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U.S. Department of State Foreign Affairs Manual Volume 6 Handbook 5
International Cooperative Administrative Support Services Handbook

6 FAH-5 H-330 COST DISTRIBUTION METHODS

(CT:ICASS-26; 04-26-2012)
(Office of Origin: RM/ICASS)

6 FAH-5 H-331 DISTRIBUTION FACTORS

(CT:ICASS-21; 09-01-2011)
(Applies to participating ICASS agencies)

- a. This chapter outlines the established principles for distributing costs to customer agencies in the International Cooperative Administrative Support Services (ICASS) cost distribution system as agreed to by the service provider and customer agencies. See 6 FAH-5 H-010 ICASS Functions for the background, organization, and operating principles of ICASS.
- b. These principles are intended to ensure a consistent methodology for distributing costs in order to develop metrics for management comparisons. It is essential that all distribution data be entered into the ICASS Cost Distribution software using the concepts and guidelines provided in this Handbook.
- c. The Standard and Lite ICASS systems use standardized distribution factors to distribute costs to participating agencies. See 6 FAH-5 H-320 to read a comparison of the methods. The interagency ICASS Working Group (IWG) in Washington DC determines the distribution factors for each cost center and they may not be changed by posts. The purpose for standardizing distribution factors in these two systems is to minimize the differences in the final products generated at posts and to facilitate worldwide comparisons of post administrative support costs. ICASS uses two types of distribution factors: static counts and cumulative counts.

6 FAH-5 H-331.1 Static Counts

(CT:ICASS-21; 09-01-2011)
(Applies to participating ICASS agencies)

Static counts are workload counts that are based on a "snapshot" of data on a particular date. In ICASS, static counts use capitation (head count), square meters occupied (residential properties) or assigned (nonresidential properties), or number of units serviced (i.e., devices, vehicles, houses, etc.). These counts are taken on May 1 of each year and the resulting workload count forms the basis for customer agency invoices for the upcoming fiscal year:

- (1) **Capitation:** Many cost centers use capitation (head count) as the

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distribution factor to spread costs to all customer agencies. Because the staffing level at post may vary throughout the year, establishing an accurate count is an important part of the ICASS process. Capitation counts must use the authorized personnel system of record as the primary source of data. In ICASS, most capitation counts can be modified (see 6 FAH-5 H-332.1):

(a) **ICASS Standard:** Cost centers in ICASS Standard that use capitation include:

5624-Health Services

5880-Security Services

6143-Non-Expendable Property Management Services

6150-Basic Package Services

6194-Mail and Messenger Services

6222-Payrolling Services

6441-Human Resources – U.S. Citizen Services

6443-Community Liaison Office (CLO) Services

6451-Human Resources – LE Staff Services

(b) **ICASS Lite:** There are four cost centers that use capitation that are the same in Standard and Lite (5624, 5880, 6150 and 6443). There are also three major groups of services provided in the Standard methodology that are “compressed” into three cost centers in Lite: General Services, Information Management, and Human Resources. These cost centers also use capitation as the workload count: nine services under 6145-General Services, three under 6196-Information Management Services and two under 6445-Human Resources Services:

5624-Health Services

5880-Security Services

6145-General Services

6150-Basic Package Services

6196-Information Management Services

6443-Community Liaison Office (CLO) Services

6445-Human Resources Services

(2) **Unit or Square Meter Counts:** Some cost centers use distribution factors that are related to the services provided, such as the number of telephones connected to the switchboard, the number of leases maintained, or square meters of space occupied (residential properties) or assigned (nonresidential). Cost centers that use “space occupied” or “space

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assigned” as the distribution factor apply specific measuring methodologies
outlined in 6 FAH-5 H-341.12 Building Operations:

(a) ICASS Standard: Cost centers in ICASS Standard that use this type of static count include:

5458-Information Management Technical Support Services

5826-Non-Residential Local Guard Program Services

6132-Vehicle Maintenance Services

6144-Household Furniture, Furnishings and Appliance Pools

6148-Leasing Services

6195-Reception, Switchboard and Telephone Services

7810/20/50/60-Building Operations Services for Residential and Non-Residential Properties

(b) ICASS Lite: Cost centers in ICASS Lite that use this type of static count include:

