

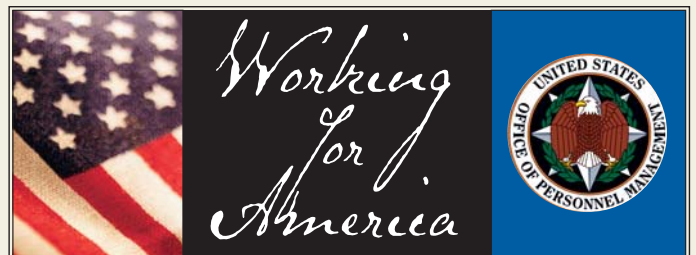


*UNITED STATES  
OFFICE OF PERSONNEL MANAGEMENT*

**HUMAN RESOURCES  
LINE OF BUSINESS**

**BUSINESS REFERENCE  
MODEL  
VERSION 2**

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



January 2006

*Disclaimer: These Target Business Processes are issued solely for the purpose of describing, from end-to-end the various steps in human resource processes. The depictions in this document are in no way to be construed as an official interpretation of statutory or regulatory requirements administered by the Office of Personnel Management.*

## **Human Resources Line of Business (HR LOB) Foreword to the Business Reference Model (BRM) version 2**

In December 2004, the Office of Personnel Management published the Human Resources Line of Business (HR LOB) Business Reference Model (BRM), an end-to-end depiction of Human Resources (HR) business processes across the Federal government. The BRM is of one five Federal Enterprise Architecture (FEA) interlinked models and complies with FEA guidelines published by the Office of Management and Budget. Since its publication, the BRM has become the seminal document in Federal HR, and it continues to be used on a widespread basis across the government as the framework for the Federal HR community to manage ongoing and new initiatives.

In the autumn of 2005, forty-seven HR SMEs representing fourteen agencies participated in four days of work session to review the BRM version 1 and agree on revisions. BRM version 2 is the result of this highly successful multi-agency effort.

The revisions are summarized below:

- Renamed the HR life cycle phase “*Strategize and Plan*” to “*Strategize, Organize and Plan*”
- Transitioned from nine to ten sub-functions by dividing the sub-function “*Employee Development and Performance Management*” into two sub-functions
  - “*Human Resources Development*”
  - “*Performance Management*”
- Moved the “*Organization and Position Management*” sub-function into the “*Strategize, Organize and Plan*” HCM life cycle phase
- Re-sequenced sub-functions
- Consolidated three “*Compensation Management*” processes – “*Adopt Non-discretionary Compensation Programs*,” “*Adopt Alternative Compensation Programs*” and “*Adopt Discretionary Compensation Programs*” – into one process – “*Adopt Compensation Programs*”
- Refined activity definitions, inputs and outputs in the BRM dictionary

It is envisioned that with continued use and because of changes in the Federal workplace, the BRM will continue to evolve over time. The HR LOB program will facilitate collaborative cross-agency review on an annual basis to ensure the BRM continues to accurately depict the end-to-end Federal HR business processes.



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## Introduction

Enterprise architectures provide a basis for understanding commonalities across business entities and an opportunity for collaboration and sharing. The Federal Enterprise Architecture (FEA) defines the concept of enterprise architecture specific to the U.S. Federal government. It prescribes the structure, content and manner in which the architectures will be constructed. The FEA explains that architecture is a tool that enables the Federal government to identify opportunities to leverage resources and alleviate redundancy or to highlight where agency overlap limits the value of resource investments. The FEA will facilitate horizontal (cross-Federal) and vertical (Federal, State and Local Governments) integration of resources and establish the “line of sight” contribution of resources to mission and program performance.

The Business Reference Model (BRM) serves as the foundation for the FEA. By describing the Federal government around common business areas instead of a stove-piped, agency-by-agency view, the BRM promotes agency collaboration.

The Business Reference Model is one of five interlinked models of the Federal Enterprise Architecture. The other four models are:

- Performance Reference Model – Standardized framework to measure the performance of major investments and their contribution to program performance.
- Data Reference Model – Depiction of the data and information that support program and business line of operations.
- Service Component Reference Model – Business and performance driven functional framework that classifies service components with respect to how they support business and / or performance objectives.
- Technology Reference Model – Component-driven, technical framework used to identify the standards, specifications and technologies that support and enable the delivery of service components and capabilities.

The five models collectively 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. The Business Reference Model defines the business processes that agencies perform to achieve their missions.

The Office of Management and Budget (OMB) launched the Human Resource Line of Business (HR LOB) effort in April 2004 to build an inter-agency enterprise architecture, in compliance with the FEA, for the human resources business function. The Office of Personnel Management (OPM) was chosen to be the managing partner and 22 agencies collaborated in the effort.

The vision of the HR LOB is to provide “Government-wide, modern, cost effective, standardized and interoperable Human Resource solutions providing common core functionality to support the strategic management of Human Capital and addressing

duplicative and redundant HR systems and processes across the Federal government.” To realize this vision, the HR LOB seeks to achieve the following goals and objectives:

<b>GOALS</b>	<b>OBJECTIVES</b>
<p><b>Improved Management</b>  Improve the government wide strategic management of human capital</p>	<ul style="list-style-type: none"> <li>▪ Faster decision making</li> <li>▪ More informed policy making</li> <li>▪ More effective workforce management</li> <li>▪ Improved resource alignment with agency missions</li> </ul>
<p><b>Operational Efficiencies</b>  Achieve or increase operational efficiencies in the acquisition, development, implementation and operation of human resources management systems</p>	<ul style="list-style-type: none"> <li>▪ Improved servicing ratio/ response times</li> <li>▪ Reduced cycle times</li> <li>▪ Improved automated reporting</li> </ul>
<p><b>Cost Savings / Avoidance</b>  Achieve or increase cost savings/avoidance from HR solution activities</p>	<ul style="list-style-type: none"> <li>▪ Reduced duplicative software / hardware / operations / labor resources</li> <li>▪ Increased competitive environment</li> </ul>
<p><b>Improved Customer Service</b>  Improve customer services</p>	<ul style="list-style-type: none"> <li>▪ Increased accessibility to client and value</li> <li>▪ Improved communication and responsiveness</li> <li>▪ Enhanced quality</li> <li>▪ Enhanced timeliness</li> <li>▪ Enhanced accuracy</li> <li>▪ Enhanced consistency</li> </ul>

## Verification and Validation Workshop Results

The 22-agency Target Architecture Work group successfully produced, over a ten-week period in April through July 2004, eight deliverables including the baseline Business Reference Model deliverable. A series of workshops took place from September through December 2004 to validate the HR LOB baseline BRM process through extensive cross-agency collaboration. Workshop participants:

- validated the process diagrams in detail
- devolved the sub-functions and documented processes and activities
- documented the inter-relationships between processes, sub-functions and other lines of business
- validated process definitions, inputs and outputs
- produced an end-to-end view of the HR LOB processes using the HR Life Cycle as a framework
- identified current agency process-enabling technology

In October and November, 2005, a total of 47 participants representing 14 agencies met to re-validate the HR LOB Business Reference Model. This BRM version 2 work group:

- reviewed process diagrams and dictionaries for completeness and correctness



- gave consideration to recommendations received prior to the workshop
- considered the business process implications of topics that surfaced during the end-to-end walkthrough conducted December 6, 2004:
  - Senior Executive Service
  - HR as strategic partner
  - Workforce shaping

The result of the BRM version 2 re-validation workshop is an end-to-end process view of Human Resources for the Executive Branch of the U.S. Federal government. A total of 45 processes collectively form this end-to-end view. The processes are organized by sub-function in accordance with OMB's Target Architecture Requirements. The sub-functions, in turn, are organized by Human Resources Life Cycle Phase.

The ten sub-functions that were identified and organized by HR life cycle phase are depicted in Figure 1.

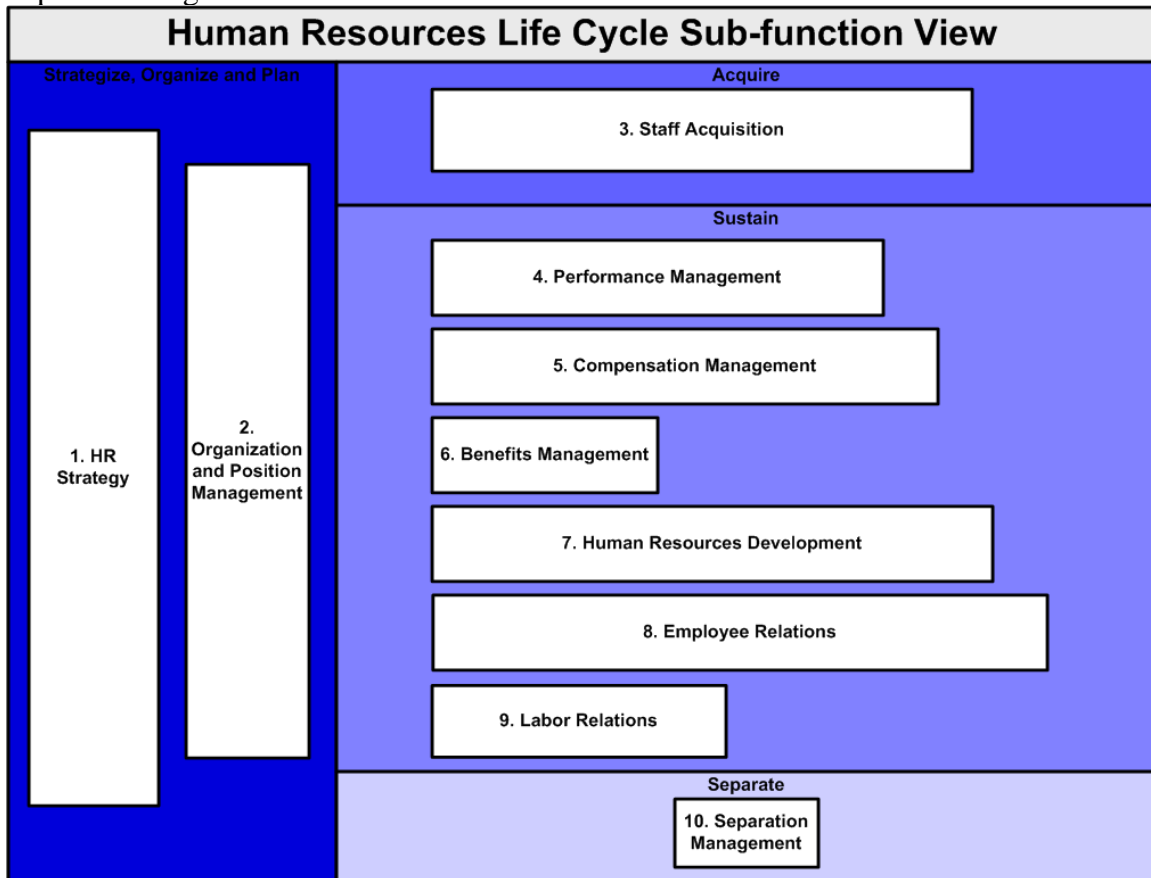


Figure 1: HR Line of Business BRM Sub-function View

**The BRM Sub-functions are defined below:**

1. **HR Strategy** develops effective human capital management strategies to ensure federal organizations are able to recruit, select, develop, train, and manage a high-quality, productive workforce in accordance with merit system principles. This sub-function includes: conducting both internal and external environmental scans; developing human resources and human capital strategies and plans; establishing human resources policy and practices; managing current and future workforce competencies; developing workforce plans; developing succession plans; managing the human resources budget; providing human resources and human capital consultative support; and measuring and improving human resources performance.
2. **Organization and Position Management** designs, develops, and implements organizational and position structures that create a high-performance, competency-driven framework that both advances the agency mission and serves agency human capital needs.
3. **Staff Acquisition** establishes procedures for recruiting and selecting high-quality, productive employees with the right skills and competencies, in accordance with merit system principles. This sub-function includes: developing a staffing strategy and plan; establishing an applicant evaluation approach; announcing the vacancy, sourcing and evaluating candidates against the competency requirements for the position; initiating pre-employment activities; and hiring employees.
4. **Performance Management** designs, develops, and implements a comprehensive performance management approach to ensure agency employees are demonstrating competencies required of their work assignments. Design, develop and implement a comprehensive performance management strategy that enables managers to make distinctions in performance and links individual performance to agency goal and mission accomplishment. This sub-function also includes managing employee performance at the individual level and evaluating the overall effectiveness of the agency's employee development approach.
5. **Compensation Management** designs, develops, and implements compensation programs that attract, retain and fairly compensate agency employees. In addition, designs, develops, and implements pay for performance compensation programs to recognize and reward high performance, with both base pay increases and performance bonus payments. This sub-function includes: developing and implementing compensation programs; administering bonus and monetary awards programs; administering pay changes; managing time, attendance, leave and pay; and managing payroll.
6. **Benefits Management** designs, develops, and implements benefit programs that attract, retain and support current and former agency employees. This sub-function includes: establishing and communicating benefits programs; processing benefits actions; and interacting as necessary with third party benefits providers.
7. **Human Resources Development** designs, develops, and implements a comprehensive employee development approach to ensure that agency employees have the right competencies and skills for current and future work assignments. This sub-function includes conducting employee development needs assessments; designing employee development programs; administering and delivering employee

development programs; and evaluating the overall effectiveness of the agency's employee development approach.

- 8. Employee Relations** designs, develops, and implements programs that strive to maintain an effective employer-employee relationship that balance the agency's needs against its employees' rights. This sub-function includes: addressing employee misconduct; addressing employee performance problems; managing administrative grievances; providing employee accommodation; administering employees assistance programs; participating in administrative third party proceedings; and determining candidate and applicant suitability.
- 9. Labor Relations** manages the relationship between the agency and its unions and bargaining units. This includes negotiating and administering labor contracts and collective bargaining agreements; managing negotiated grievances; and participating in negotiated third party proceedings.
- 10. Separation Management** conducts efficient and effective employee separation programs that assist employees in transitioning to non-Federal employment; facilitates the removal of unproductive, non-performing employees; and assists employees in transitioning to retirement.

Each sub-function was decomposed into its component processes. There are a total of 45 processes in the end-to-end Human Resources process view. These are depicted in Figure 2.

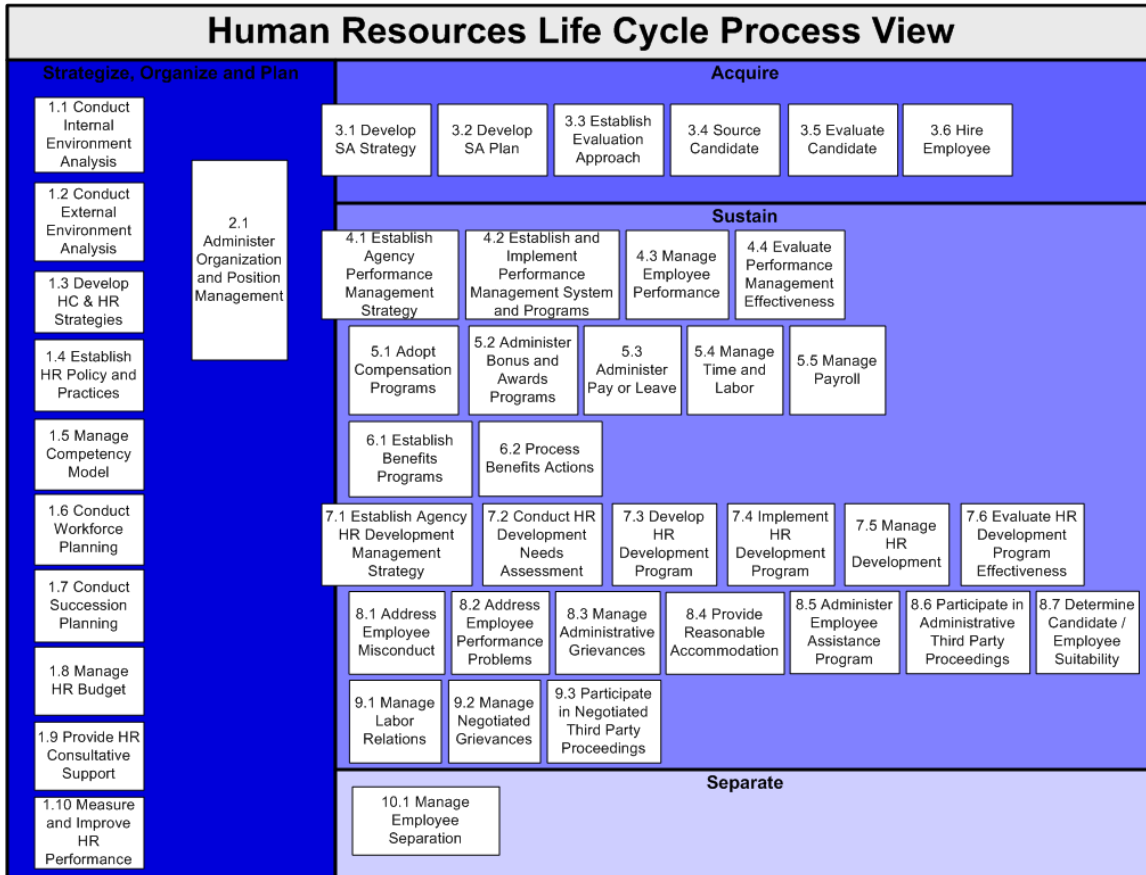


Figure 2: Human Resources Line of Business BRM End-to-End Process View

The detail underlying this view is contained in Appendices A through C.

**Appendix A** contains the diagrams for each of the 45 processes. Each diagram details the activities, roles, major inputs (information exchanges) required by the activity and major outputs (information exchanges or business outcomes) of the activity.

**Appendix B** contains the process dictionary. The dictionary defines each activity, organized by process, along with a more comprehensive listing of inputs and outputs for each activity. Roles are also noted against activities in the dictionary.

**Appendix C** provides a list of agencies and participants who collaborated in the BRM version 1 and version 2 work sessions.

## Evolution of the Business Reference Model’s Target Business Processes

The end-to-end process approach was taken for a number of important reasons. Because it depicts the HR activities business practitioners perform on a regular basis to produce business results, practitioners understand and identify with this view and are more readily drawn into the process validation and verification experience. The result is a more accurate view of the HR process.

The end-to-end process approach provides a better foundation for future HR LOB efforts. It provides the detailed business activities that will be the basis for updating the Concept of Operations and provides the structure for operational placement decisions (e.g., retain at agency or move to shared service center). Some activities will continue to be performed by agencies; other activities will be performed in the future by shared service providers; and some activities will be performed jointly by agencies and shared service providers. Additionally, the activities in this end-to-end process offer a tangible basis for identifying provider requirements: the specification of technology, process, role and service level expectations of the service providers.

BRM version 2 represents the latest iteration of government-wide HR process views. In the past 42 months, eight different views have been published as the BRM has evolved. The following outline summarizes this process evolution.

**Business Reference Model version 2.0 (2002)**

**Six Sub-functions**

- Did not explicitly include HR Strategy

**Office of Personnel Management with Department of Homeland Security (2003)**

**Fifteen Sub-functions**

- Began to recognize additional areas (largely at the transaction level); many seemed to be activities
- Began to break out transaction processing and “management” areas resulting in additional areas

**HR Line of Business Task Force (April 2004)**

**Twenty-seven Sub-functions**

- Recognized the Employee Life Cycle
- Identified additional transaction and “management” areas; many seemed to be activities
- Began to see some mixing between business capabilities and applications services capabilities

**GOTS Response (May 2004)**

**Nineteen Sub-functions**

- Recognized the Organization Life Cycle

- Segmented into “core” (common) and “non-core” areas
- Deferred some of the earlier areas
- Began to “roll-up” / cluster related areas

### **Common Solutions & Target Architecture Working Group (May 2004)**

#### **Twenty-eight Sub-functions**

- Examined previous iterations and compared them against different perspectives
- Many seemed to be at the activity level but still needed to be analyzed and vetted
- Factored in findings from CS&TA working group sessions
- Validated, and in some cases added areas based on SME interviews
- Performed document review and analysis
- Applied EA standards and iterated
- Evaluated and identified a set of areas that align with the common solution work

### **Common Solutions & Target Architecture Working Group (June 2004)**

#### **Ten Sub-functions**

- Recognized logical groupings of seemingly related areas
- The 28 emerged as “activities” under the larger groupings with one – “*Execute Expense Reimbursement*” – proposed to be removed because it is believed to execute a Financial Management sub-function as opposed to an HR sub-function; however, HR and FM activities do interface to complete the end-to-end process
- The larger groupings became the ten HR LOB sub-functions

### **Verification and Validation Work Sessions (December 2004)**

#### **Nine Sub-functions**

- Evolved the previous result into an end-to-end process view
- Validated activities, inputs, outputs and roles
- Detail ‘rolled up’ to nine sub-functions rather than ten

### **BRM version 2 Work Sessions (October - November 2005)**

#### **Ten Sub-functions**

- Walked through the BRM to identify revisions and expansions to the BRM, considering recommendations that were received prior to the work session
- Agreed to divide the sub-function Employee Development and Performance into two separate sub-functions:
  - Human Resources Development
  - Performance Management

- Increased the number of sub-functions from nine to ten

A fundamental tenet of process design is that processes get better with exposure and use. This is not meant to imply they are wrong; they merely get better over time.

The HR Line of Business Target Business Processes were widely disseminated and used throughout the past twelve months. The changes that are being published in this version are a result of this use. Thus, the version that is being published in this document is a more accurate, more complete and more coherent view of Human Resources from a process perspective than the previous incarnation. Although we can expect this evolution to slow down in coming years, we can expect it to evolve and improve even further over time, as it gets even more exposure and use.

## Appendix A Process Diagrams

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This Appendix contains the entire set of process diagrams for the HR Line of Business. Collectively, these diagrams provide an end-to-end view of the Human Resources discipline in the Executive Branch of the Federal Government, from a process perspective.

The processes have been developed to the architectural / planning level of detail, not to an operational / procedural level of detail. The Business Reference Model deliverable is just one of a number of inter-related Federal Enterprise Architecture components that provide a level of detail that is useful for planning and conceiving the HR LOB. The process models will be taken to greater levels of detail over time, as the new line of business is defined in more detail and detailed design takes place.

There are three types of diagrams in this Appendix.

The **Sub-function View** shows the ten HR LOB sub-functions organized by HR Life Cycle Phase. This view depicts the framework used to organize processes.

