HHS
32.	Joe Cocco	HHS
33.	Pat Pearson	HHS
34.	Jim Martin	HHS PSC
35.	Inga Riggins	OPM HR LOB
36.	Michael Webb	OPM HR LOB
37.	Yasser Suhail	OPM HR LOB
38.	Jason Nichols	OPM/EHRI
39.	John Martin	OPM/HR LOB
40.	Ken Hart	SSA
41.	Ron Harris	SSA
42.	Susan Pigman	SSA
43.	Anne Martin	Treasury
44.	Ginny Towe	Treasury/BPD
45.	Nancy Smith	Treasury/BPD
46.	Sherry Curtis	Treasury/BPD
47.	Sue Douglas	Treasury/BPD
48.	Julie Young	VA

**Table 10 – SCM Work Group Participants**



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