5458-Information Management Technical Support Services

5826-Non-Residential Local Guard Program Services

6144-Household Furniture, Furnishings and Appliance Pools

7810/20/50/60-Building Operations Services for Residential and Non-Residential Properties

6 FAH-5 H-331.2 Cumulative Counts

(CT:ICASS-21; 09-01-2011)

(Applies to participating ICASS agencies)

- a. Cumulative counts track ongoing workload. These counts are gathered from May 1 through April 30 and establish the workload count to be used in the budget for the subsequent fiscal year. It is recommended that customer agencies subscribe to all cost centers that use a cumulative count for the distribution factor. Because charges are assessed only when cumulative count-based services are actually used, there is no cost involved in simply subscribing to these services. However, subscribing to these services ensures their availability if, and when, they are needed (see 6 FAH-5 H-334 for information on collateral workload counts).
- b. In ICASS, cumulative counts include the number of kilometers driven, number of strip codes processed, weight of pouches shipped, number of procurement actions processed, etc. All counts are accumulated in the course of daily work for accountability as well as for cost distribution purposes. Wherever possible, these counts are taken from authorized automated systems (e.g., cost centers in Financial Services use the authorized financial systems of record). In some

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cases, such as weight of pouches shipped, cumulative counts are based on an estimate of annual use.

- c. ICASS Standard: Standard cost centers that use cumulative counts include:
- (1) 6133-Administrative Supply Services;
 - (2) 6134-Procurement Services;
 - (3) 6135-Reproduction Services;
 - (4) 6136-Shipping and Customs Services;
 - (5) 6139-Motor Pool Services;
 - (6) 6192-Pouching Services;
 - (7) 6211-Budgets and Financial Plans Services;
 - (8) 6221-Accounts and Records Services;
 - (9) 6223-Vouchering Services;
 - (10) 6224-Cashiering Services; and
 - (11) 6462-Travel Services.
- d. ICASS Lite: The five Financial Management services provided in the Standard methodology are "compressed" into one cost center in Lite. This cost center uses a cumulative count: 6225-Financial Management Services.

6 FAH-5 H-332 ADJUSTMENTS TO WORKLOAD COUNTS

(CT:ICASS-21; 09-01-2011)
(Applies to participating ICASS agencies)

The established distribution factors may not always accurately reflect a customer agency's usage of, or need for, a particular service. A workload count may need some other adjustment to ensure that a customer agency's count reflects the level of effort provided under a particular cost center. There are several ways to adjust workload counts to address these situations: modification, weighting, and the use of sub-cost centers. The policies governing the application of modifications and weighting are determined by the Washington, DC interagency ICASS Working Group (IWG), are fixed in both ICASS Standard and Lite software systems, and may not be changed by post. Sub-cost centers (see 6 FAH-5 H-332.3) are used only in those cases where modifications or weighting do not provide an equitable distribution of costs.

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6 FAH-5 H-332.1 Modification

(CT:ICASS-21; 09-01-2011)

(Applies to participating ICASS agencies)

- a. Since not all customer agencies require the same level of services, certain cost centers allow for modifications of the workload counts. In each cost center outlined in 6 FAH-5 H-340, the "How to Count" section explains the respective distribution factor and whether or not the workload count is modifiable. It also provides guidelines which describe the circumstances for granting a modification. Because modifications have a direct impact on all agencies' invoices, they should be granted only in clearly documented situations. Working with the post budget committee (see 6 FAH-5 H-012.7) the service provider must establish post-specific guidelines for granting modifications for each modifiable cost center, ensuring transparency and equity.
- b. Post must review the core services outlined in each cost center in 6 FAH-5 H-340, and any additional essential post-specific circumstances, when establishing objective criteria for the granting of modifications. Once these criteria are established, the post budget committee does not need to review each individual agency request for modification if it meets one of the post's established criteria. The budget committee should ensure that the criteria are uniformly applied by the service provider. The agency seeking a modification has the responsibility to justify and document the basis for all modifications requested.
- c. In Standard or Lite, a modification to a workload count will reduce the cost of that service for the subscribing agency and create a corresponding increase for other subscribing agencies. The service provider must ensure that granting a modification represents an equitable sharing of the costs for that service. The following example shows in very basic form the effect of a modification on the cost of a service to a customer agency (it does not factor in ICASS Redistribution):

(1) Example without a modification: Post has budgeted \$3,000 to this cost center and the total agency workload is shown in the first column. The factor is "1" for all agencies (i.e., full service).