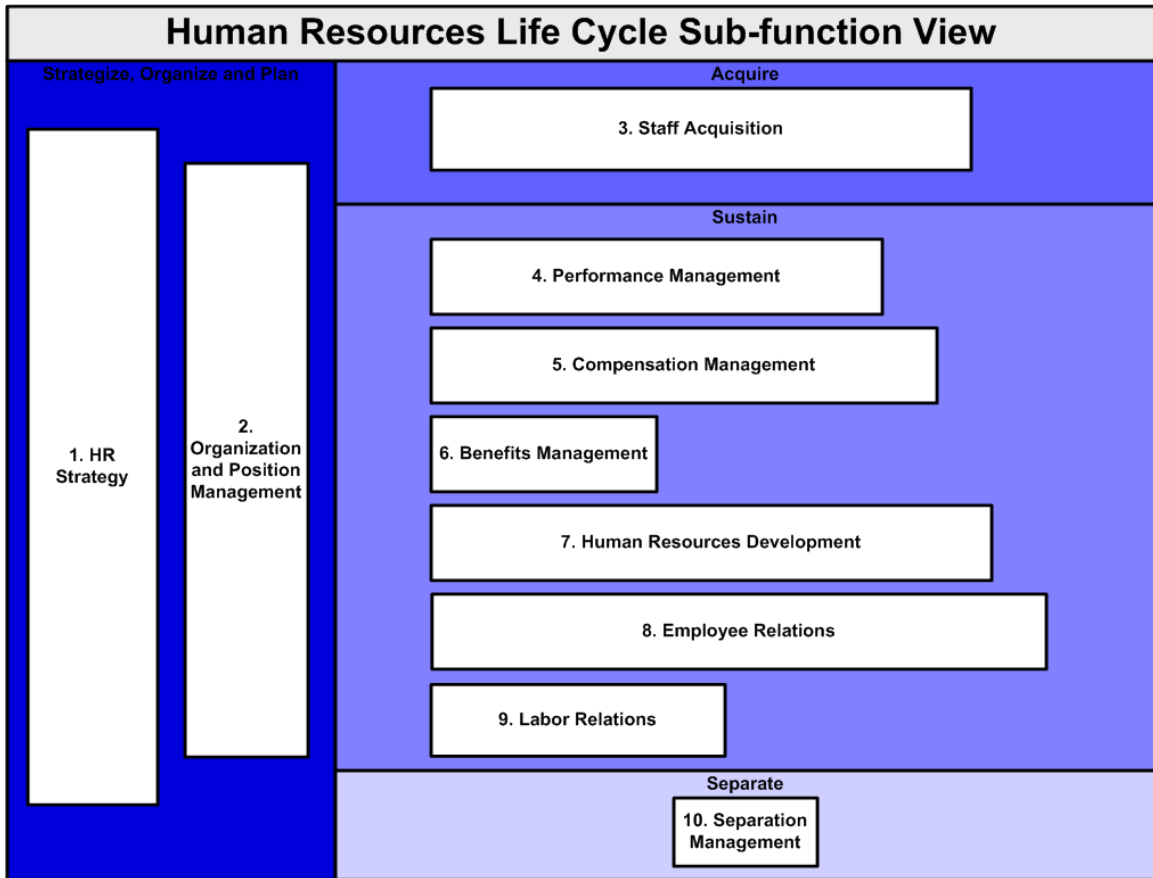
The **End-to-End Process View** shows the 45 HR LOB processes. The placement of each process on the diagram corresponds to the placement of the sub-function in which the process resides. The processes are also organized by Human Resources Life Cycle Phase. Processes are numbered 'X.Y' where X is the number of its corresponding sub-function and Y provides a relative process sequence within the sub-function.

An **Activity Flow Diagram** has been developed for each process. It shows the sequence of activities that take place to produce business results. Activities represent clear, discrete actions that still allow for generality sensitive to agency variations. Activities are not mandatory: some activities may be performed only in some instances and some agencies may not perform specific activities at all. The following diagramming conventions were used:

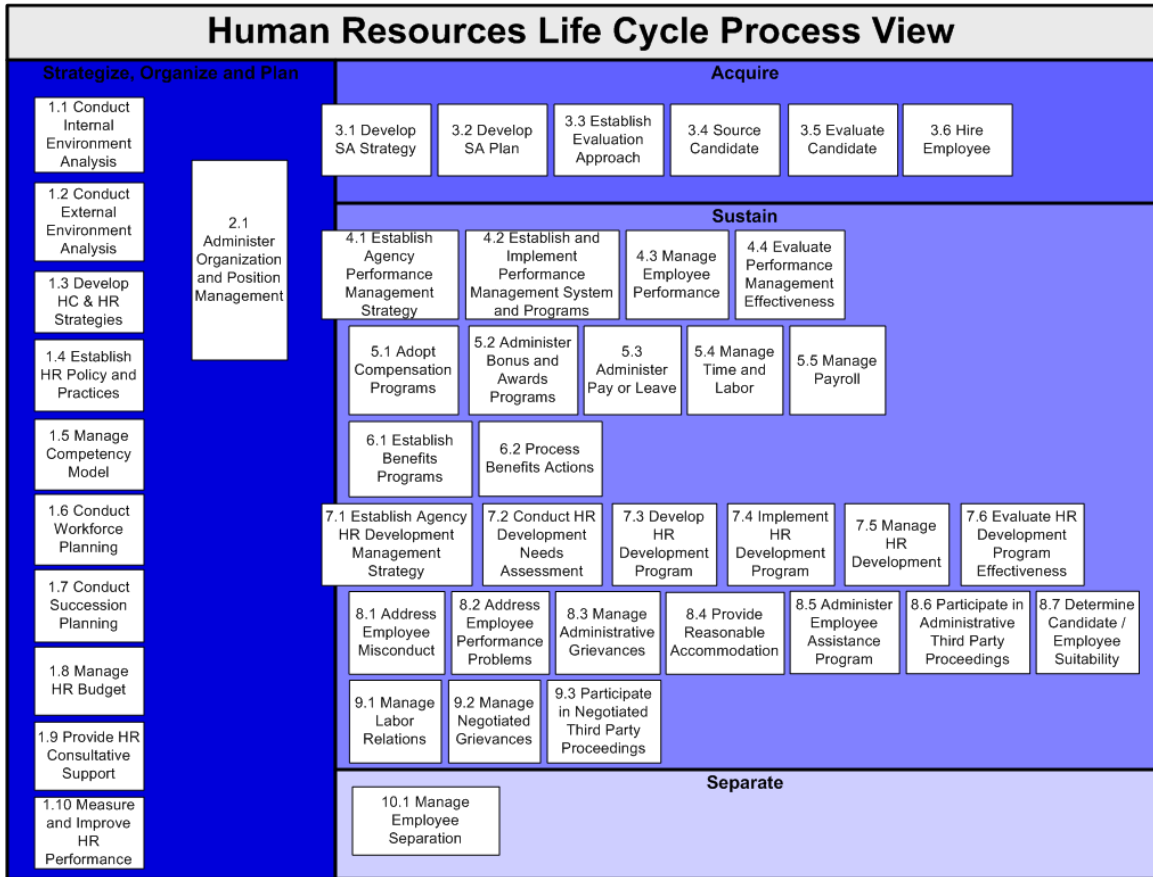
- Activities are numbered according to their relative sequence within the process.
- Some activities are grouped within a dotted-line box. This is meant to convey these activities may be performed in any sequence and / or they are iterative.
- Roles appear on the left side of the diagram and define horizontal 'lanes' across the diagram. Activities have been placed in the lanes to show the role(s) that performs each activity.
- The activities that span lanes are performed by more than one role. In some cases, both roles collaborate to perform the activity. In some cases, one role or the other role performs the activity. In some cases, one role and / or the other role perform the activity.
- Major inputs and outputs are identified along the right side of the Activity Flow Diagram. The inputs in the diagrams are a subset of all inputs and outputs. For a

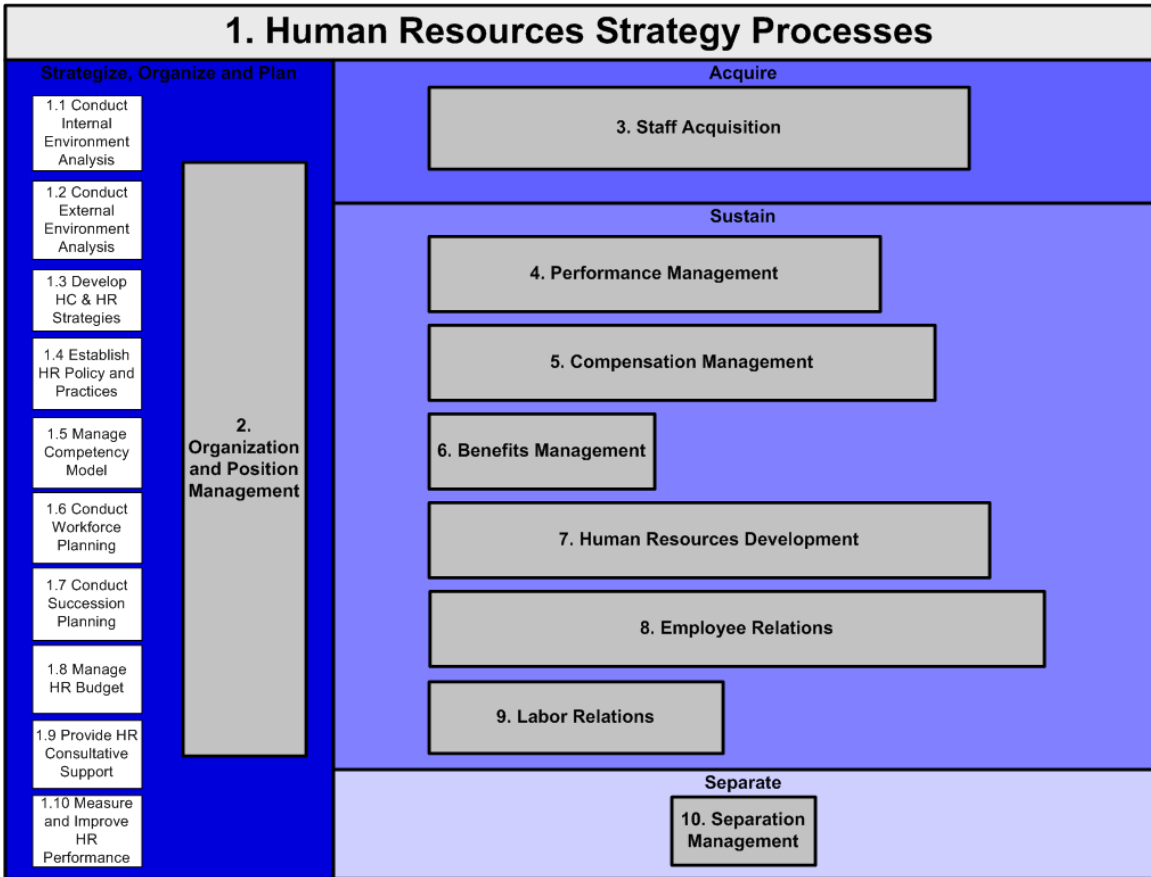


complete list of inputs and outputs for each activity please refer to the Process Dictionary in Appendix B. Inputs are the information required by the activity and outputs are the information or business outcome produced by the activity.

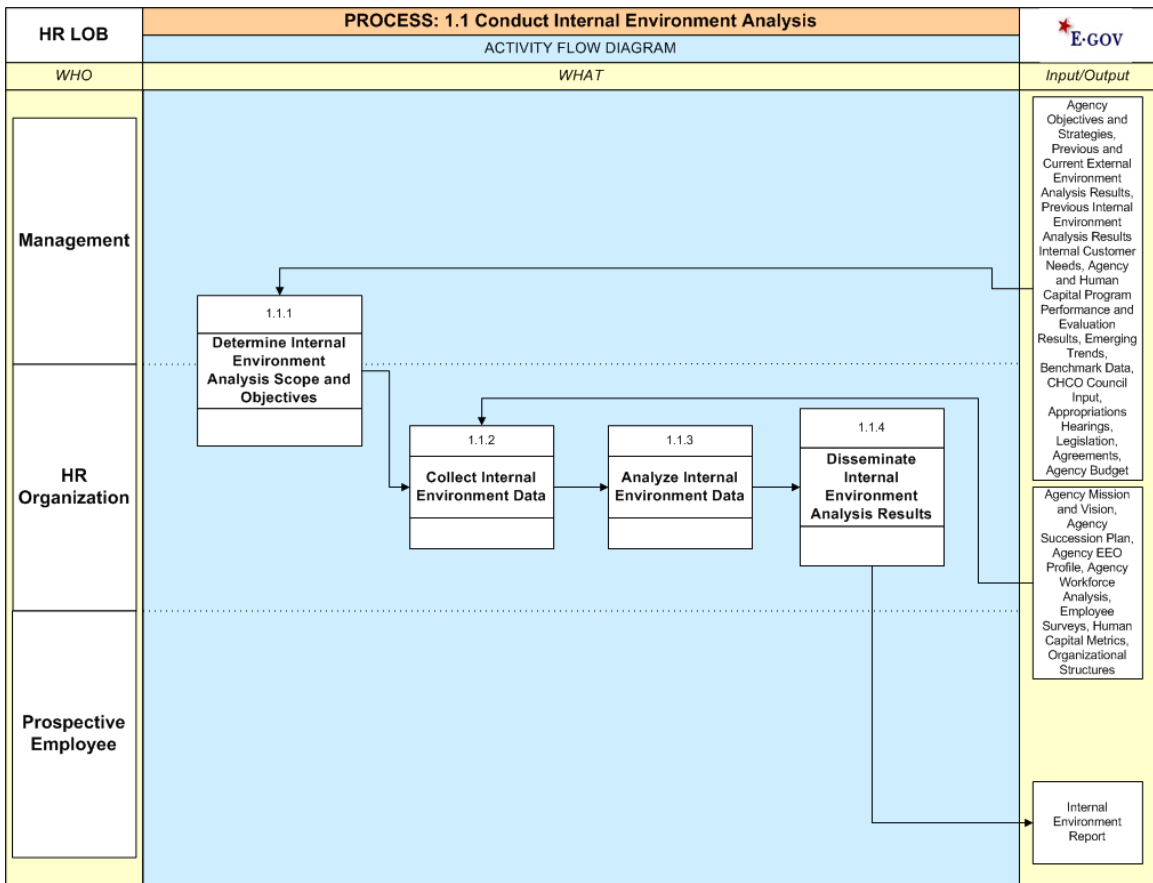


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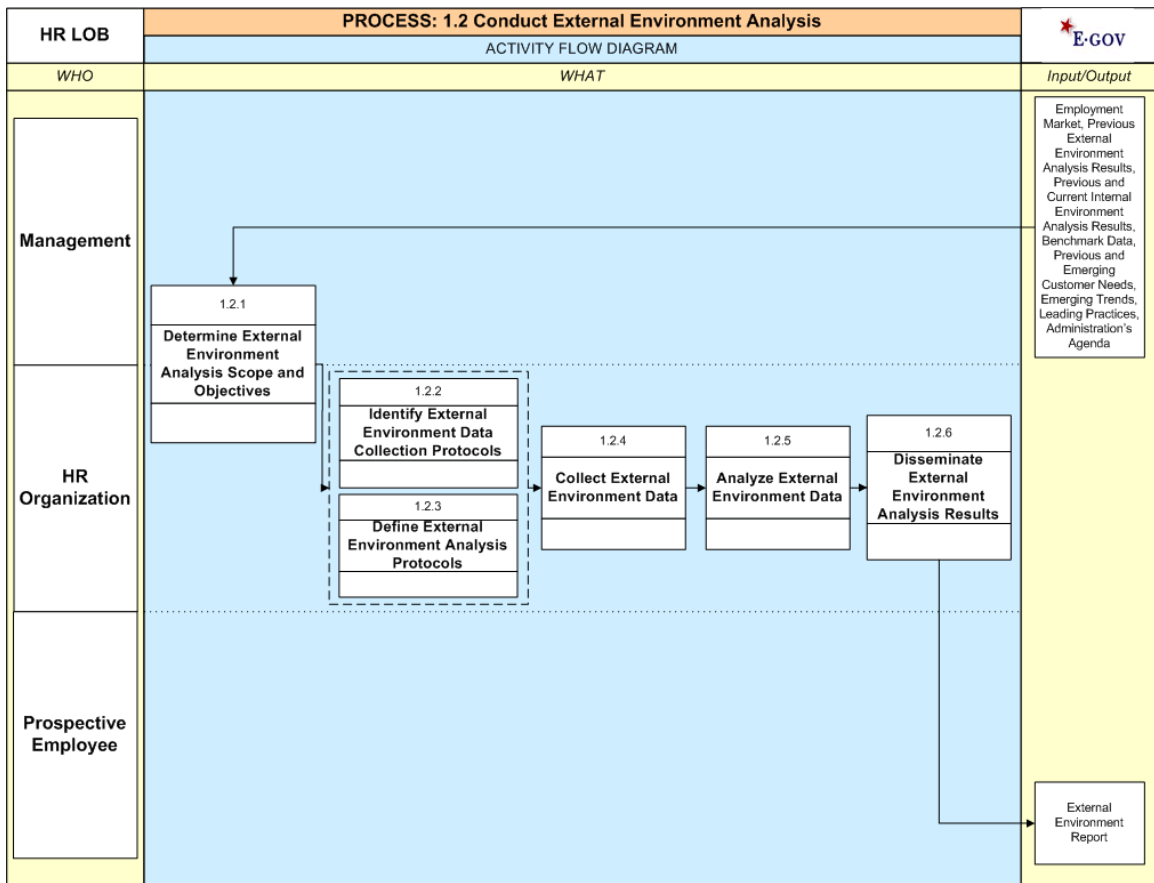




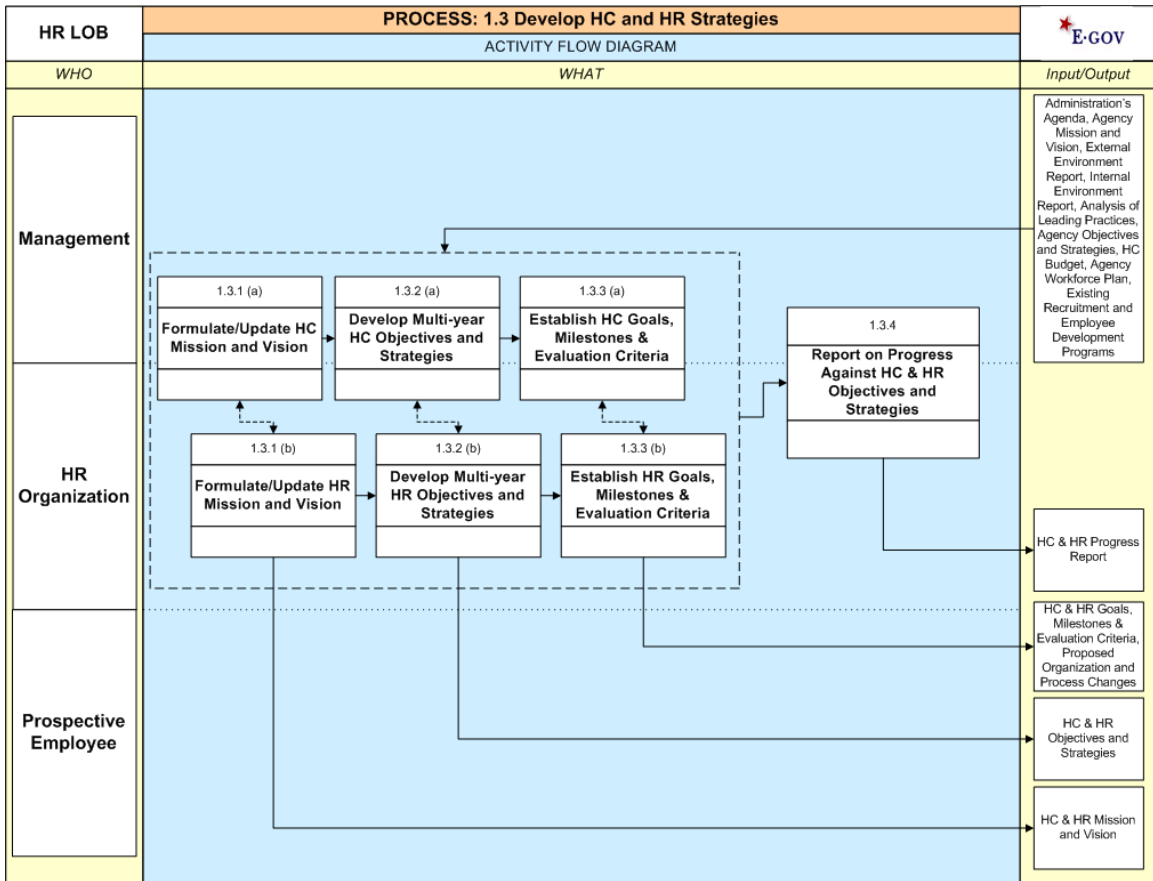
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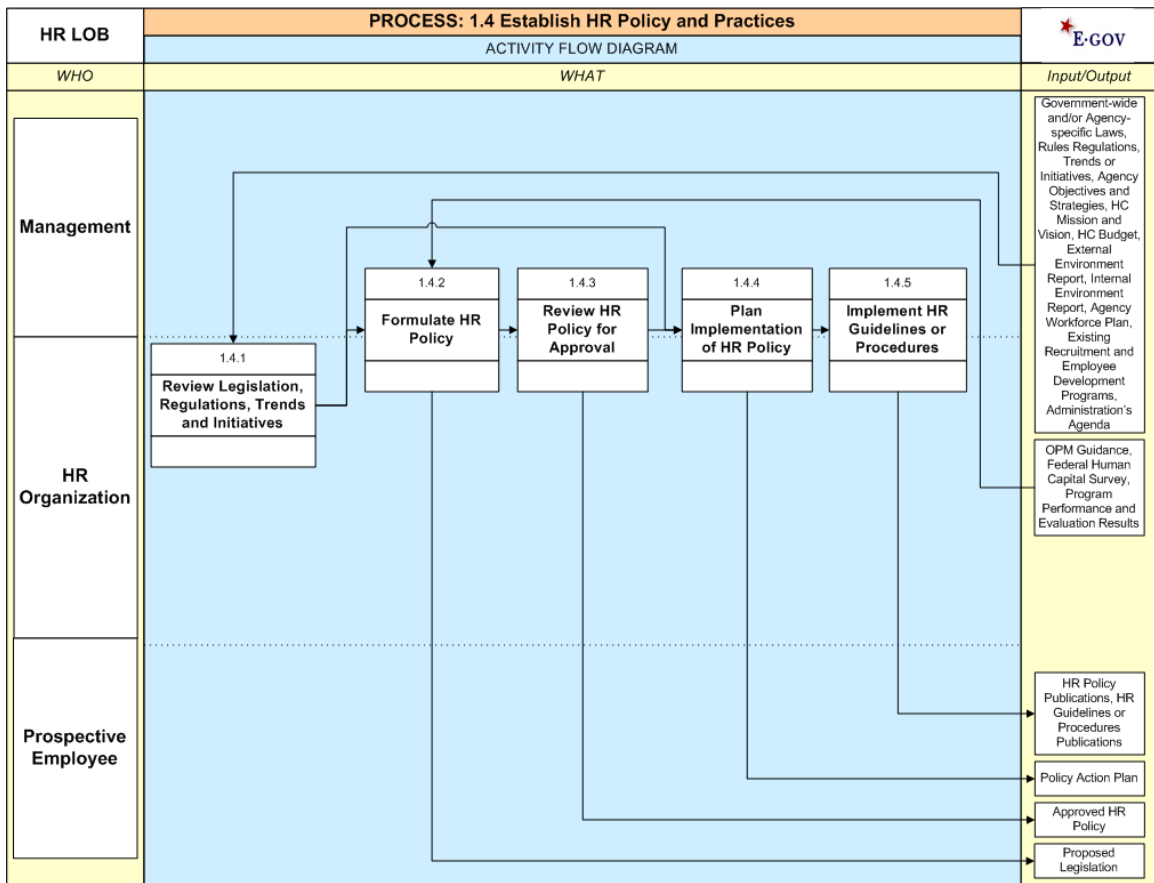
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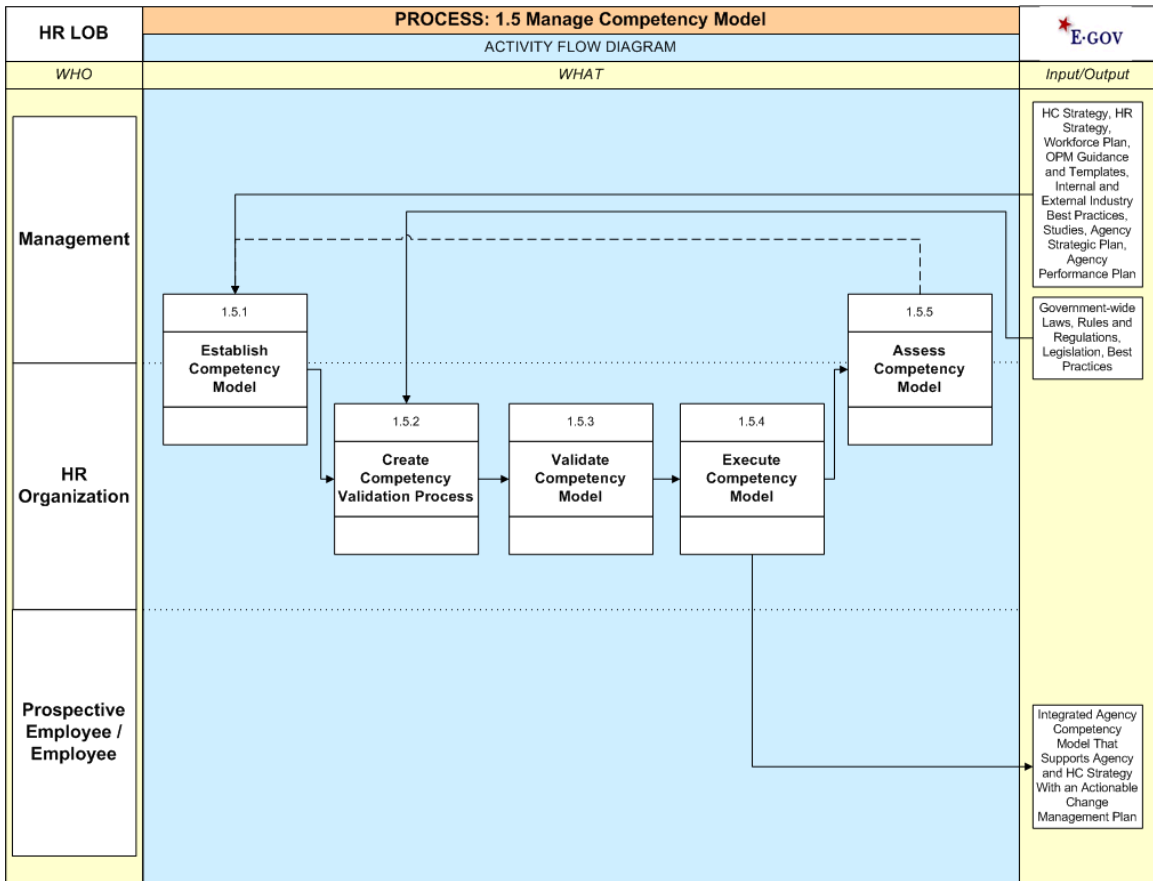


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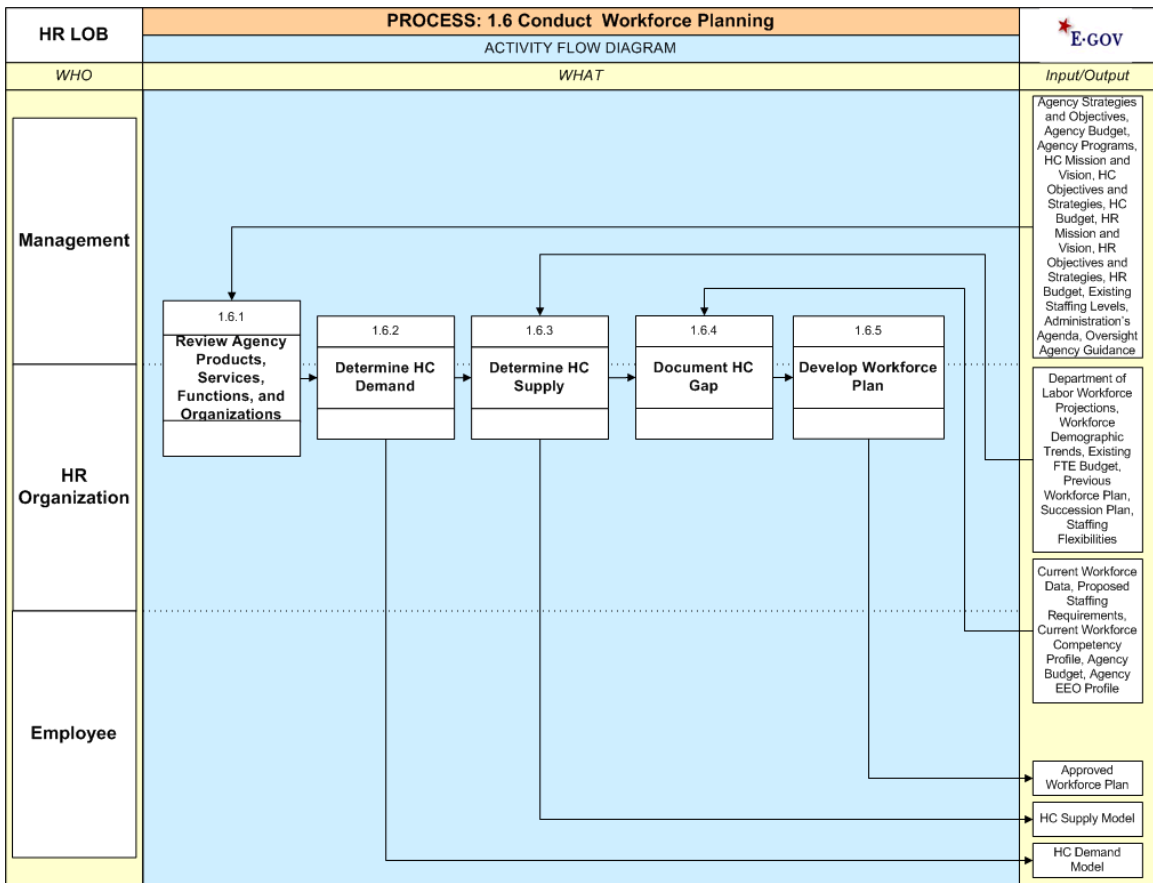




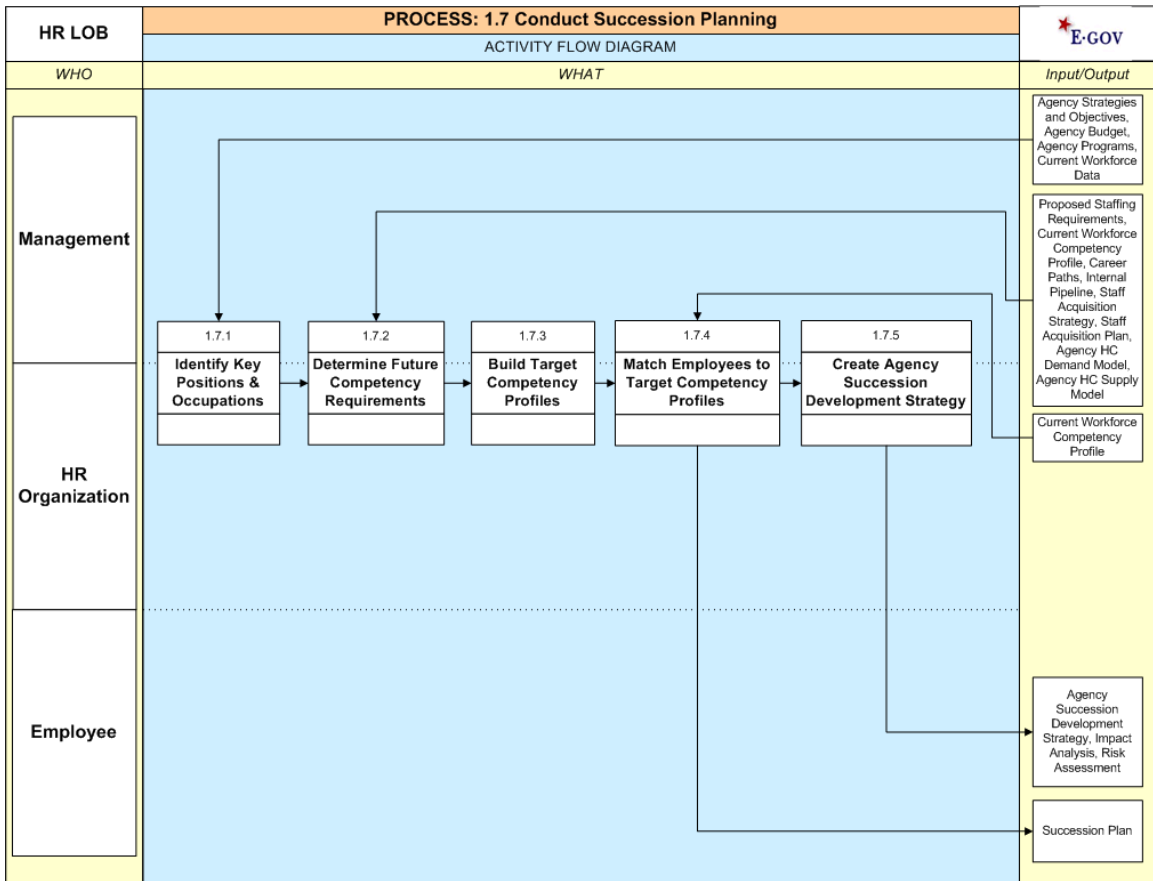
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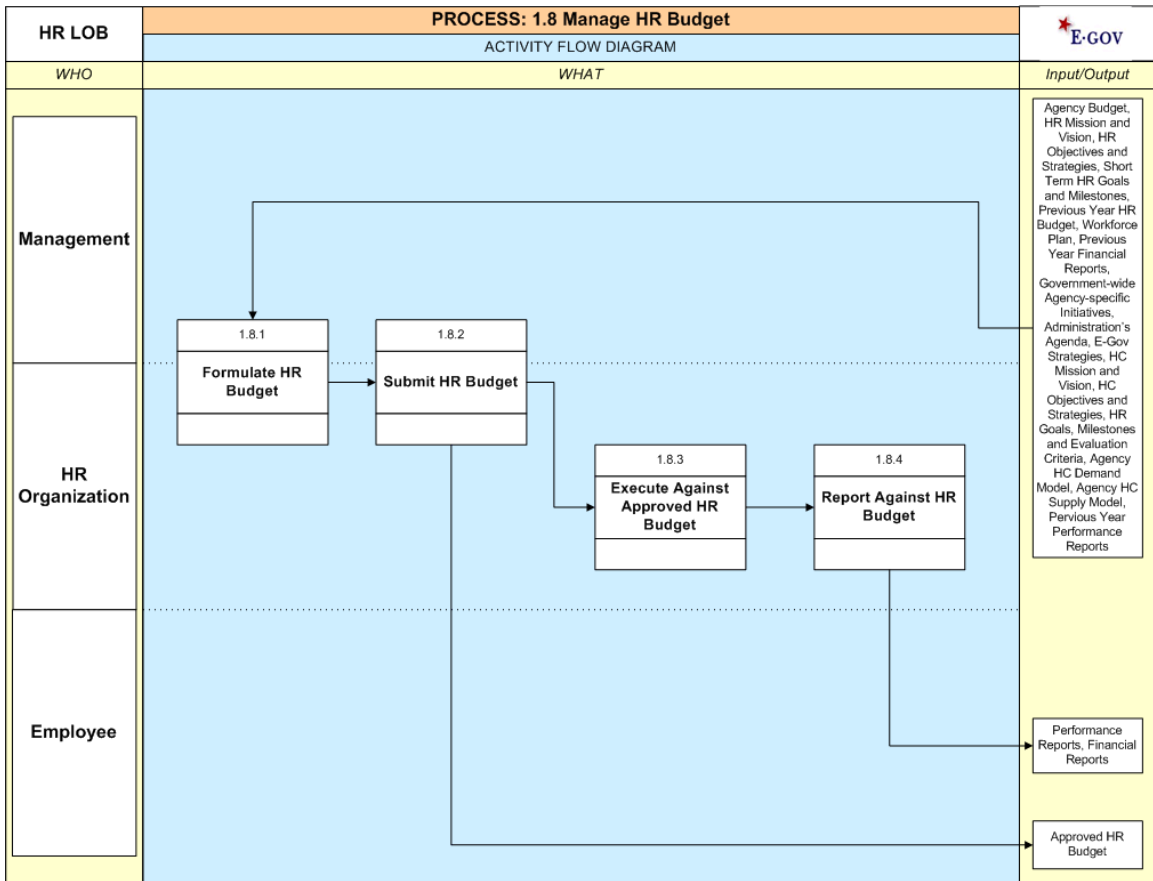
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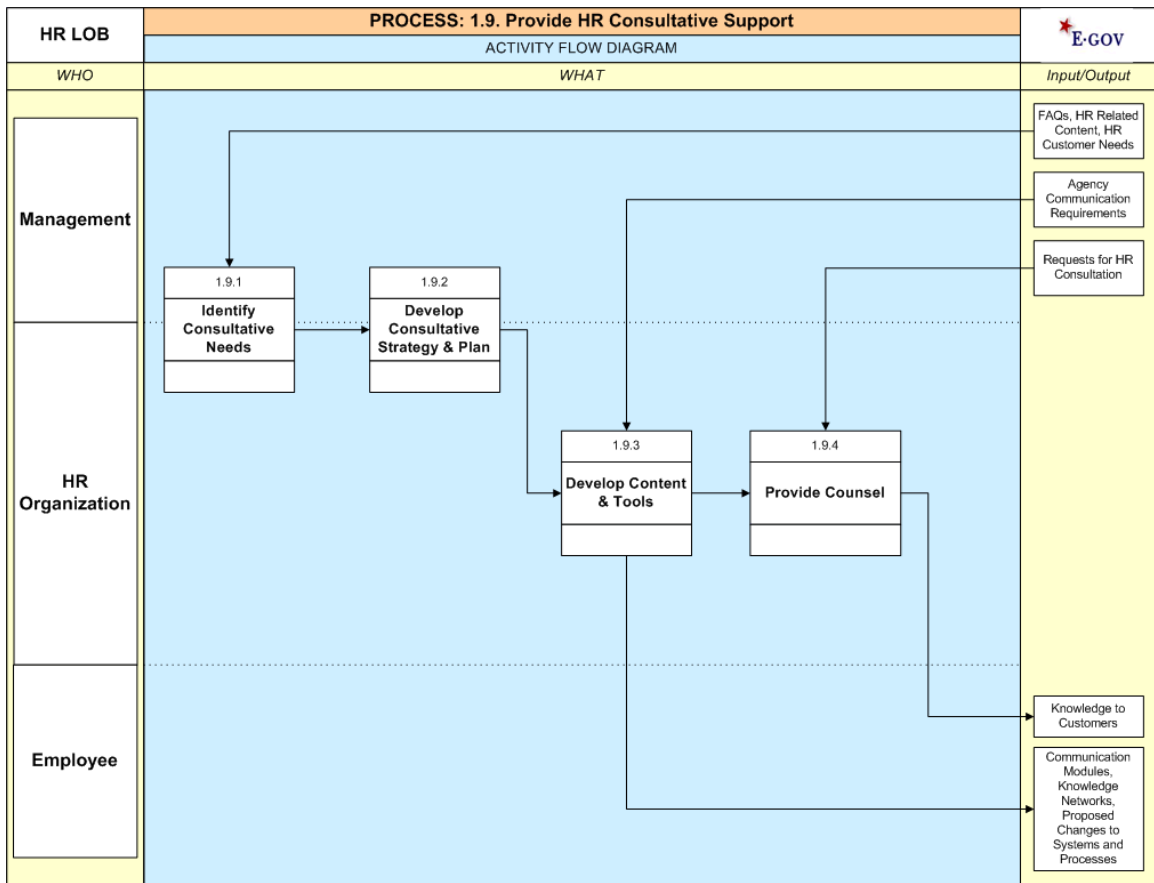
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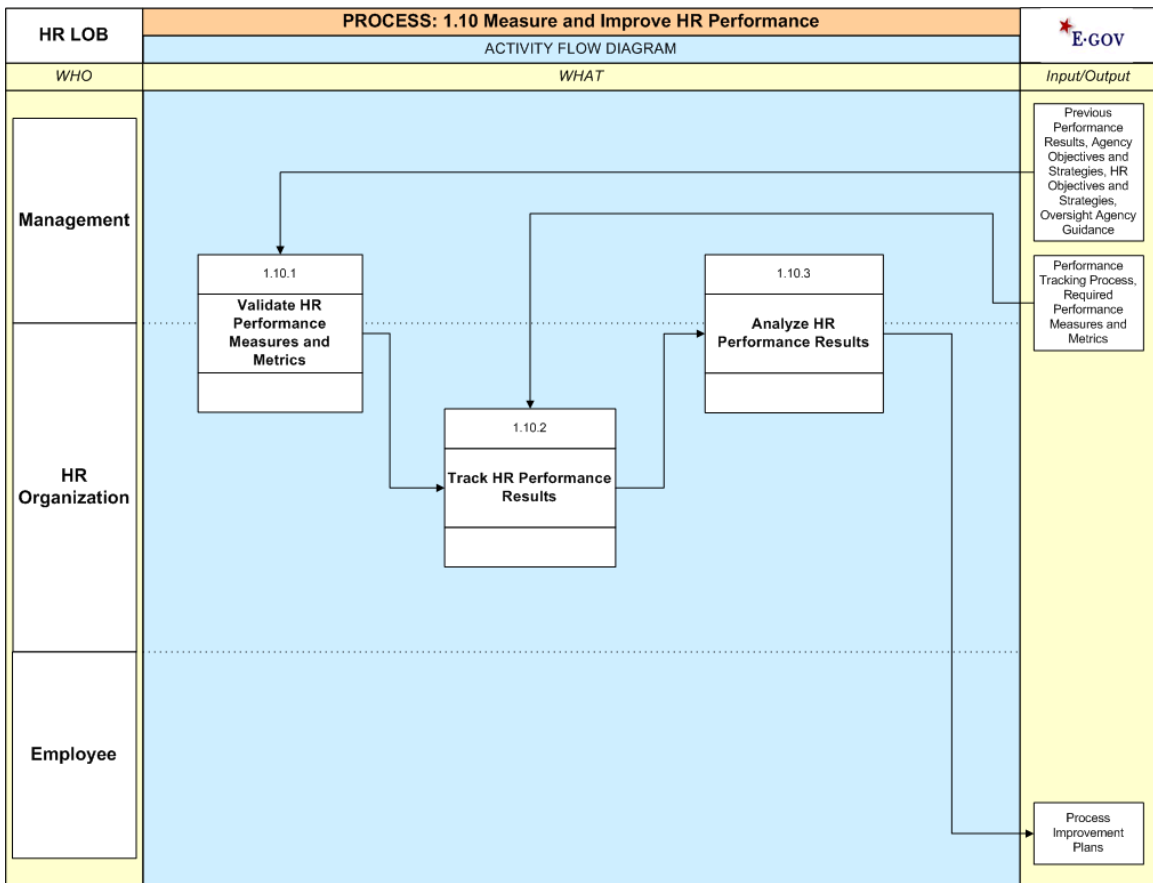
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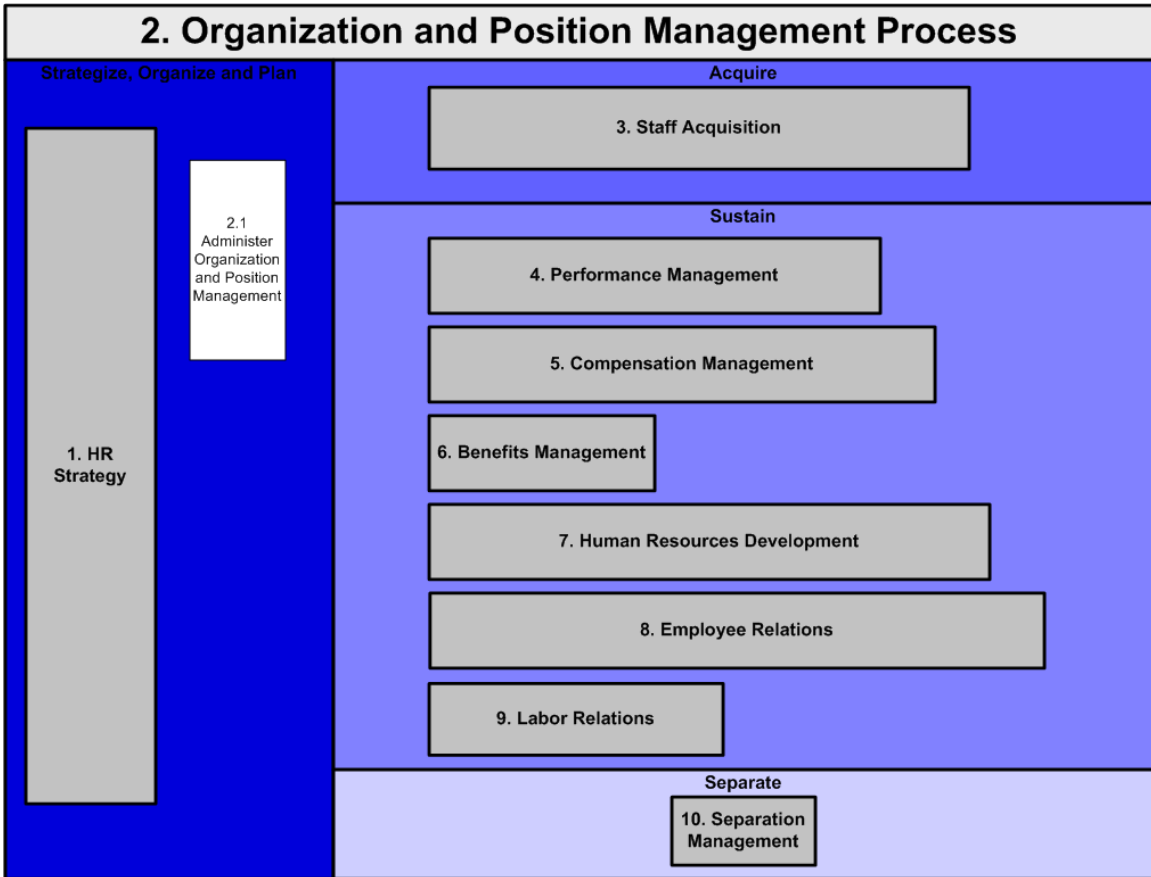