Workload Count	Modification Factor	Modification Workload	% Share Workload	Agency Invoice
10	1.0	10	33.33%	\$1,000
10	1.0	10	33.33%	\$1,000
10	1.0	10	33.33%	\$1,000

Total Modified Workload is 30; Unit Cost is \$100

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(2) Example with a modification: The next chart takes the same cost center and modifies the workload for two of the agencies.

Workload Count	Modification Factor	Modification Workload	% Share Workload	Agency Invoice
10	1.0	10	52.63%	\$1,579
10	0.6	6	31.58%	\$ 947
10	0.3	3	15.79%	\$ 474

Total Modified Workload is 19; Unit Cost is \$157.90

d. In ICASS, the only modification factors that may be applied to workload counts are as follows:

1.0	Full service
0.6	Mid level service
0.3	Low level service

In establishing post policies for modifications, all relevant factors must be considered. Some cost centers cover services that are not typically used on a regular basis (e.g., Security Services) but are available when you need them (e.g., a new locally employed staff (LE staff) employee is being hired and needs a background check, or an employee is in a car accident and needs assistance with the local authorities) and are not otherwise available from any other source. Modification to this kind of cost center is difficult to justify and is allowable only in very limited circumstances.

e. There are two basic reasons for a modification: An agency self-provides some of the services or an agency is located a significant distance from the Embassy and therefore has limited access to the services. For example, all agencies must subscribe to Basic Package and CLO Services. These two cost centers are described as the “firehouse” equivalent in ICASS—the services are provided if and when you need them and exist as a basic platform serving all customer agencies. While both cost centers are modifiable, the respective rationale for modification is very different. If an agency believes it should get a modification because it does not need or use all the services offered, that agency must be able to document its justification:

(1) Geographic proximity: The issue of geographic proximity is considered differently in each cost center and each post should establish appropriate criteria. For example, granting a modification in Basic Package Services would depend less on the amount of usage/access to services that an agency has because all Basic Package Services must be available to all employees. CLO Services, however, uses a similar distribution factor (head

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count), but whether a modification is given is more dependent on an agency's ability to access those services. In CLO services, geographic proximity would play a more important role in determining a level of modification; and

- (2) Agencies that self-provide: Many agencies self-provide some of the services provided in ICASS, either using their own local staff or headquarters staff. For instance, an agency may prepare and certify its own vouchers but may require ICASS assistance to process the payment of the voucher. This would be an appropriate justification to modify the level of service in 6223-Vouchering Services. In another example, at a Standard post an agency has two LE Staff employees and it subscribes to 6451—Human Resources—LE Staff Services. Unless that agency “self-provided” a significant portion of the services outlined in this cost center, it would subscribe at the full level of service. The fact that the agency has only two employees would not be a justification for a modification.
- f. Modifications in ICASS Lite: In ICASS Lite posts, modifications have an added level of complexity. Four of the 16 Lite cost centers contain a wide-range of services and are equal to 19 of the cost centers provided in the Standard software system (see chart below). In Lite posts, it is recommended that service providers establish “bundles” of services in each cost center (particularly in the four “compressed” cost centers) as part of its policy on cost center modifications. In establishing “bundles” of services, post should consider the level of effort, time and resource allocations required for each service so that each bundle represents an equal share of the costs. This will facilitate a standardized approach to granting modifications. Modification is the preferred method for adjusting customer agency workload counts at Lite posts.

Cost Center Comparison		
Service	Standard	Lite
General Services	9 cost centers	1 cost center
Human Resources	2 cost centers	1 cost center
Financial Management	5 cost centers	1 cost center
Information Management	3 cost centers	1 cost center

NOTE: Requests for workload count modifications not addressed in the post policy must be documented and submitted to the post budget committee who is responsible for reviewing and approving modification requests (see 6 FAH-5 H-222.4-3).

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6 FAH-5 H-332.2 Weighting

(CT:ICASS-26; 04-26-2012)

(Applies to participating ICASS agencies)

In some cost centers, the use of a standardized distribution factor does not reflect either the level of effort required or the differing levels of service typically provided. To address these differences, ICASS uses certain weighting factors that are unique to, and mandatory in, the respective cost centers where they are used.

- (1) The 6134-Procurement Services cost center in Standard uses a cumulative count (total number of executed procurement documents) combined with a weighting factor (see 6 FAH-5 H-341.7-3 Procurement Services). This weighting factor is intended to reflect the increased level of effort required to process larger procurement actions. In ICASS, the weighting factors for the Procurement cost center are:

Procurement Weighting Factors	
3	One procurement action greater than <i>\$150,000</i>
2	One procurement action greater than \$3,000 through <i>\$150,000</i>
1	One procurement action of \$3,000 or less

- (2) The 6143-Non-Expendable Property Management Services cost center in Standard uses a static count of U.S. Direct Hire (USDH) and LE Staff, and weights the number of LE staff by a factor of 0.2. This weighting factor reflects the lower level of use of the services in this cost center by LE staff.
- (3) The 6145-General Services cost center in Lite also uses a static count of USDH and LE Staff and weights the number of LE staff by a factor of 0.2. As above, this weighting factor reflects the lower level of use of the services in this cost center by LE staff.
- (4) The 5458-Information Management Technical Services cost center in both Standard and Lite uses a two-tier static count comprised of devices serviced and OpenNet User IDs established. Because many agencies maintain their own computer networks, and only need access to OpenNet for certain post operations, a weighting factor of 0.3 is applied to User IDs for those agencies.

6 FAH-5 H-332.3 Sub-Cost Centers

(CT:ICASS-21; 09-01-2011)

(Applies to participating ICASS agencies)

- a. **Purpose of a sub-cost Center:** If modifications or weighting do not achieve an equitable distribution of costs, post may need to create a sub-cost center to

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separate a particular service(s) that is(are) not used by all agencies. For example, at a Lite post, one agency may subscribe to only two services in 6145-General Services (i.e., Shipping and Customs and Vehicle Maintenance). Post has determined that the 0.3 modification to this cost center does not accurately capture the costs for this service for this agency. To address this inequity, post could establish a sub-cost center for these two services. A sub-cost center is essentially the equivalent of creating a new cost center.

- b. **Time allocation, budgeting, and workload count:** In preparing the budget, post must ensure that an appropriate percentage of staff time and costs are entered for the sub-cost center. Post will then need to capture the workload count for all agencies that subscribe to the sub-cost center. In the example noted in paragraph a of this section, the distribution factor for 6145-General Services is based on capitation (head count) and this same distribution factor must be used in the sub-cost center. The workload must be specific to the sub-cost center and the subscribing customer agencies.

NOTE: Sub-cost centers do not replace the main cost center which must always contain budgeted costs and workload counts.

- c. **Limitations:** While the use of sub-cost centers can provide more precision in spreading certain costs, post must weigh these benefits against the additional time and effort required for budgeting, accounting and tracking actual obligations. As a rule of thumb, posts should observe the "one percent rule" when considering the establishment of a sub-cost center: If the total employee time allocation to the proposed sub-cost center is only one percent, a sub-cost center should not be established as the amounts are so small that it would not be worth the time and effort to segregate these costs.

NOTE 1: Sub-cost centers must use the same distribution factor as the "parent" cost center with the exception of the sub-cost center created for post's language program (see 6 FAH-5 H-341.11-1(D)). For example, under 6145-General Services in a Lite post, the distribution factor for all sub-cost centers will be the number of USDH and other staff as counted in Basic Package plus the number of LE staff multiplied by a factor of .2.

NOTE 2: An agency may subscribe to a sub-cost center without subscribing to the main cost center.

- d. **Mandatory sub-cost centers:** For certain services there are mandatory sub-cost centers:
- (1) 7820-00XX or 7860-00XX Dedicated Storage Space (see 6 FAH-5 H-314.2, paragraph c);
 - (2) 6441-00XX or 6445-00XX Post Language Program (see 6 FAH-5 H-341.11, Standard Post or 6 FAH-5 H-342.11, Lite posts); and
 - (3) 6133-00XX ICASS Office Supplies (see 6 FAH-5 H-314.4).