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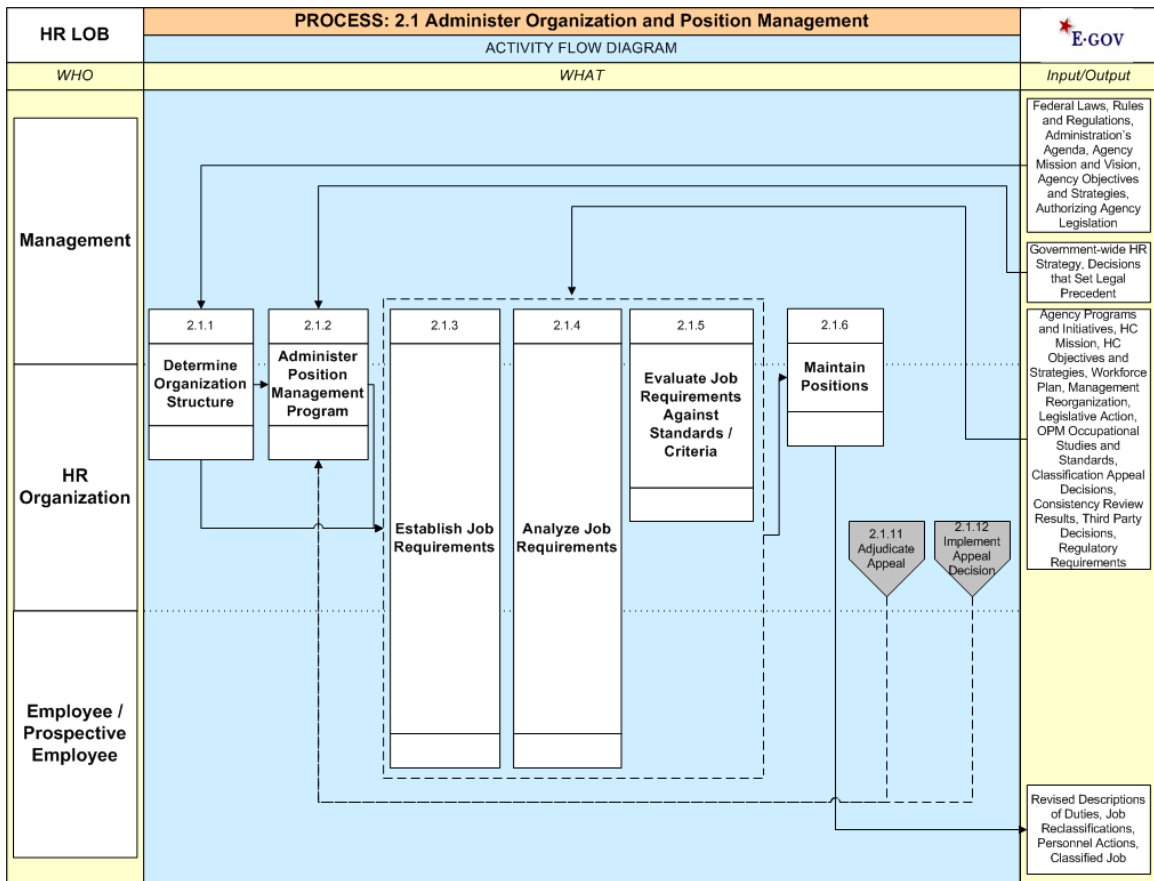


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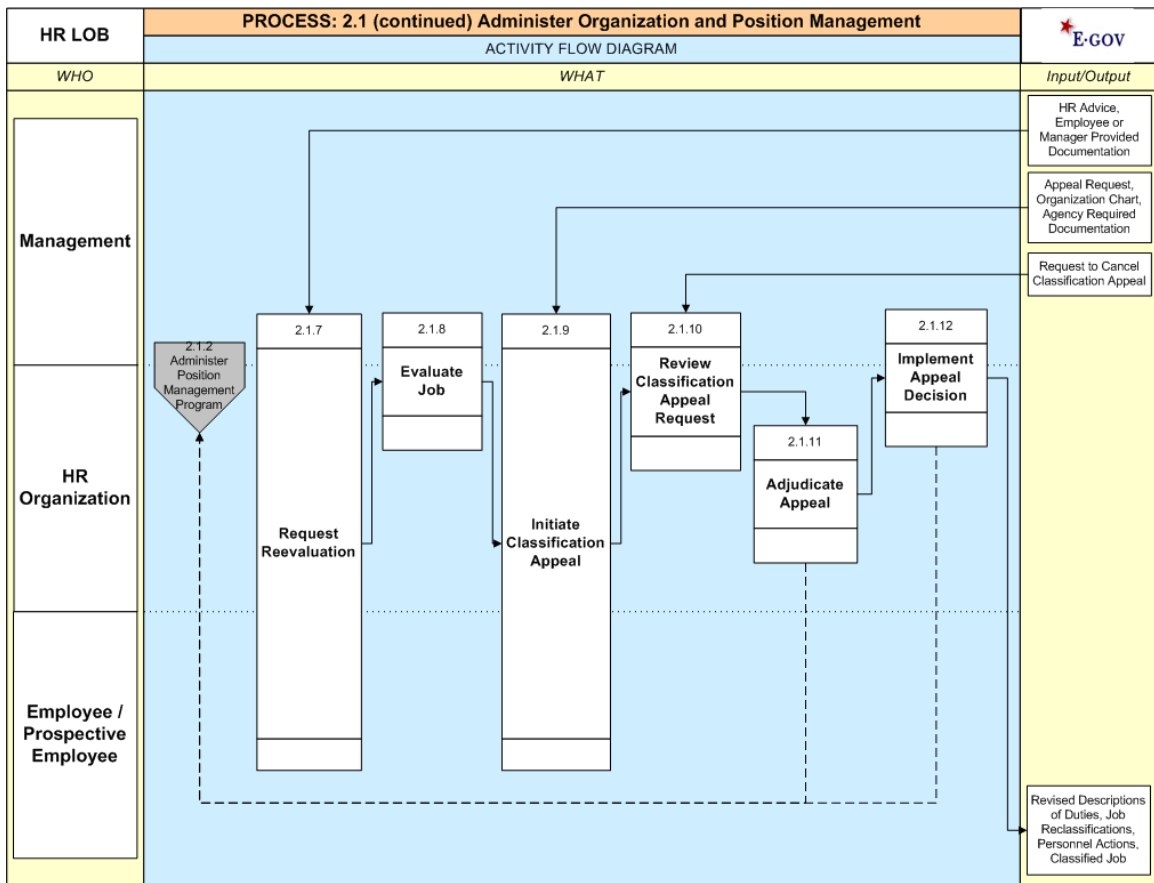


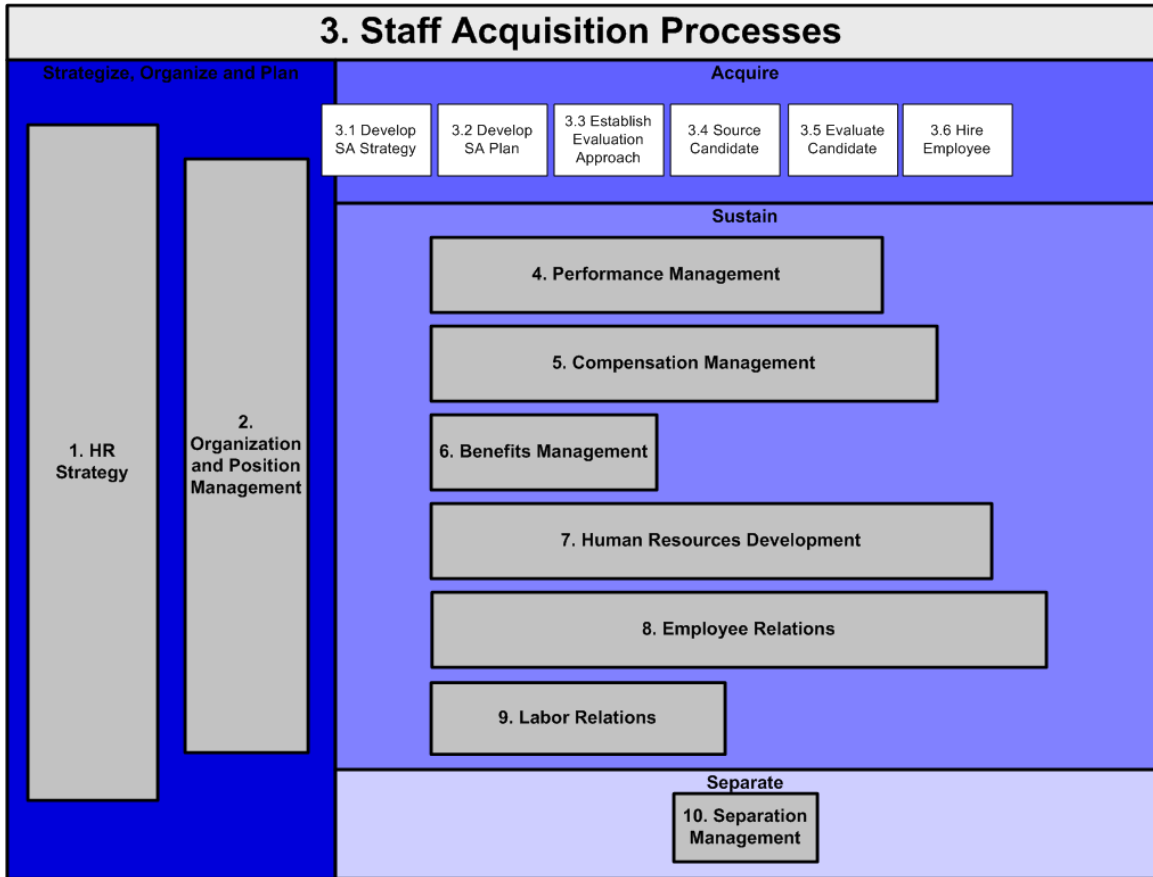
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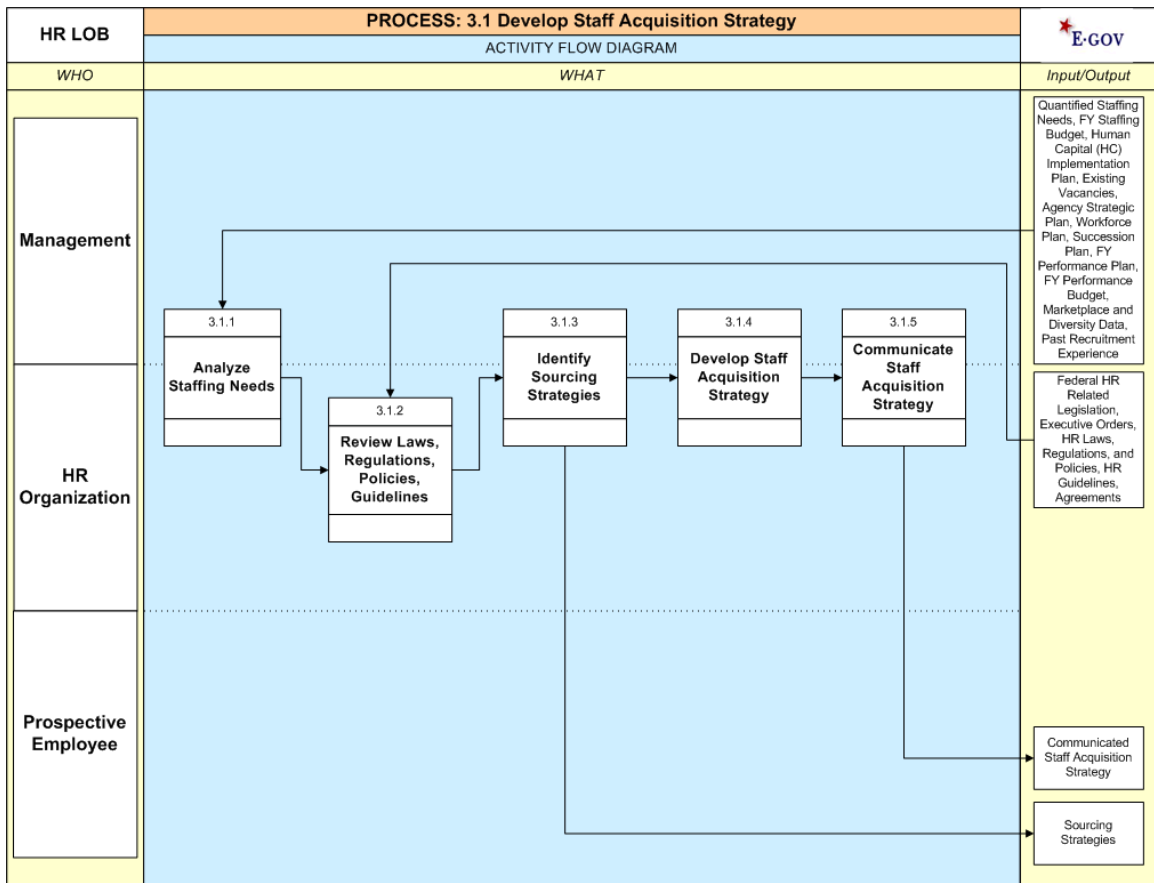


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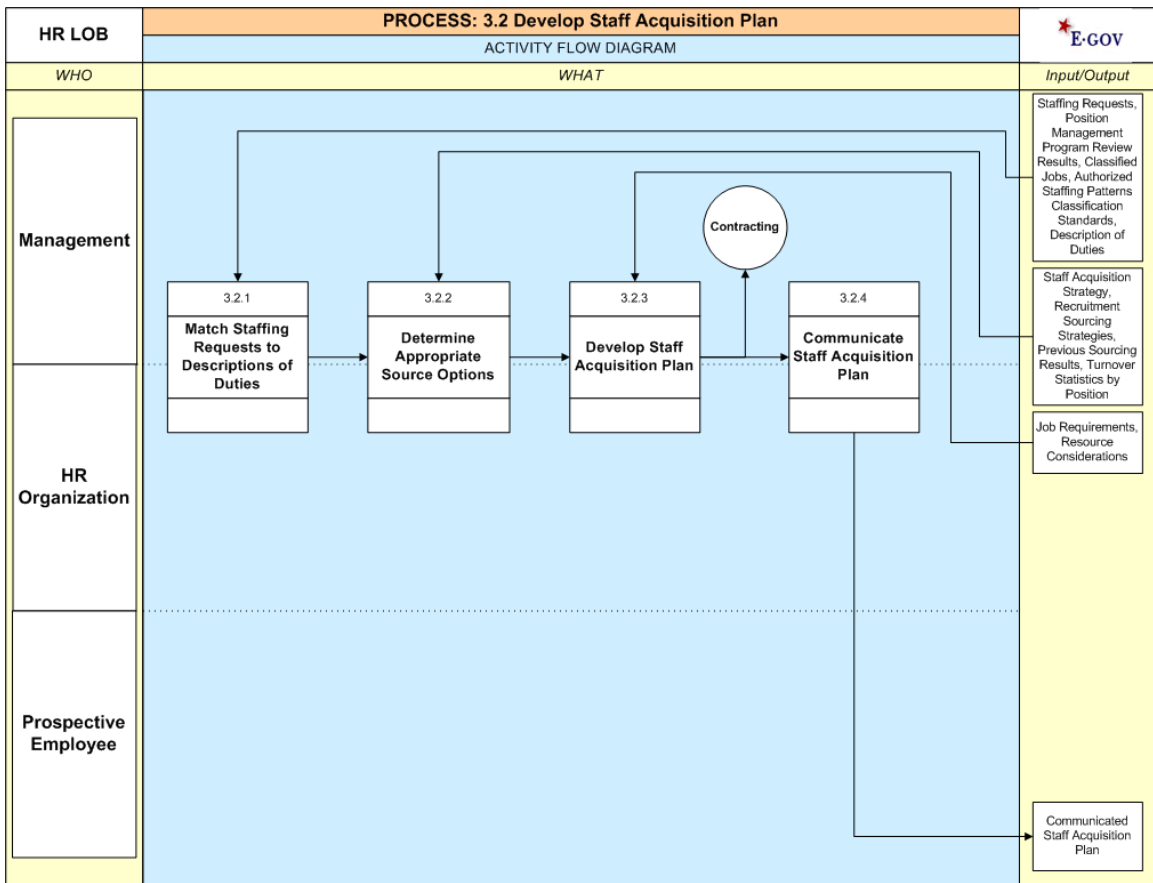