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6 FAH-5 H-333 WORKLOAD COUNTS

6 FAH-5 H-333.1 Timeline for Workload Counts

(CT:ICASS-21; 09-01-2011)

(Applies to participating ICASS agencies)

Workload counts play a key role in the ICASS process. It is the responsibility of both the service provider and the customer agencies to ensure their accuracy. Gathering the data, validating the information and entering it into the software are all done on a fixed timeline (outlined below) and, once established, the workload counts may be changed only in very limited circumstances. These workload counts form the basis for developing agency invoices:

- (1) **January through March:** Post ICASS budget committee (BC) meets to review and discuss the workload count methodology. The BC reviews and approves any workload count modification requests for the upcoming fiscal year. This will ensure that all representatives and the service providers have a shared understanding of modifications. The service provider should also begin the process of reviewing time allocations in preparation for the June 1 review by the BC;
- (2) **May 1:** The service provider records the workload counts, including all approved modifications, for each agency, i.e., cumulative workload counts for the past year (see 6 FAH-5 H-331.2) and a snapshot taken on May 1 for static workload counts (see 6 FAH-5 H-331.1);
- (3) **June 1:** The service provider provides to each customer agency, in writing, the workload counts and time allocations that will be used to distribute ICASS costs in the upcoming fiscal year. BC must review time allocations provided by the service provider and any workload count modifications requested;
- (4) **July 1:** The customer agencies must provide the service provider written approval of the workload counts and time allocations. Once finalized, these counts will be used in the initial and final budget submissions for the upcoming fiscal year; and
- (5) **Mid July:** Posts submit to the ICASS service center the annual ICASS workload and time allocation data. Based on this information, a report is provided to customer agencies in Washington as a preliminary indication of any shifts in levels of service and their potential impact on agency invoices.

6 FAH-5 H-333.2 Calculating Workload Counts

(CT:ICASS-21; 09-01-2011)

(Applies to participating ICASS agencies)

- a. Workload counts are taken on May 1 of each year and form the basis for

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customer agency invoice calculations for the upcoming fiscal year:

- (1) **Static counts:** There are two types of static counts: capitation and unit or square meter counts (see 6 FAH-5 H-331.1):
 - (a) **Capitation counts:** These counts reflect a “snapshot” of post staffing as of May 1. These counts are fixed and can only be changed in limited circumstances (see 6 FAH-5 H-333.3). For the two cost centers for which family members are counted (5624-Health Services and 6443-CLO), the same rule applies. Although post knows that the incumbent of a position will be replaced over the next year by someone with a different family size, the capitation counts that reflect this change are prepared May 1 of the following fiscal year. For example, on May 1 a position is encumbered by an employee who is single and has no dependents; a count of “one” is used in Health Services and CLO to represent the workload for the employee. The replacement for this employee (e.g., an employee with a spouse and five children) is scheduled to arrive on August 15. The count of “one” captured on May 1 of the current year remains the official count to be used for the upcoming fiscal year in Health Services and CLO. The employee and family of six will be counted on May 1 of the following year. This methodology is based on policy established by the IWG; and
 - (b) **Unit/square meter counts:** These counts are based on a “snapshot” of post operations as of May 1. While post may know of upcoming changes that may affect these counts, the policy is to establish the count based on data as of May 1. See exceptions noted in paragraph b below; and
 - (2) **Cumulative Counts:** Cumulative counts are based on workload that was generated during the prior year. For example, the Procurement Services cost center workload counts reflect all procurement actions from May 1 through April 30. This prior year number is the workload count that will be used for the upcoming fiscal year. These counts are fixed and typically are based on automated reports.
- b. When gathering the May 1 workload counts, various circumstances may require additional consideration and review.
- (1) **Abolished positions:** If an agency officially (in writing) informs the service provider that a position currently receiving ICASS services will be abolished in the upcoming fiscal year, the agency’s workload count should be adjusted in the May 1 workload count. If the position will be subscribing to using ICASS services for part of the next fiscal year (October 1 through September 30) then the following formula should be applied at both Standard and Lite posts to pro-rate the capitation workload counts:

Length of Time Position Exists	Adjustment to
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and Receives ICASS Services	Workload Count
Position will receive services for 6 months or more	1.0 count
Position will receive services for 3 months to less than 6 months	0.5 count
Position will receive services for less than 3 months	No workload count

NOTE 1: These pro-rata calculations are done off-line and entered into the software. This adjustment is different from a modification.

NOTE 2: No adjustments are made to cumulative counts unless an agency totally withdraws from the service. In this case, the agency must give the service provider six months notice of its intent to withdraw from service (by April 1 or October 1) as outlined in 6 FAH-5 H-018.4. In the case of total withdrawal from service, adjustments to cumulative workload counts should follow a similar pro-rata formula that is fair and equitable to all customer agencies.

NOTE 3: If an agency reverses its decision to eliminate a position that it had informed the service provider would be abolished, an adjustment to the workload count for that agency should be made in the initial or final budget, depending on the timing.

(2) **Vacant positions:** If an agency has positions that are unfilled on May 1 and will not be filled during the upcoming fiscal year, these positions are not counted;

(3) **Temporarily vacant positions:** If an agency has positions that are unfilled on May 1 but will be filled during the upcoming fiscal year, these positions are counted;

NOTE: For those cost centers that require the inclusion of dependents (i.e., CLO and Health Services), the counts will use the previous incumbent's "profile." For example, if the previous incumbent of the temporarily vacant position had three authorized dependents, that profile would be used in developing the workload counts that include family members.

(4) **New positions:** ICASS workload counts for new position requests present unique challenges. Post must review the options available regarding workload counts and determine if a partial year invoice (PYI) should be prepared. Workload counts are based on the date upon which the service provider initiates any action to support a new incoming position or agency (see 6 FAH-5 H-351.2, paragraph d(7)). Since PYIs are not mandatory, posts should ensure that workload counts and PYIs for all new positions are handled in a fair and consistent manner for all ICASS customer agencies

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(see 6 FAH-5 H-392, Partial Year Invoice Module, and 6 FAH-5 H-351.2,
NSDD-38 Process):

- (a) For new positions created between October 1 and the completion of the final ICASS budget: The estimated annual workload counts related to the new positions will be included in the May 1 workload counts for the upcoming budget year (see 6 FAH-5 H-333.1 paragraph a(2)).
- (b) For new positions created after the final budget has been completed, but before August 1: The estimated annual workload counts related to the new positions will be added to the May 1 count for the upcoming fiscal year;

Options for the current year:

PYI is prepared: If post plans to request a base increase to support new positions, a PYI must be prepared in the current year and submitted to the ISC by the August 1 PYI deadline. There is no change to the current year workload counts since a PYI is being submitted;

PYI is not prepared: If post has decided an increase to the target is not required, no PYI will be prepared and post takes no action in the current year. This effectively provides the agency "free" services for that position for the remainder of the current fiscal year. The agency's estimated annual workload counts are added to the previously approved May 1 workload counts when preparing the initial budget in the upcoming fiscal year;

- (c) For new position(s) created after August 1 but before the end of the fiscal year: There are three options for handling new position(s) created after the August 1 deadline for submitting PYIs to the ISC:

PYI is prepared next fiscal year: If post does not receive advance notice of a new position(s), post is unable to submit a PYI for the current year since the August 1 PYI deadline has passed. Post must wait until the next fiscal year and process an eleven-month PYI (maximum number of months allowed). This effectively provides the agency "free" services for that position for the period August 1 to September 30 in the current fiscal year and one month in the upcoming fiscal year. The agency would receive a PYI in the next fiscal year. The agency's workload counts would not be included in the next fiscal year budget (the year in which the PYI is prepared) but the annual workload counts would be included in the May 1 workload counts for the following fiscal year;

PYI is not prepared next fiscal year: Instead of submitting a PYI for eleven months in the next fiscal year, if post determined that it can absorb this new position(s) (i.e., no new funding will be

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NOTE 1: Because a PYI is not prepared for new ICASS positions, workload counts for such positions are included in the next available budget, pro-rated as appropriate using the chart at 6 FAH-5 H-333.2, subparagraph b(1).

NOTE 2: No adjustments are made to the May 1 cumulative workload counts for agencies that already have an established presence at post and are only increasing their staffing level.

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Positions Created:	PYI Created?	Treatment of Workload
Between October 1 and completion of Final Budget:	Yes	No workload added to current budget for new positions
	No	Add workload to current budget workload counts for new positions
After Final Budget but before August 1:	Yes	Add workload to the upcoming fiscal year workload counts for the new positions
	No	Add workload to the upcoming fiscal year workload counts for the new positions
After August 1 but before September 30:	Yes, but not until next fiscal year	No workload added for upcoming fiscal year; 11 month PYI created after upcoming initial budget is finalized
	No	Add workload to the upcoming fiscal year workload counts for the new positions

(5) **Part-time Positions:** Many U.S. Government agencies have authority to employ both U.S. and non-U.S. citizens in a status other than full-time permanent (FTP) direct-hire (DH). To ensure equity, ICASS workload counts for employees who do not have full-time work schedules may need

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to be adjusted to reflect a reduced level of services in certain cost centers. The level of services provided to full-time and part-time employees in the Human Resources and Payrolling cost centers are the same, so no adjustment is required. However, in General Services at a Lite post, the level of services may be less for a part-time employee. In such cases, post could pro-rate the workload count by multiplying it by .5 in an off-line calculation. Agencies are responsible for documenting and requesting an adjusted ICASS workload count for less than full time employees. See 6 FAH-5 H-352.11 for more information.