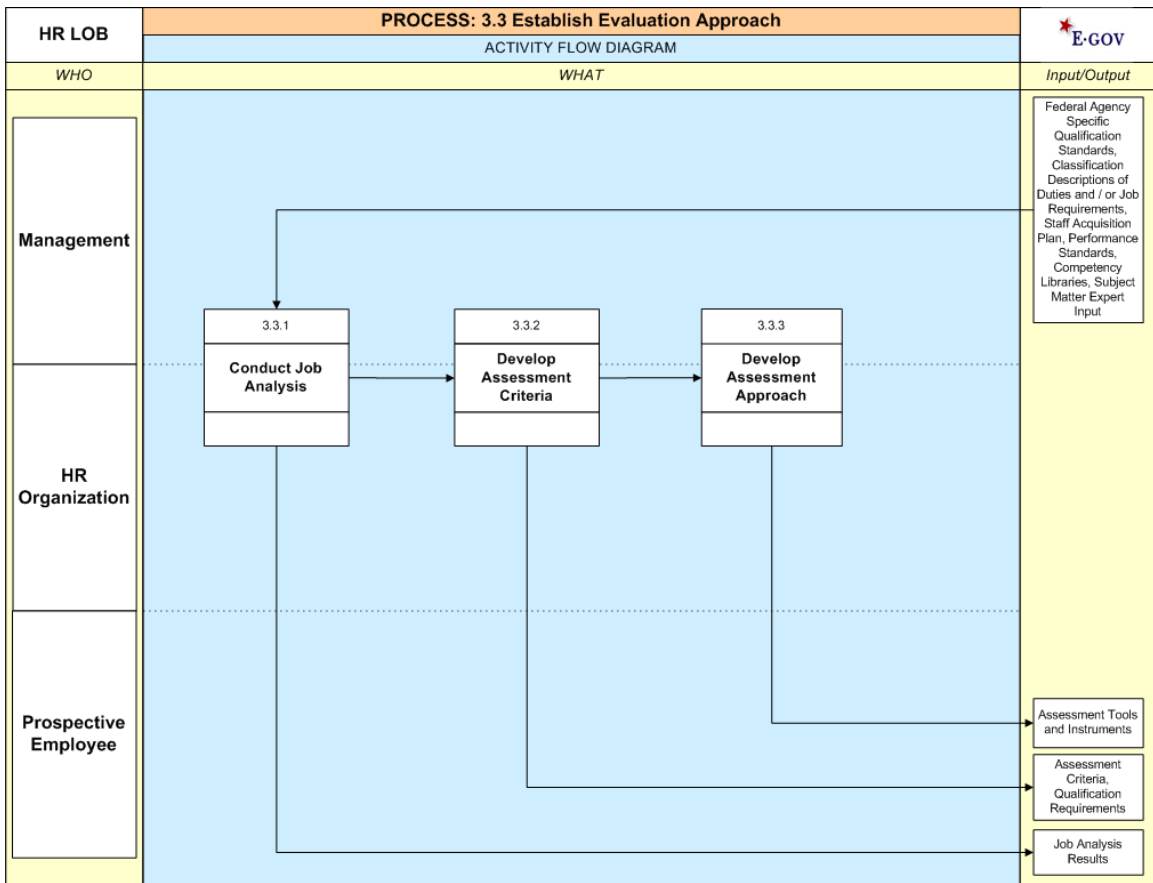
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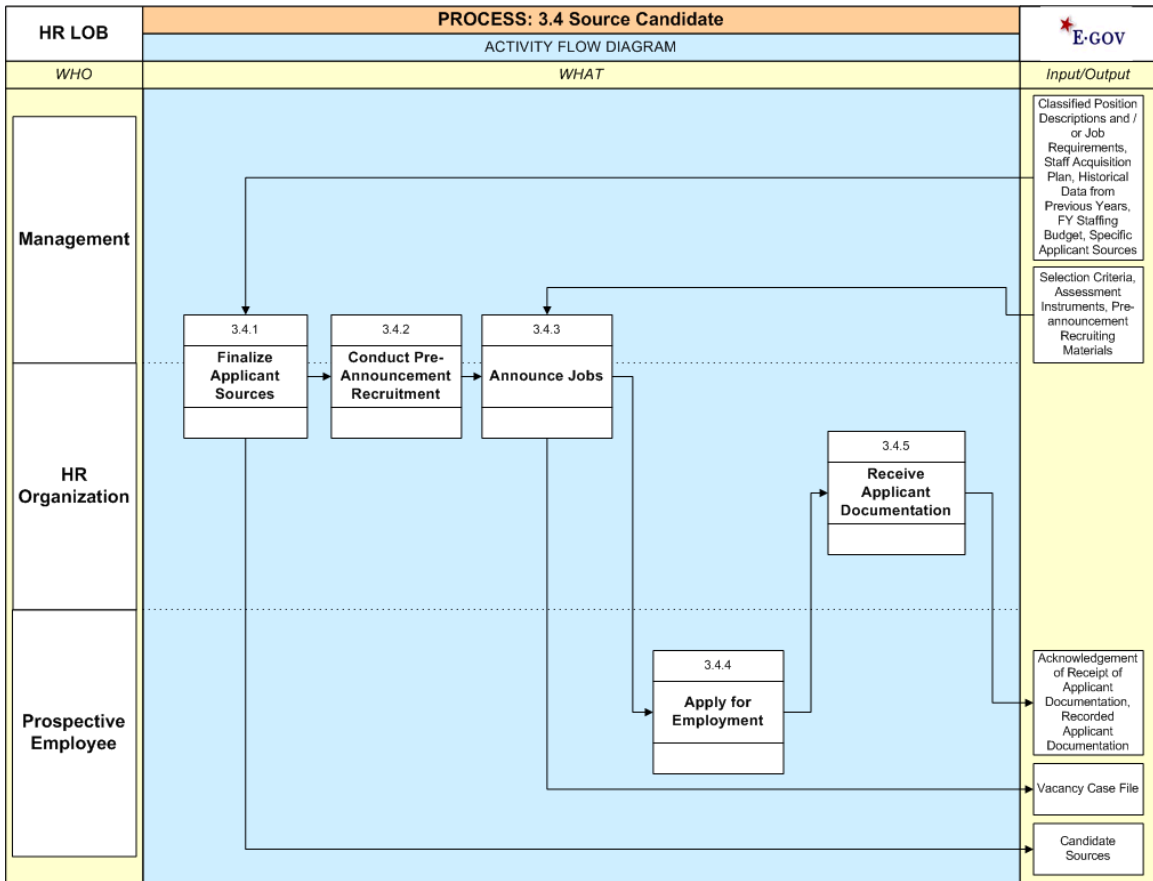
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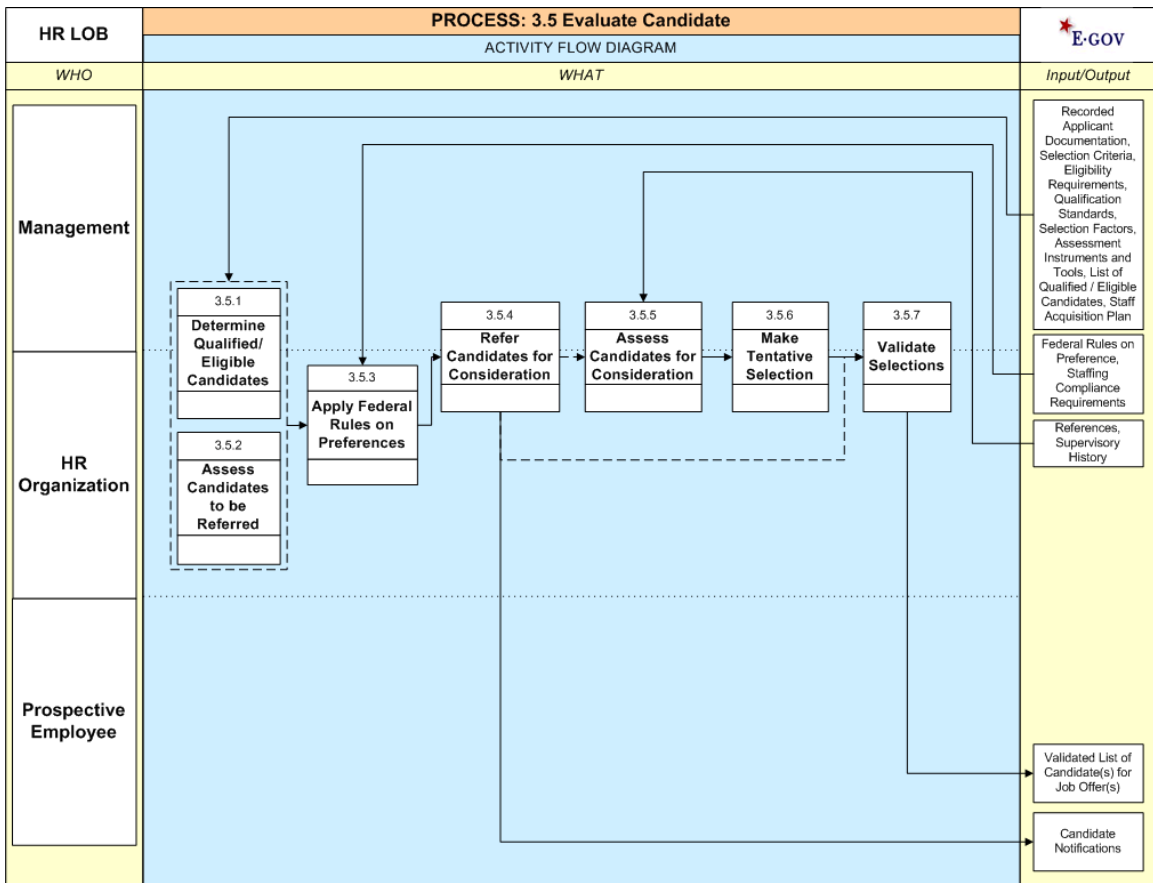
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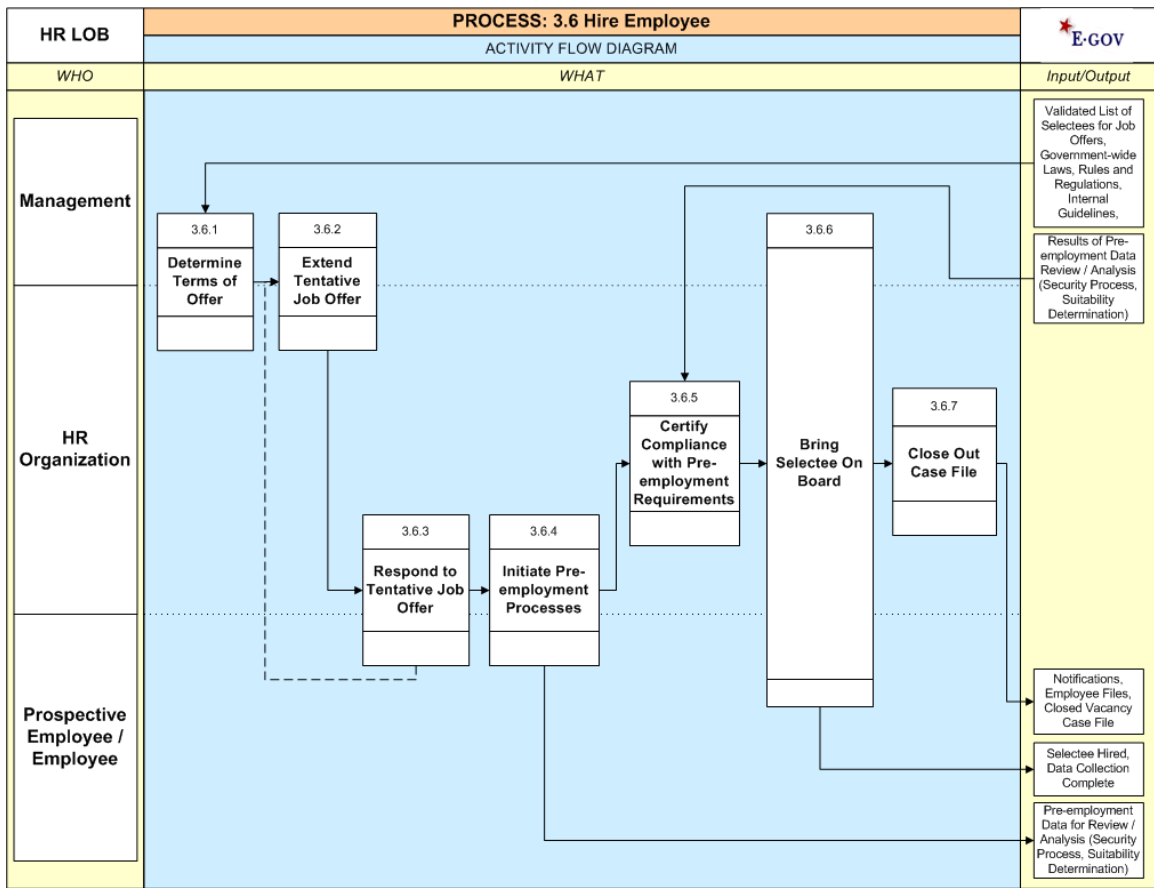
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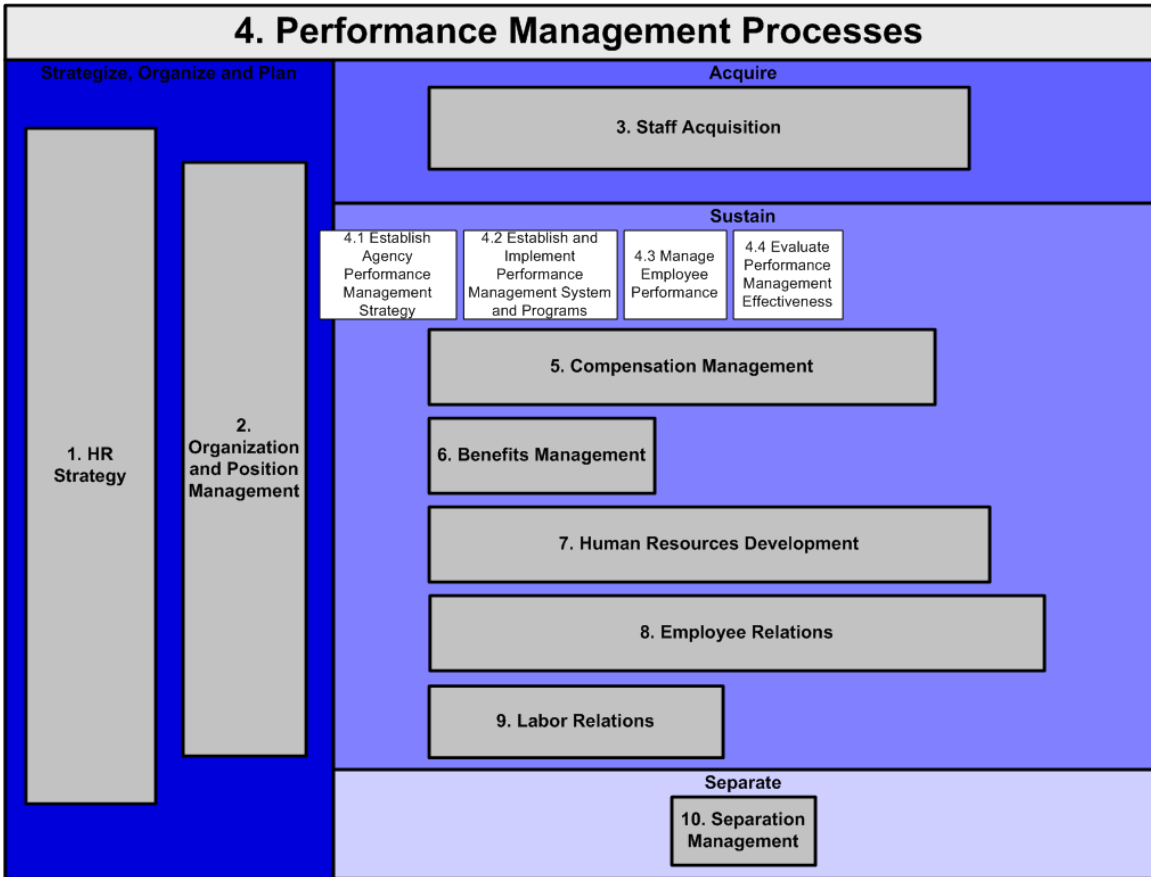
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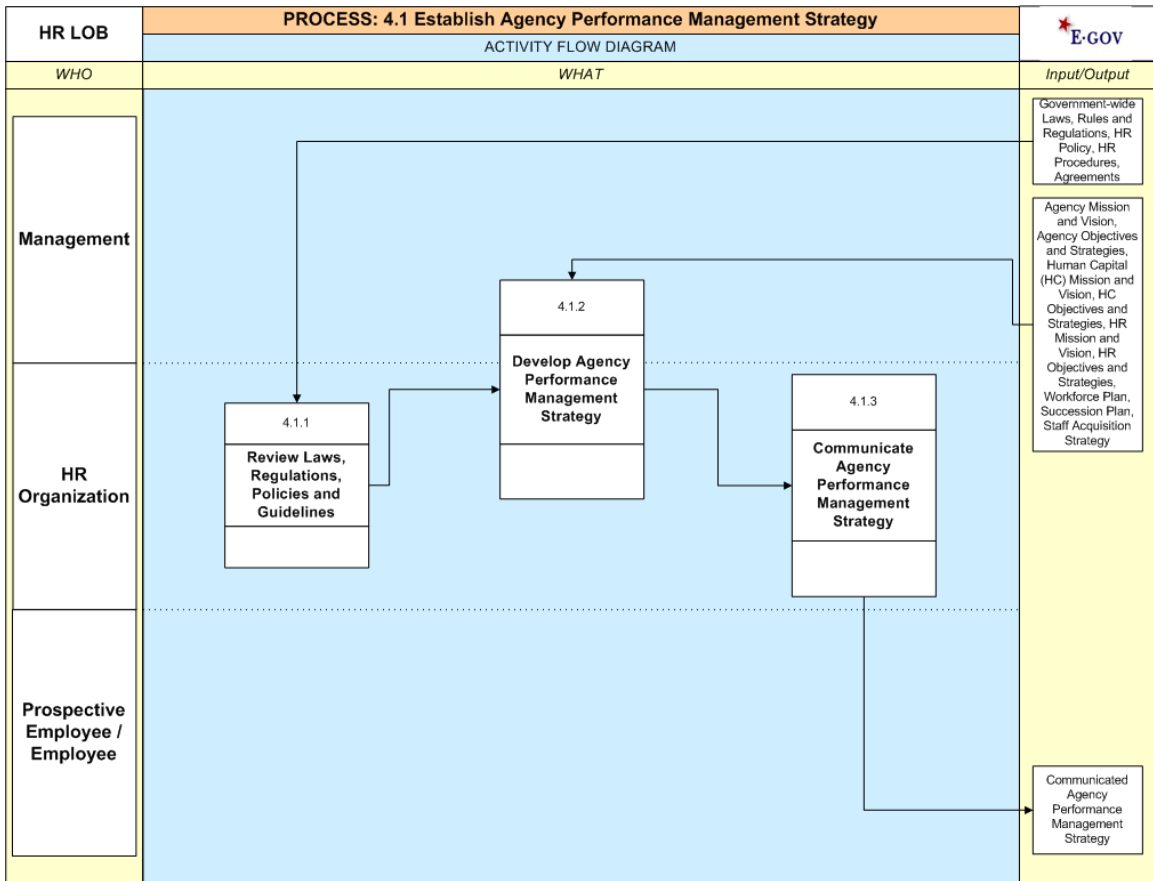
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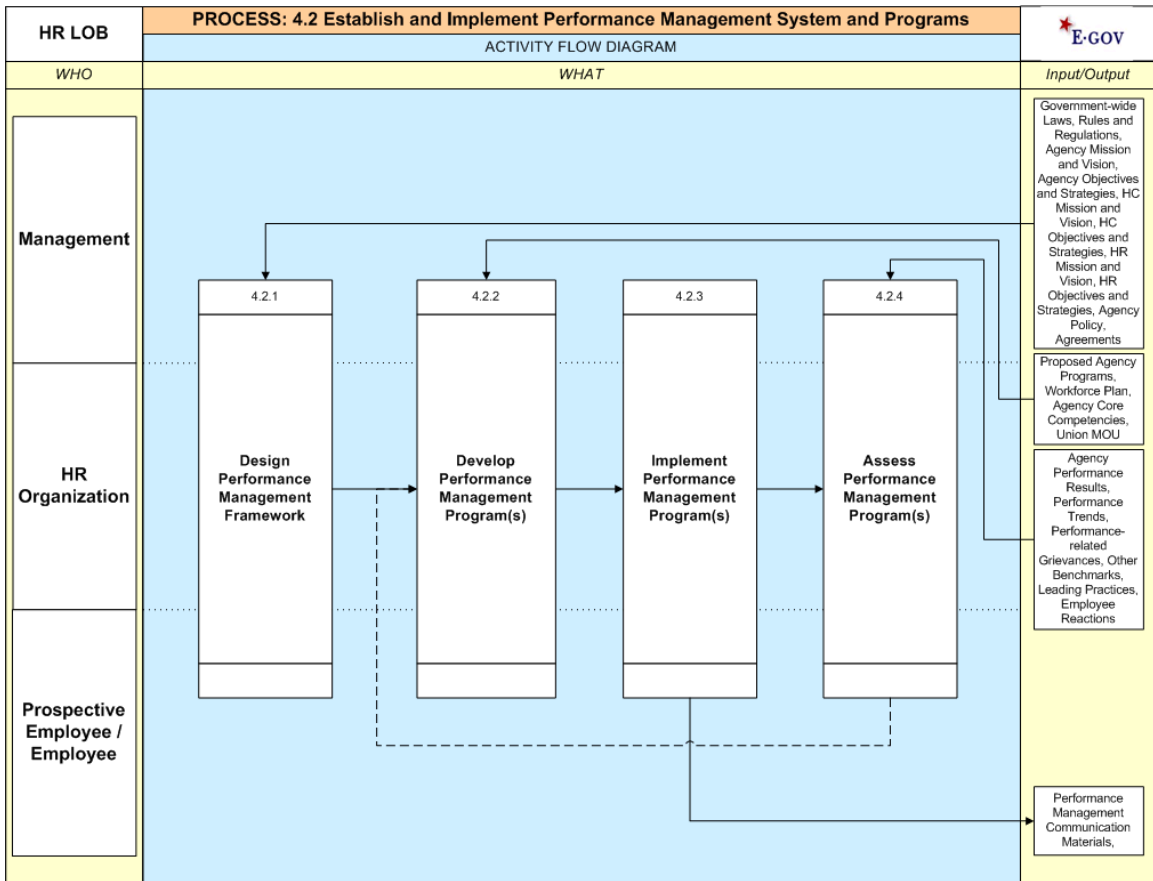




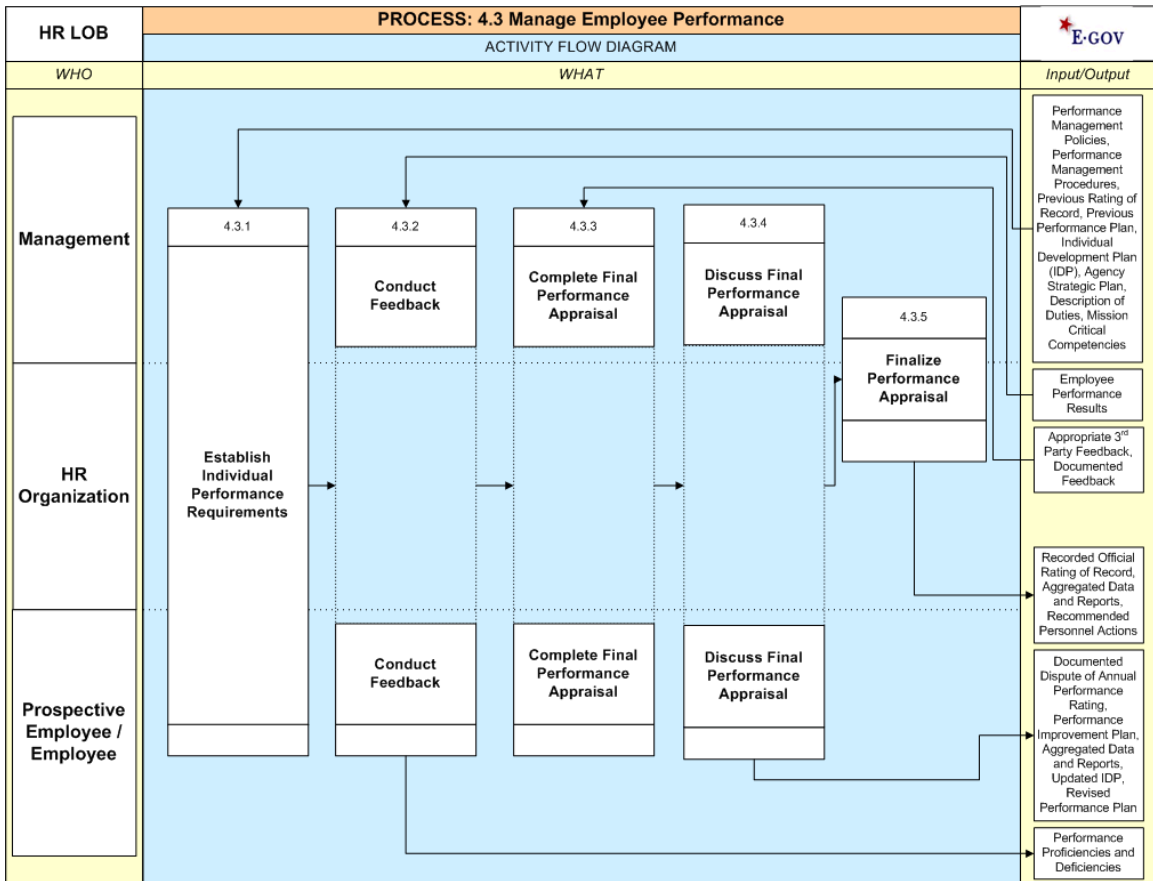
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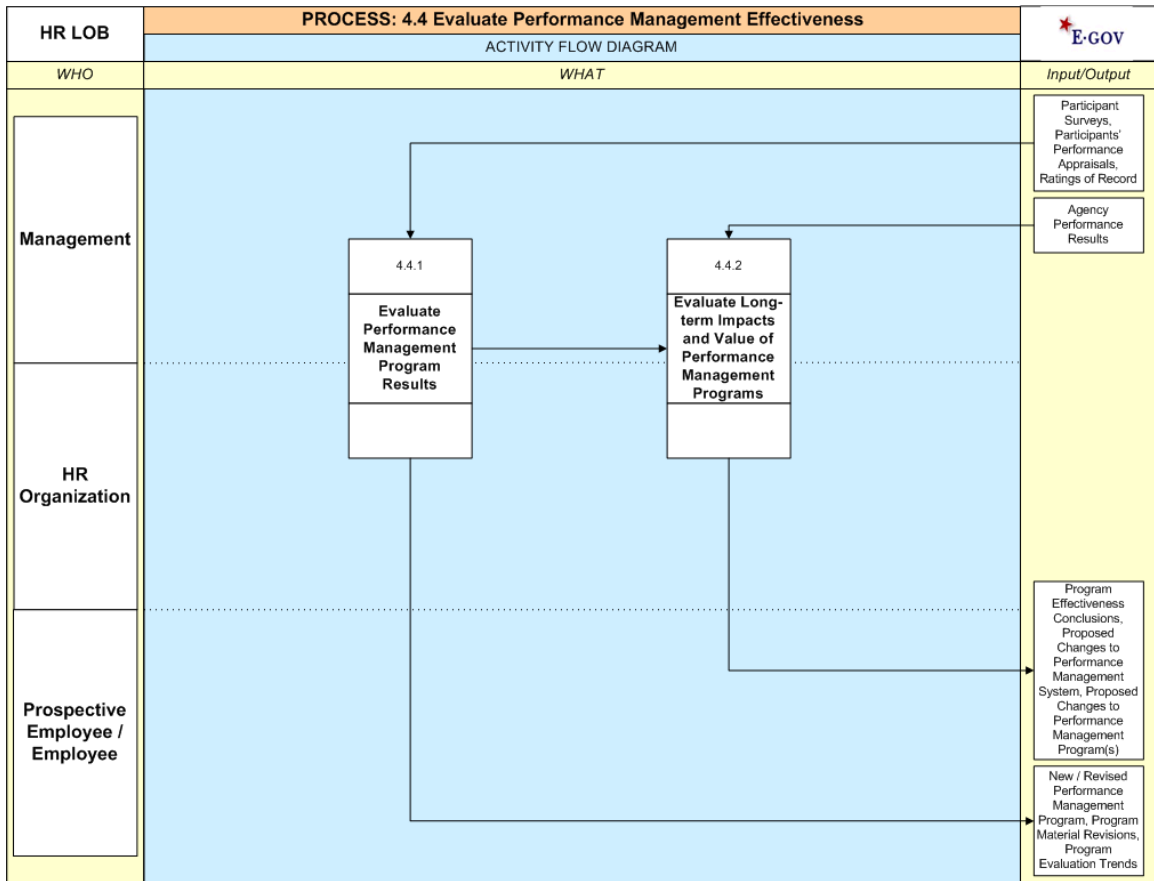
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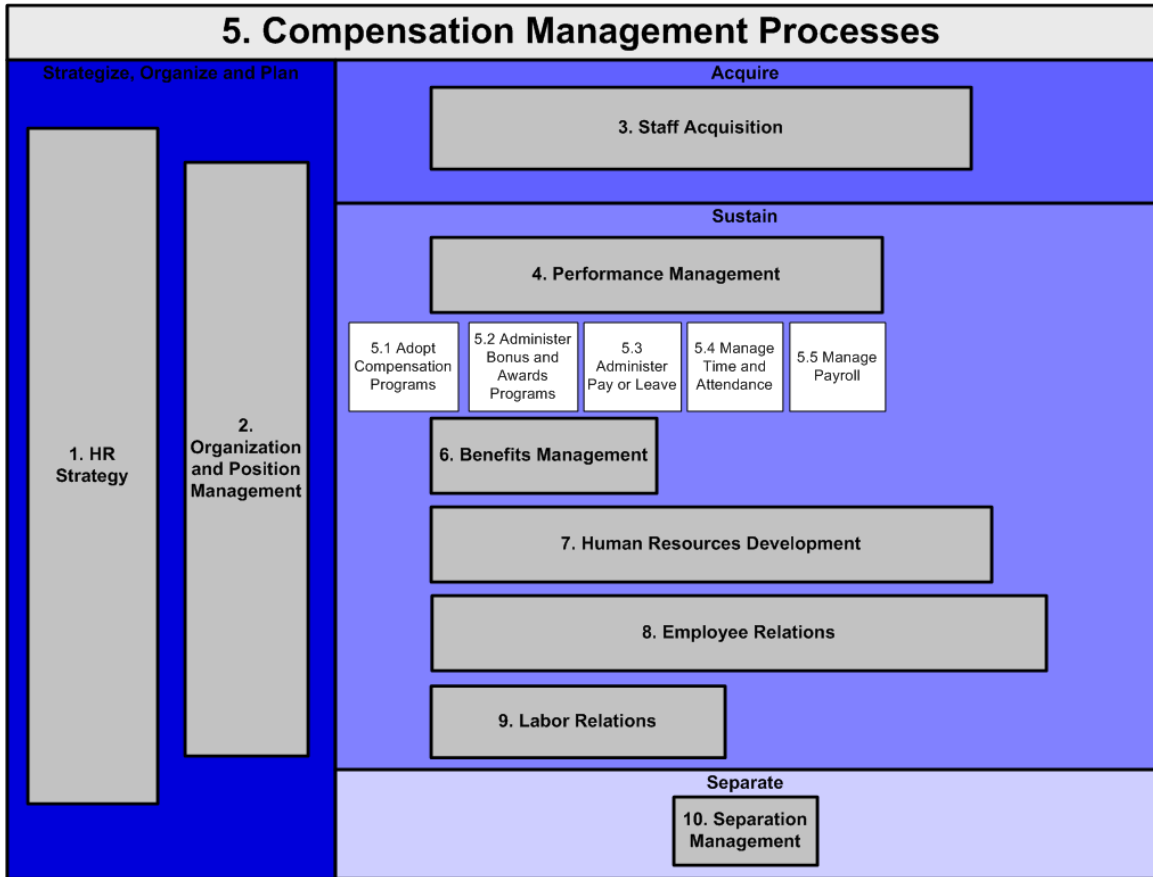


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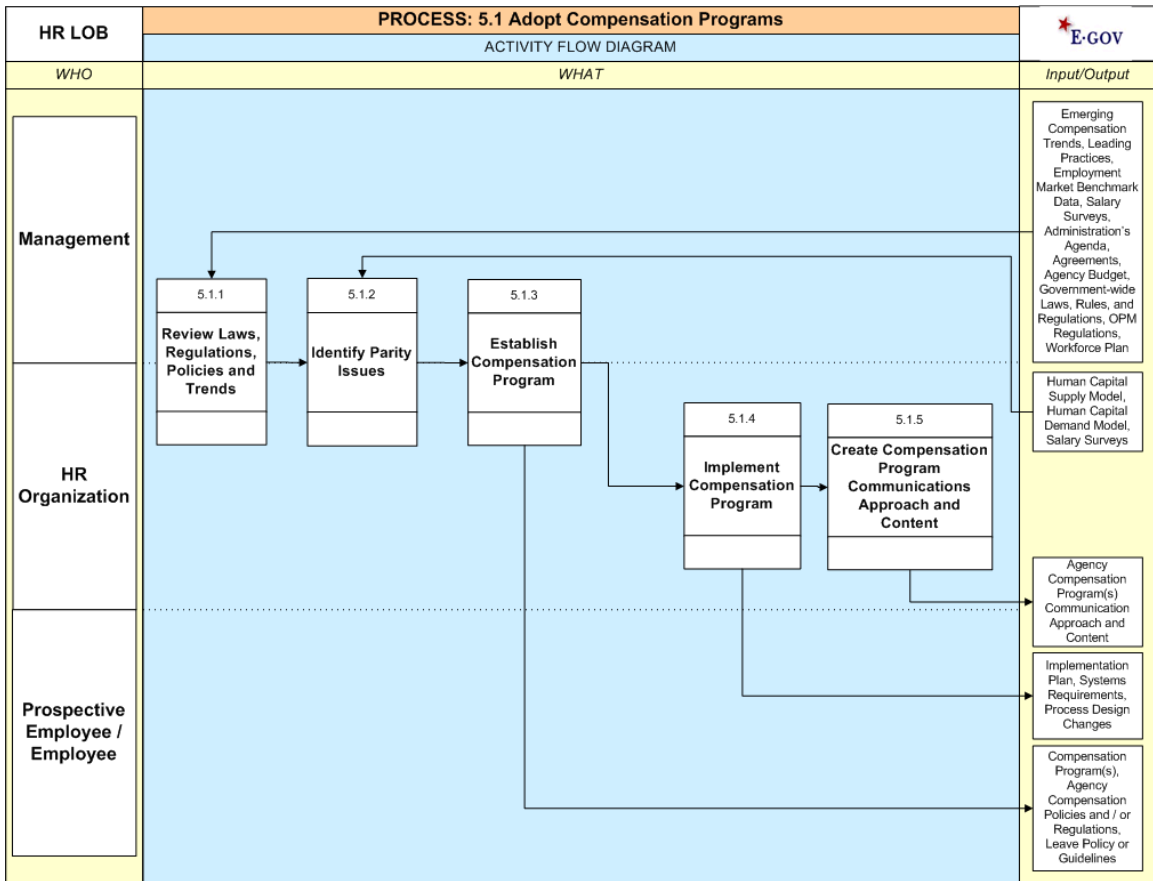


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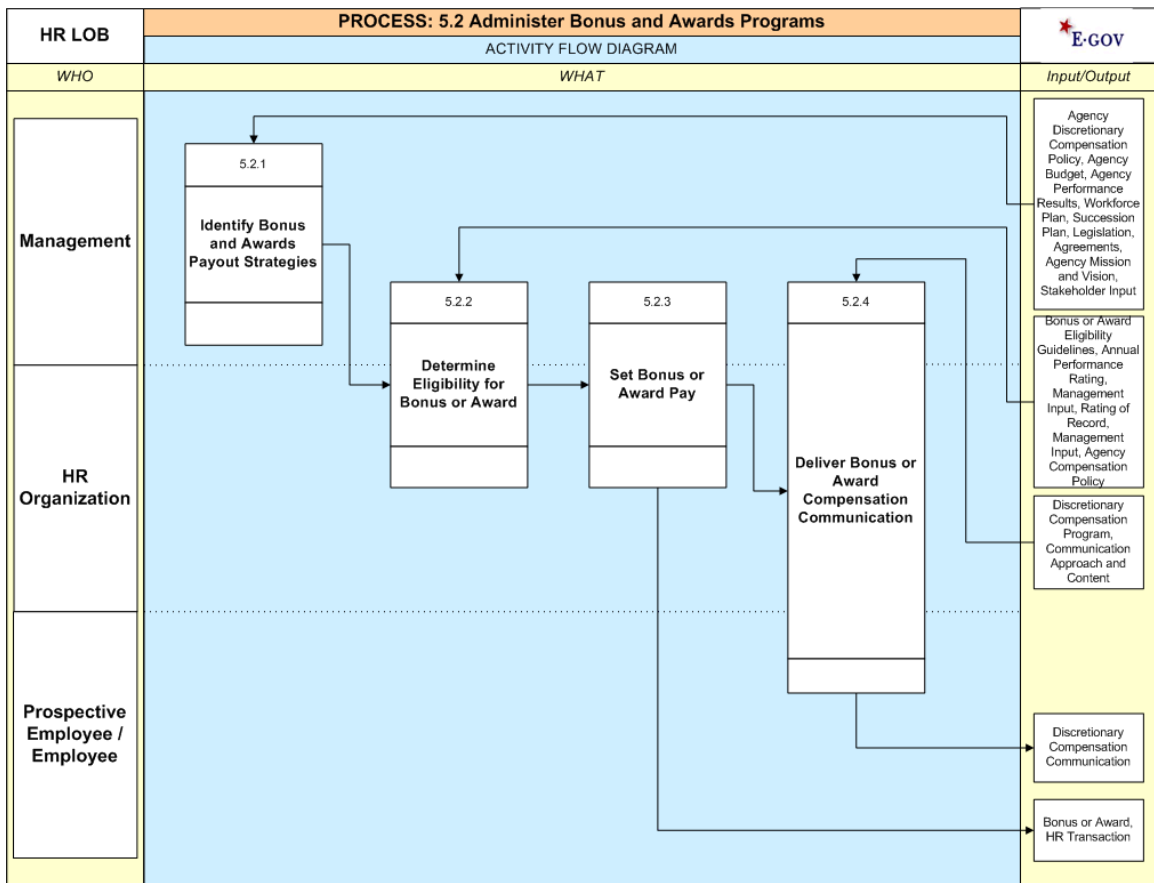




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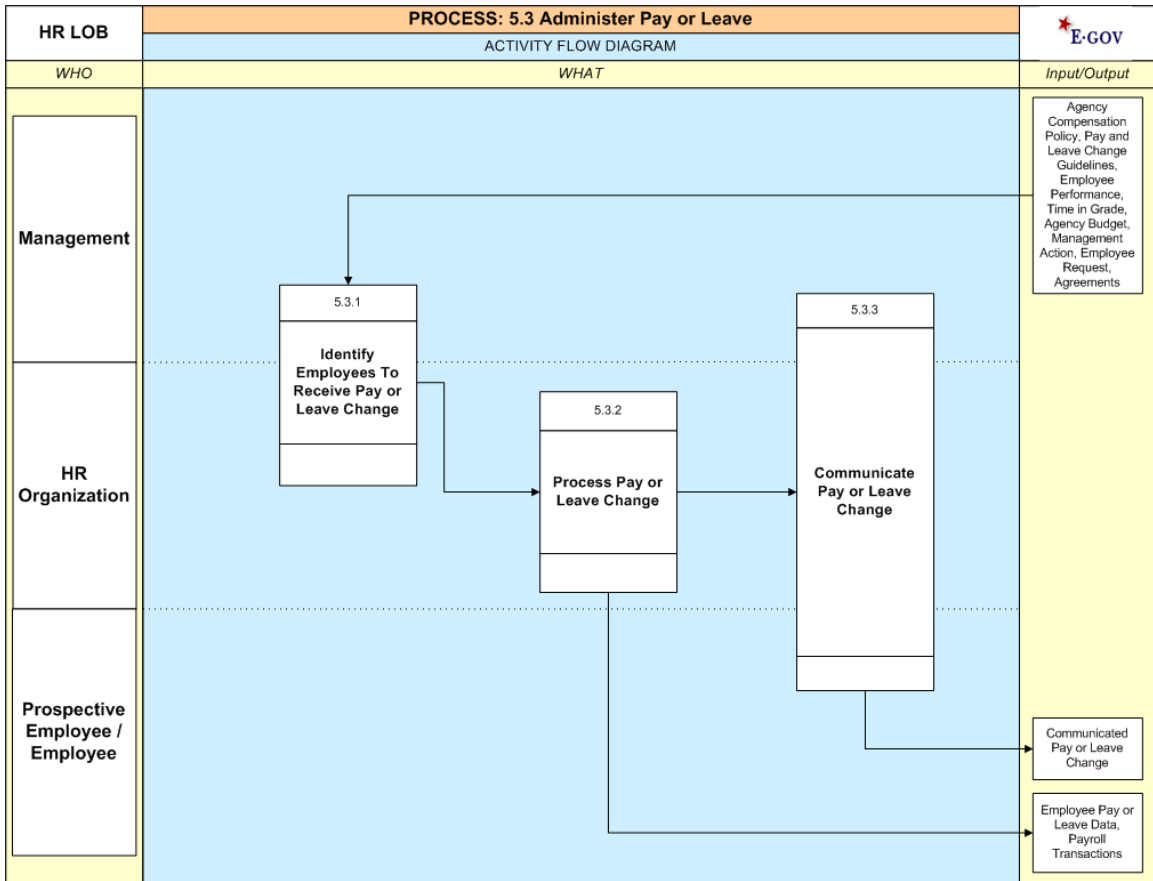


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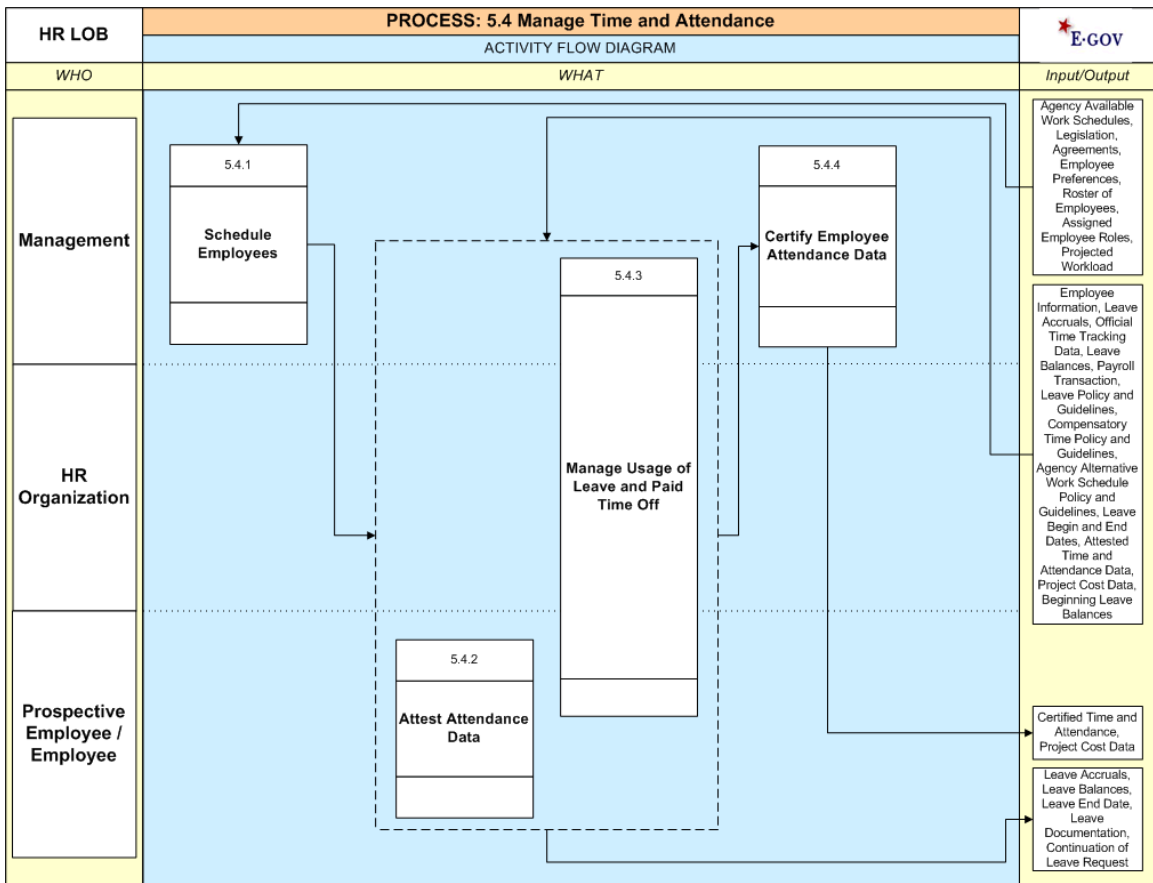




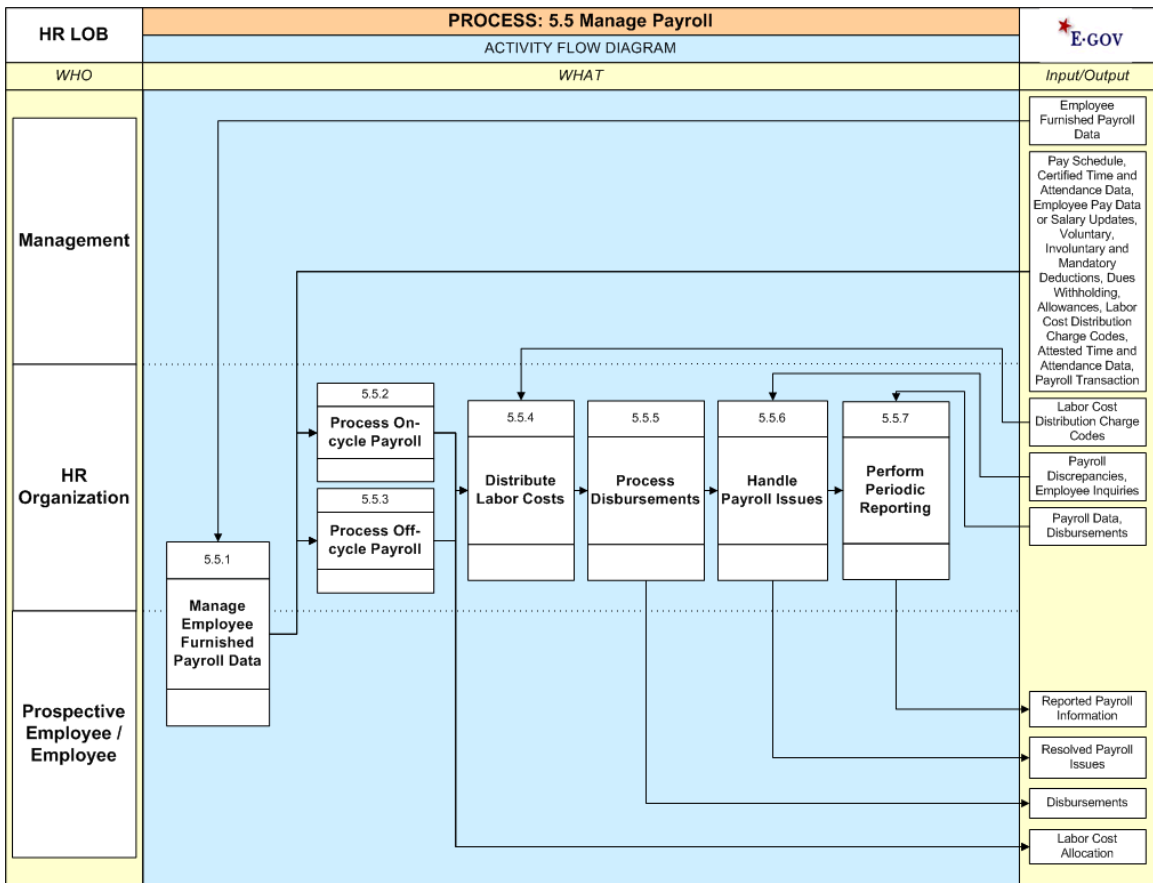
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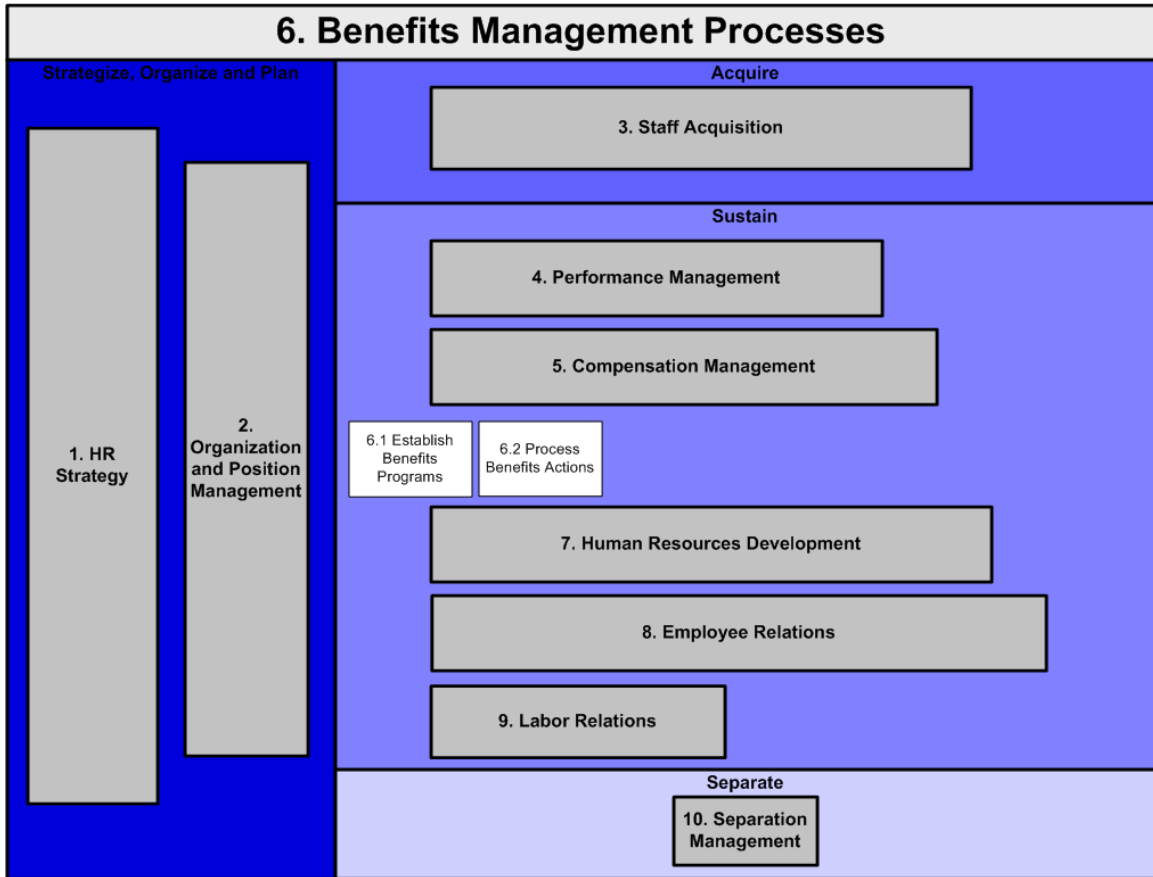