6 FAH-5 H-333.3 Changing Workload Counts

(CT:ICASS-21; 09-01-2011)

(Applies to participating ICASS agencies)

There are limited circumstances under which changes may be made to established workload counts as outlined below. Any change in workload count that will result in a material change in customer agency invoices must be reported to the post budget committee.

- (1) **Abolishment of positions:** If a customer agency is abolishing (downsizing) filled position(s), that agency must notify the service provider in writing as soon as possible, preferably giving 6 months notice of the planned reduction. The service provider will change the agency's count at the next possible opportunity, either at the beginning (initial budget) or end (final budget) of the budget cycle using the pro-rata share formula outlined in 6 FAH-5 H-333.2.

NOTE 1: Agencies completely withdrawing from a service must give the service provider six months notice as outlined in 6 FAH-5 H-021, paragraph h. See 6 FAH-5 H-333.3, paragraph e, related to changing workload counts for withdrawal of services.

NOTE 2: See 6 FAH-5 H-333.2, subparagraph b (1), for changes to workload counts related to abolished positions.

- (2) **Error corrections:** The service provider may change workload counts in the final budget to correct errors made in the initial budget (e.g., forgetting to include a workload count for an agency, including a workload count for an agency that has left post, or including a workload count for a cost center to which an agency has not subscribed. Error corrections are communicated to the post budget committee as soon as discovered to ensure transparency.
- (3) **New agencies:** Add workload for new agencies (when the partial-year invoice will not be used). Adding new customers would redistribute costs and lower other agency invoices.
- (4) **New subscriber to a service:** Add workload for agencies newly

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subscribing to an ICASS service(s) (also when the partial-year invoice will not be used).

- (5) **Withdrawal from service:** Adjust workload for agencies completely withdrawing from a service when 6 month's notice was given (as outlined in 6 FAH-5 H-021 paragraph h). In general, this would be communicated at the beginning of the fiscal year and the adjusted annual workload counts would be included in the initial budget submission. Apply the pro rata formula outlined in 6 FAH-5 H-333.2, paragraph b(1) when the termination is effective on April 1.

NOTE: Changes to cost center time allocations are not authorized in the final budget (see 6 FAH-5 H-315 paragraph a(5)).

6 FAH-5 H-334 COLLATERAL WORKLOAD COUNTS

(CT:ICASS-21; 09-01-2011)
(Applies to participating ICASS agencies)

- a. The cost distribution methodology used in ICASS requires a consistent and transparent approach to tracking workload and distributing costs to customer agencies. The cost centers in ICASS represent a broad range of services that support an integrated management platform. In many situations, it is very difficult to isolate a service in order to avoid generating workload in another cost center. Consequently, there may be instances where an agency that does not subscribe to a specific cost center may generate workload in that cost center, requiring an adjustment in workload counts.
- b. For example, an agency occupies a short-term leased residential property and the air conditioner is not working. The agency subscribes to 7850-Building Operations-STL Residential Services, and an ICASS work crew determines that the U.S. Government-owned air conditioner is beyond repair and needs to be replaced. Because the post does not have a furniture and appliance pool, each agency funds its own requirements. However, this agency does not subscribe to Procurement Services.
- c. There are two alternatives in this situation:
 - (1) The agency is provided the specifications for the air conditioning unit so they can procure it directly (either through their headquarters office or over the internet using their own purchase card or other means); or
 - (2) The agency provides a fund cite and asks the Procurement Section to purchase the item. In the latter case, the workload associated with this procurement is tracked and included in the following year's workload count for this agency and they effectively subscribe to Procurement Services.

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6 FAH-5 H-335 THROUGH H-339 UNASSIGNED

(CT:ICASS-9; 10-27-2008)

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