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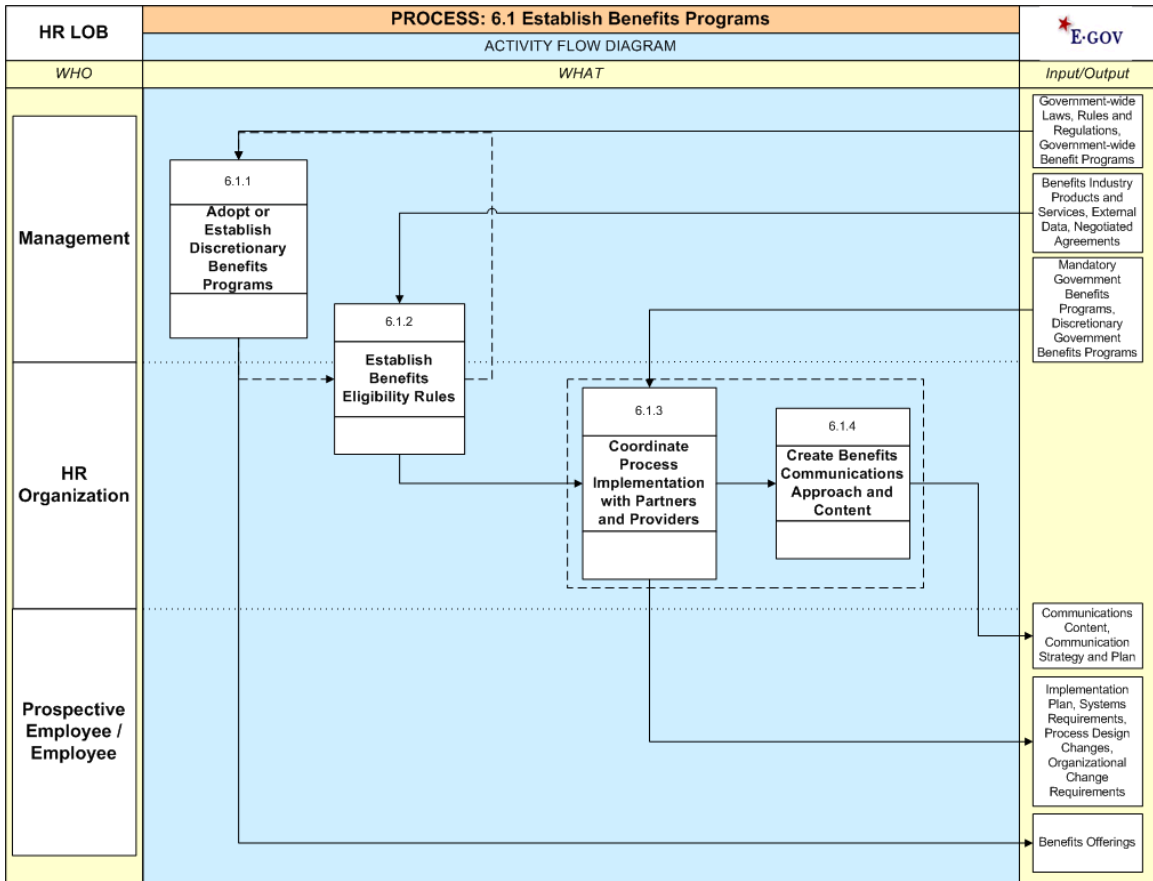


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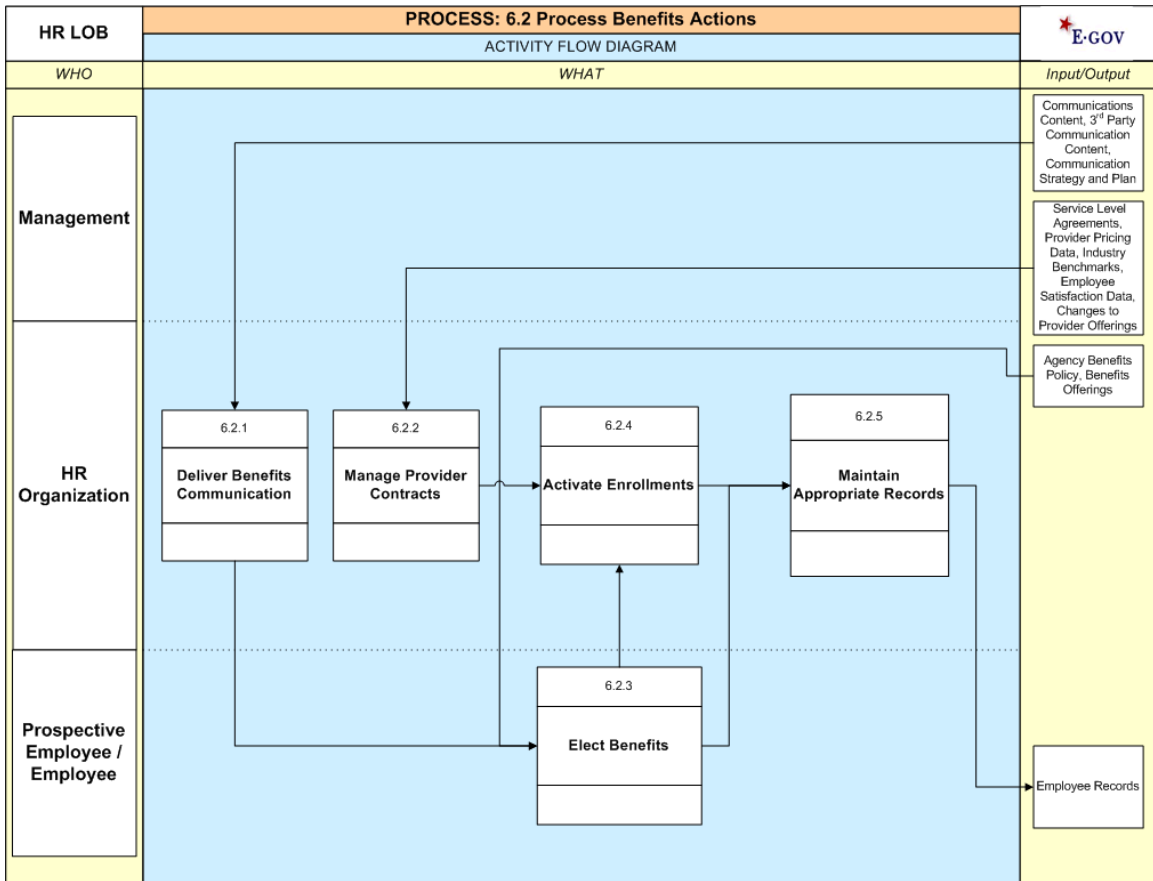


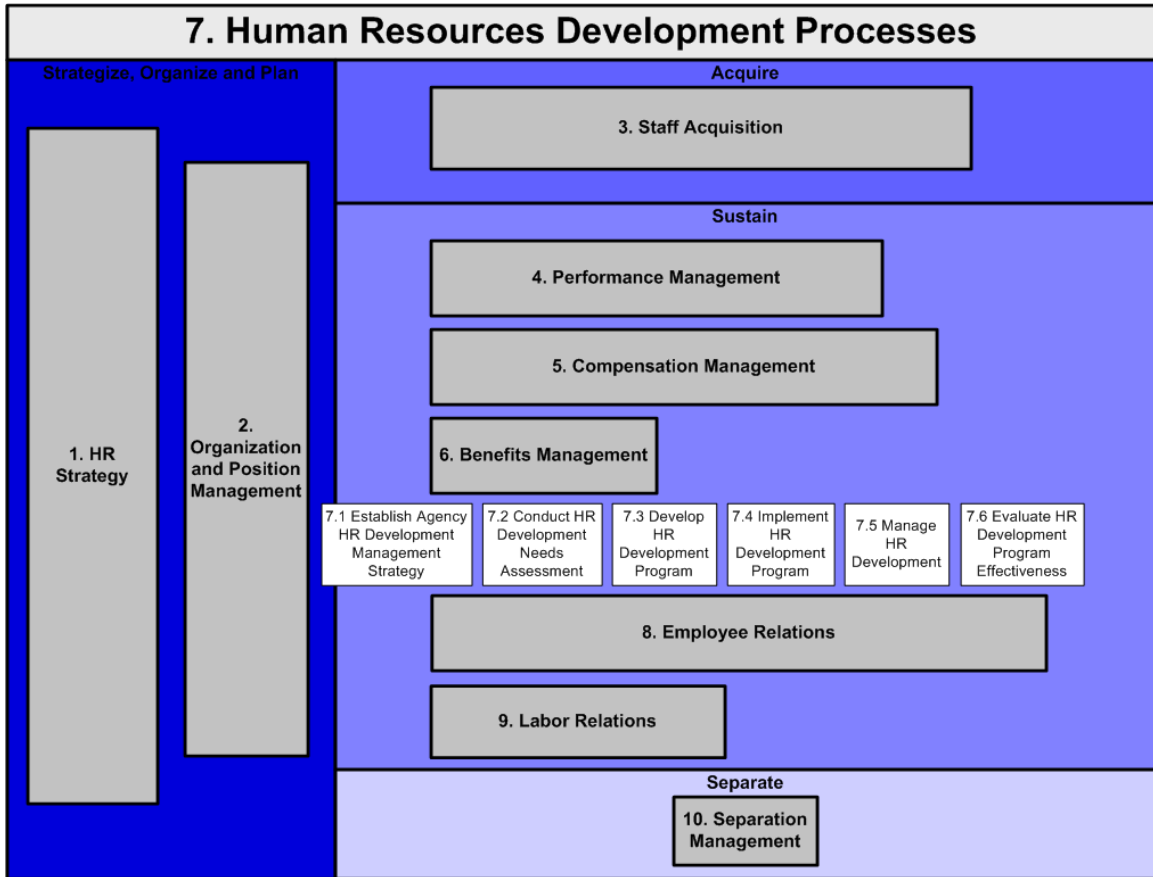


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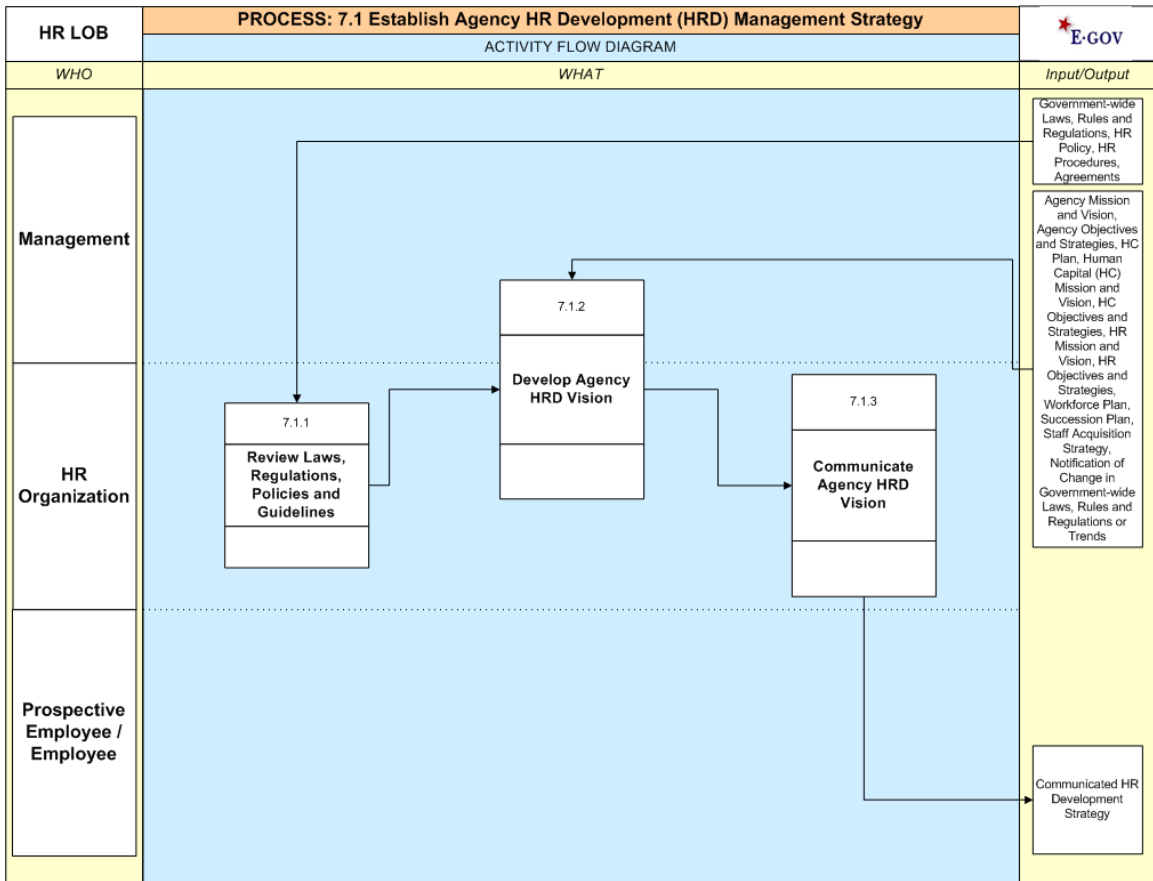


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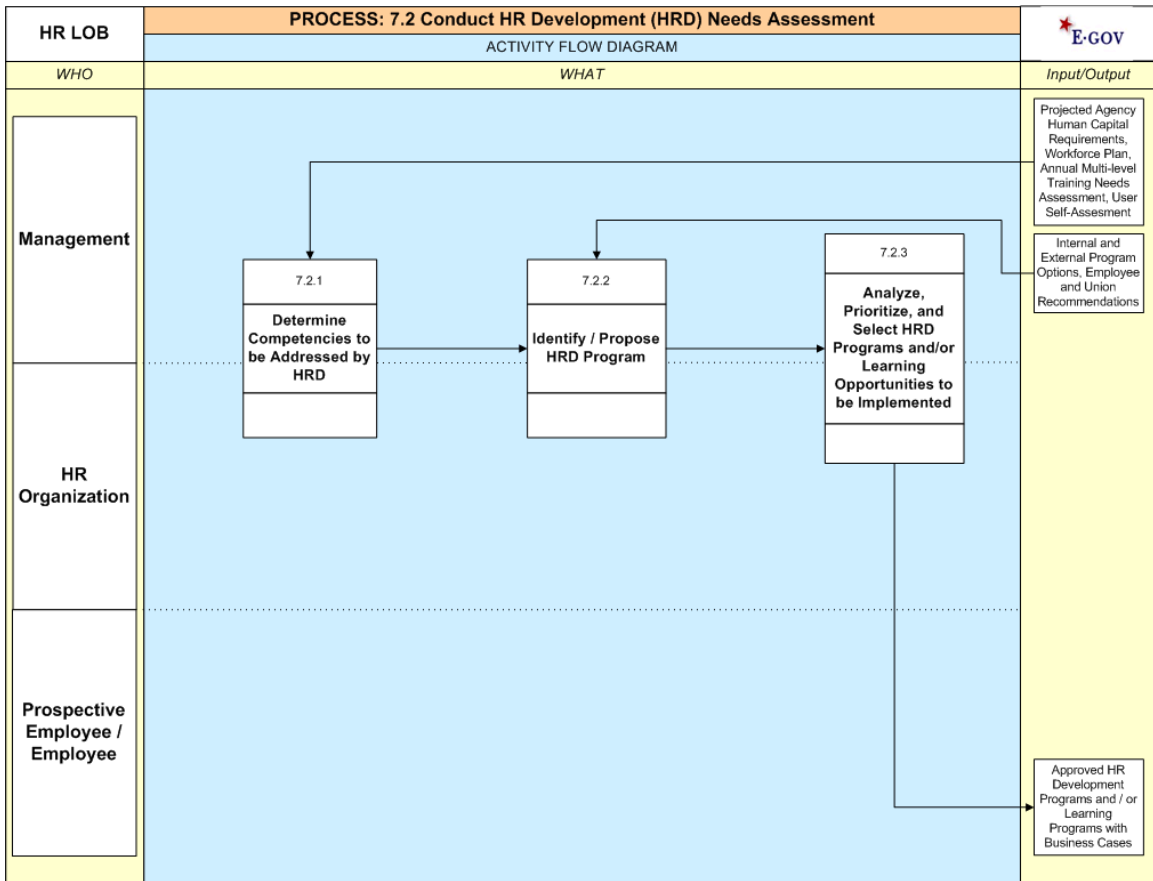


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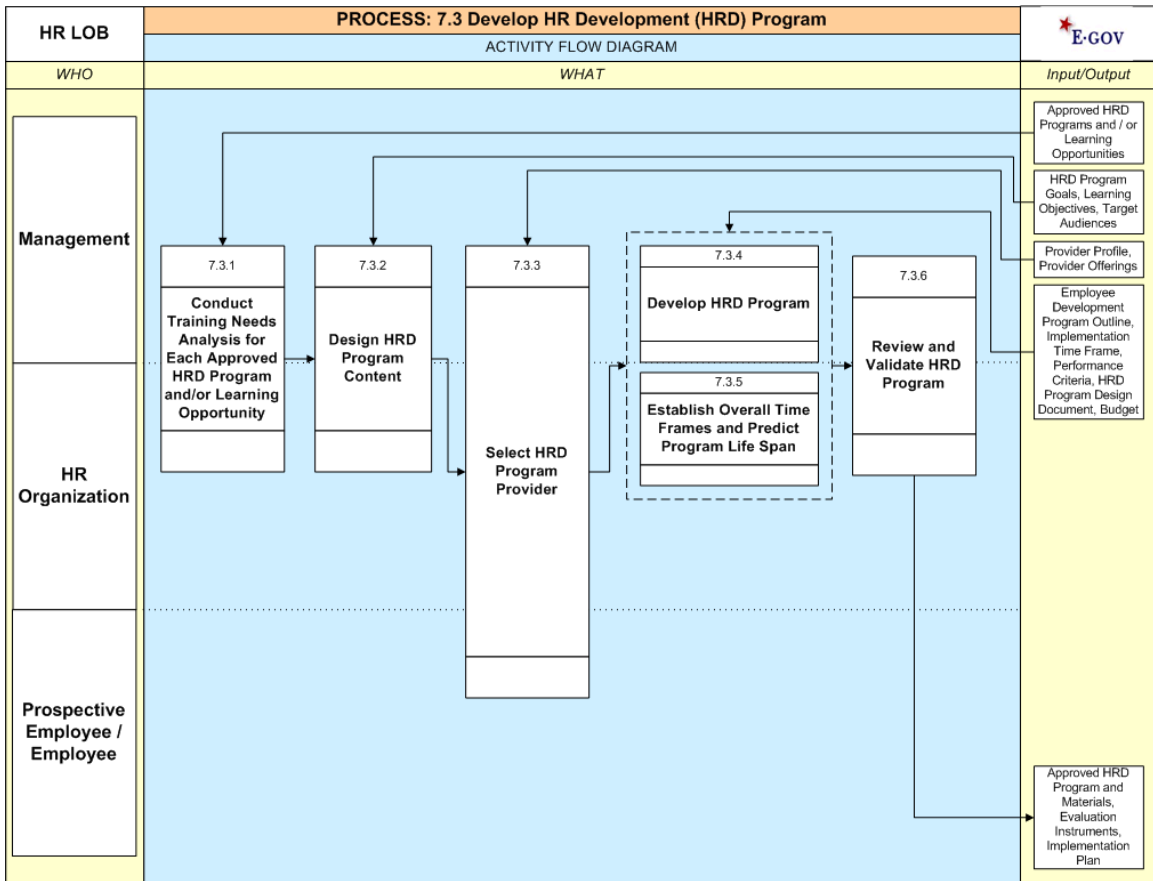




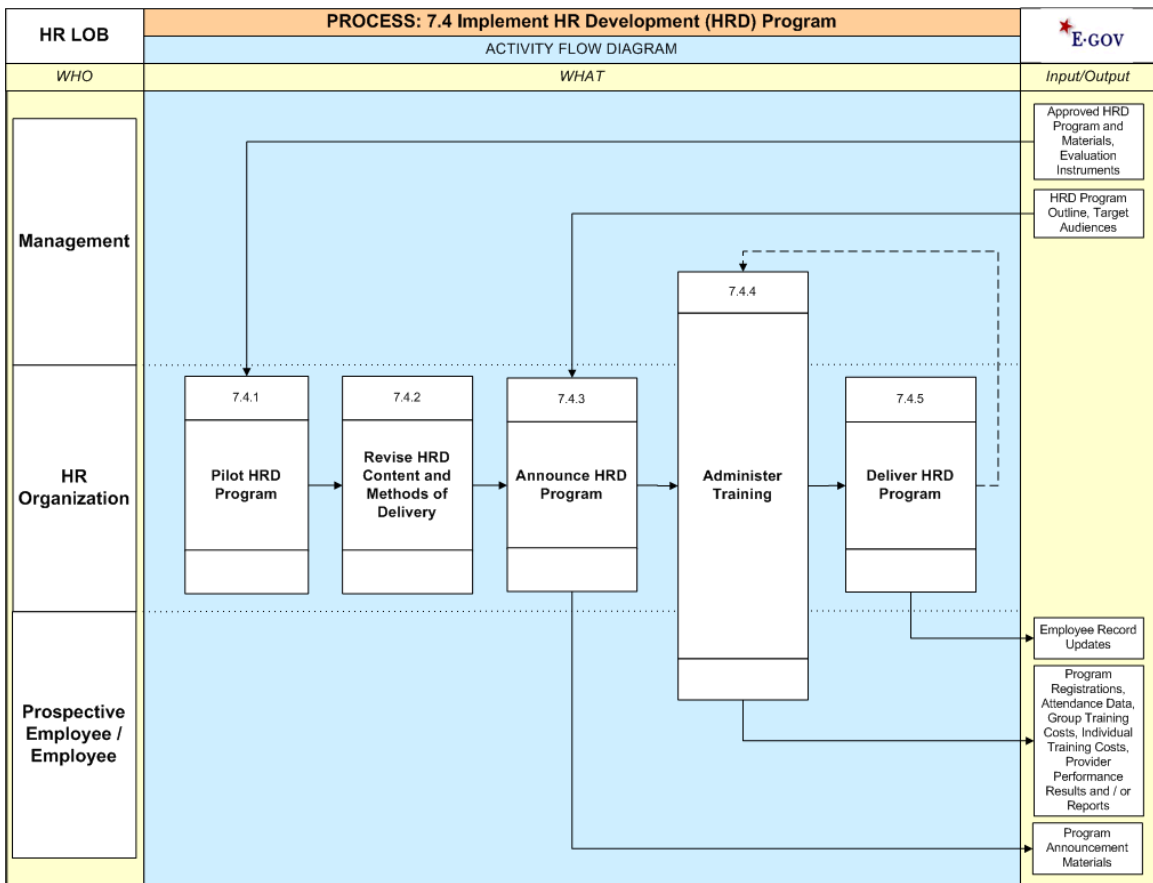
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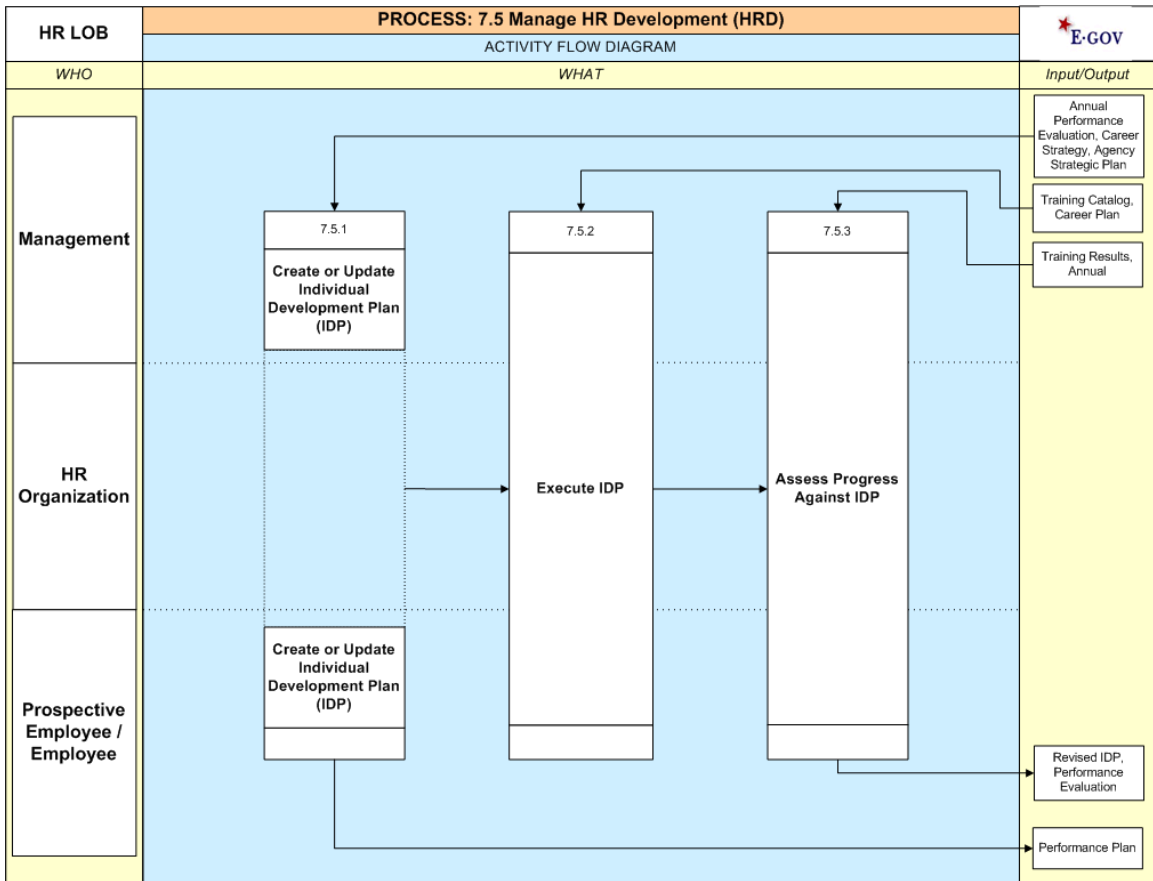
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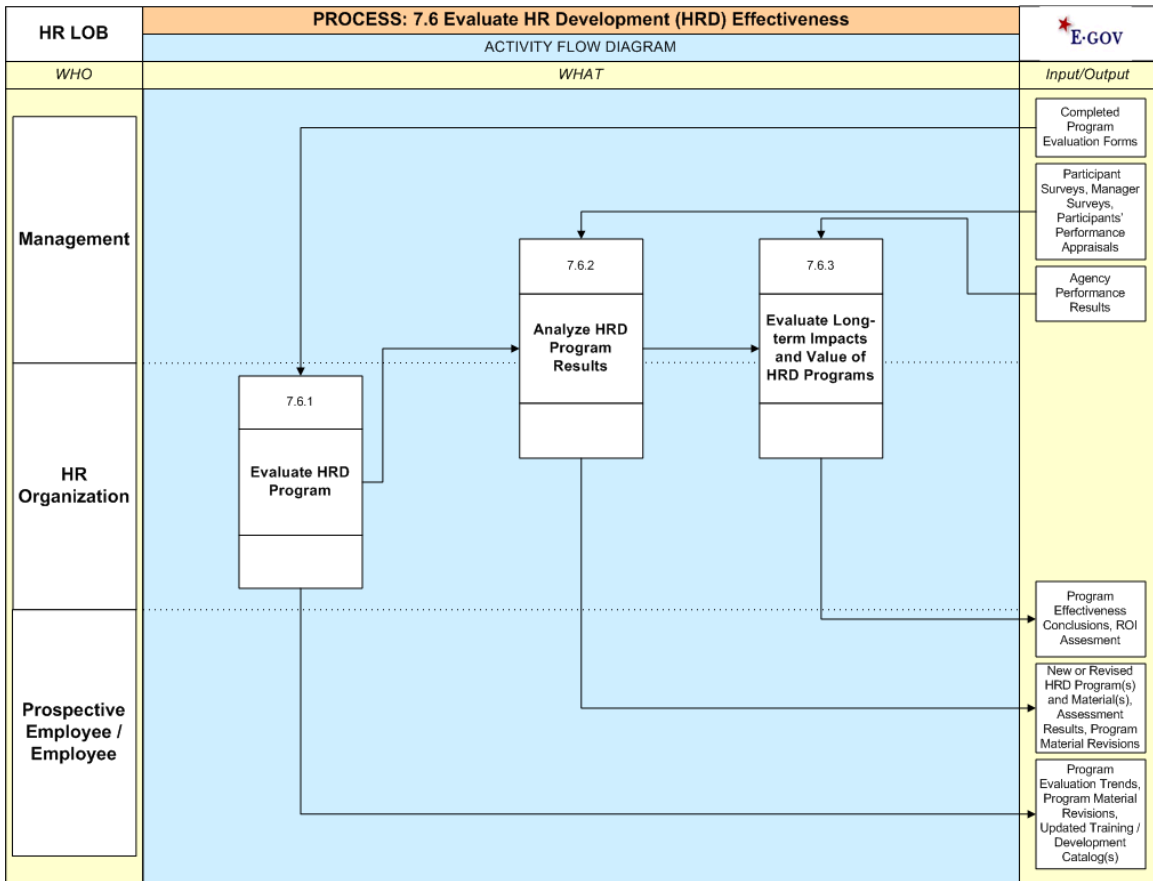
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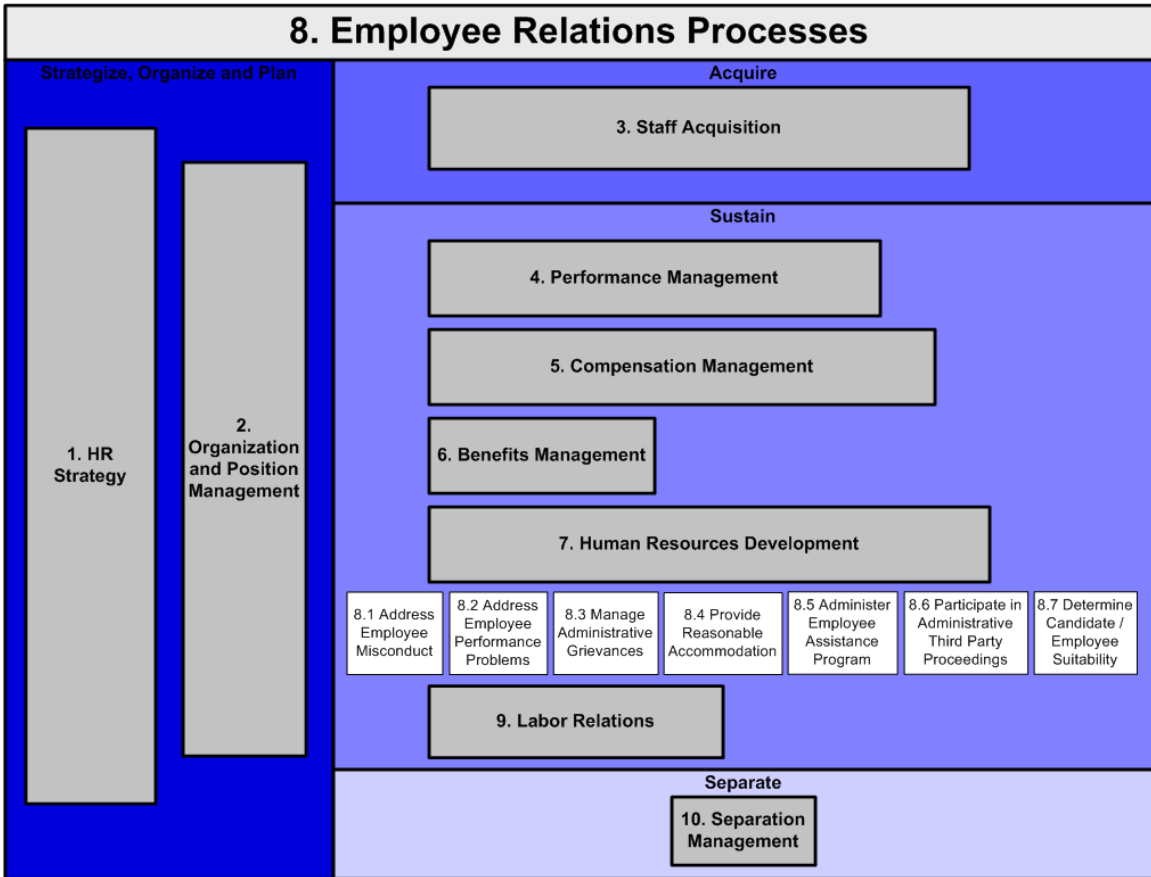


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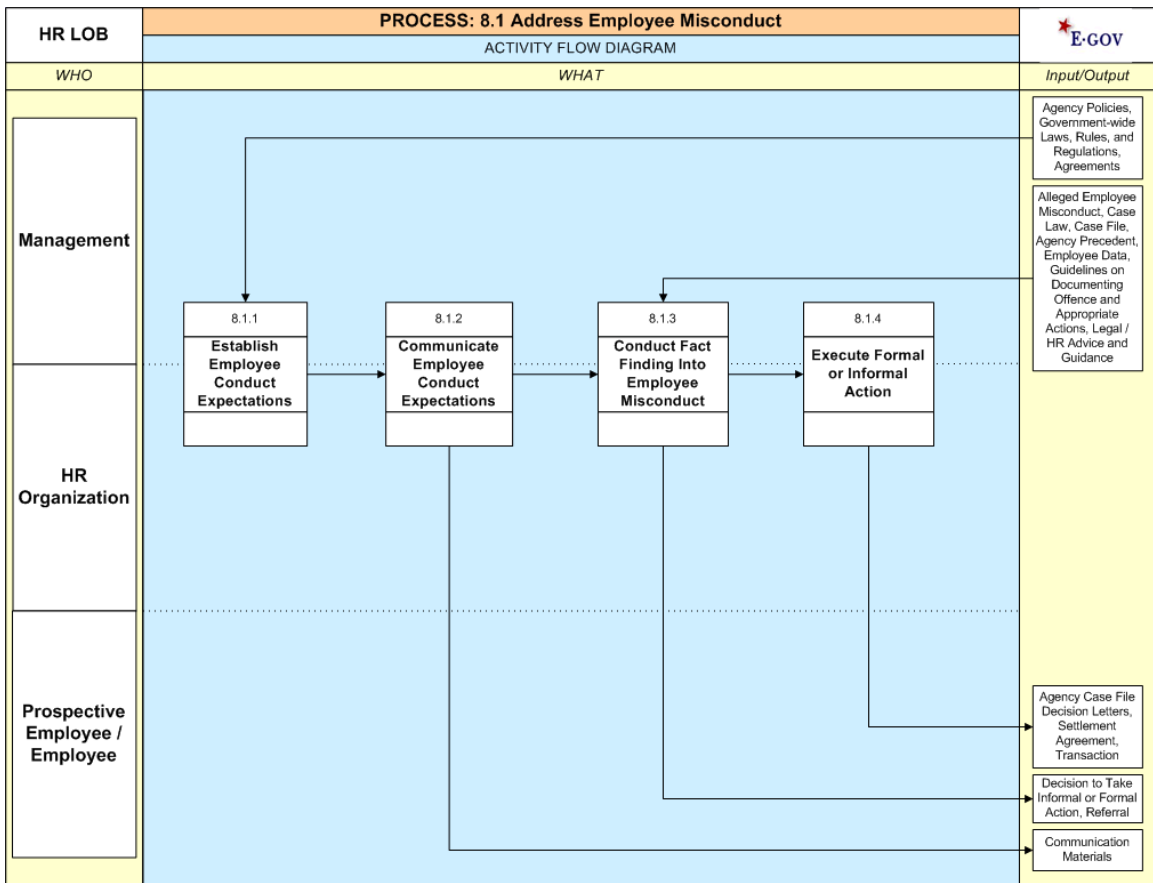


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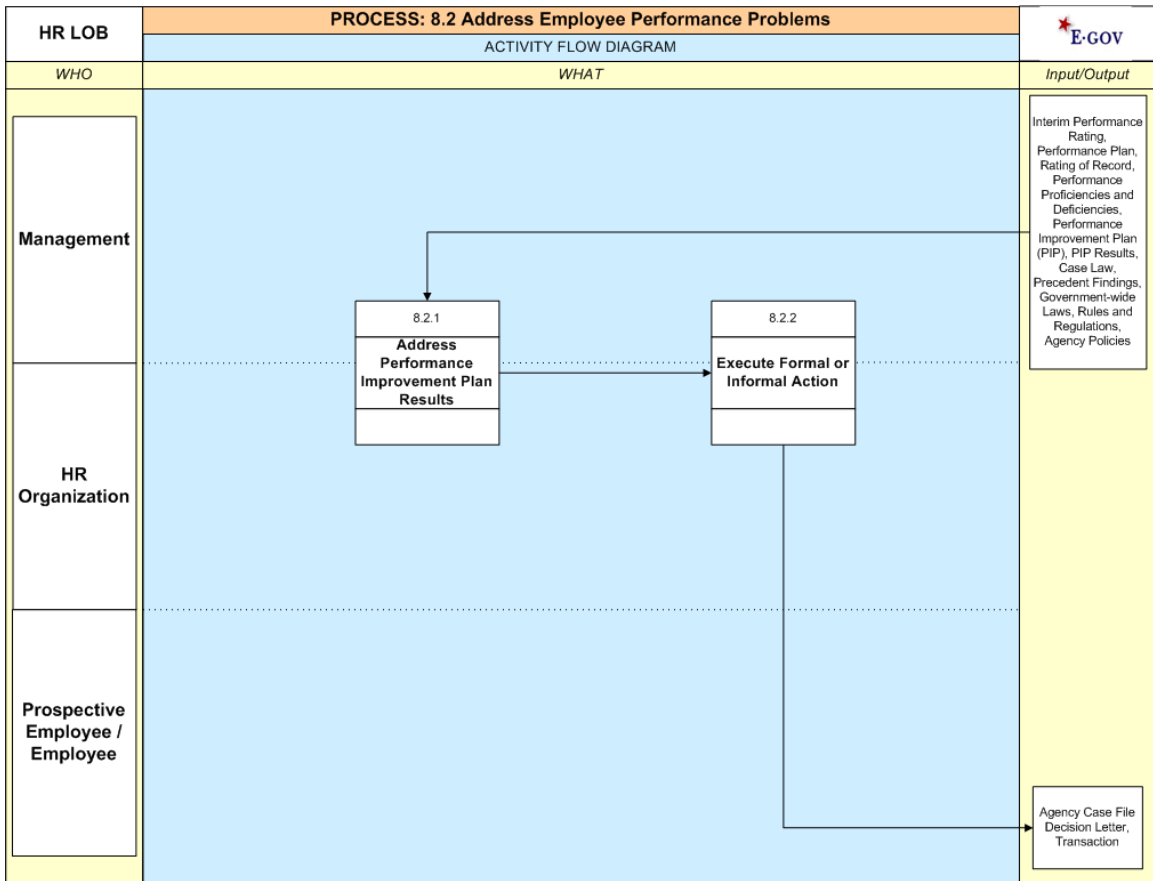




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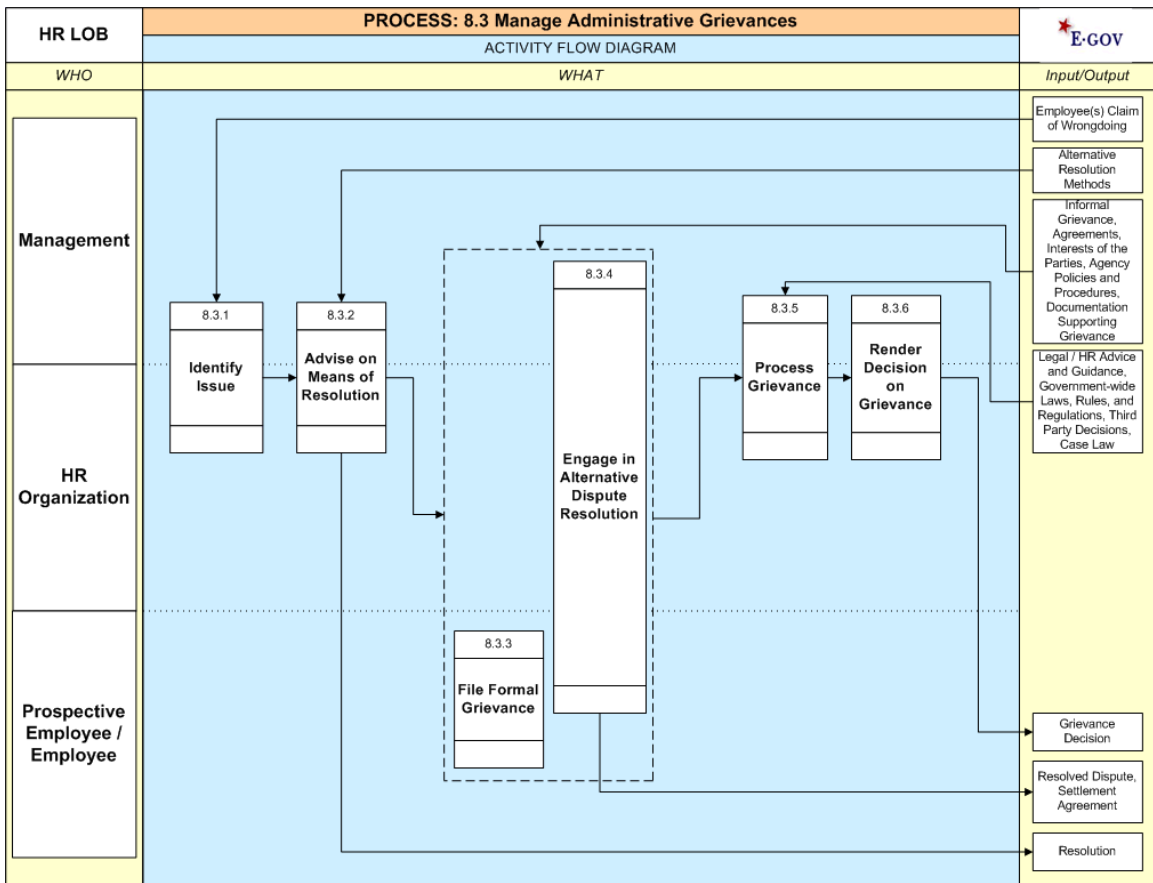


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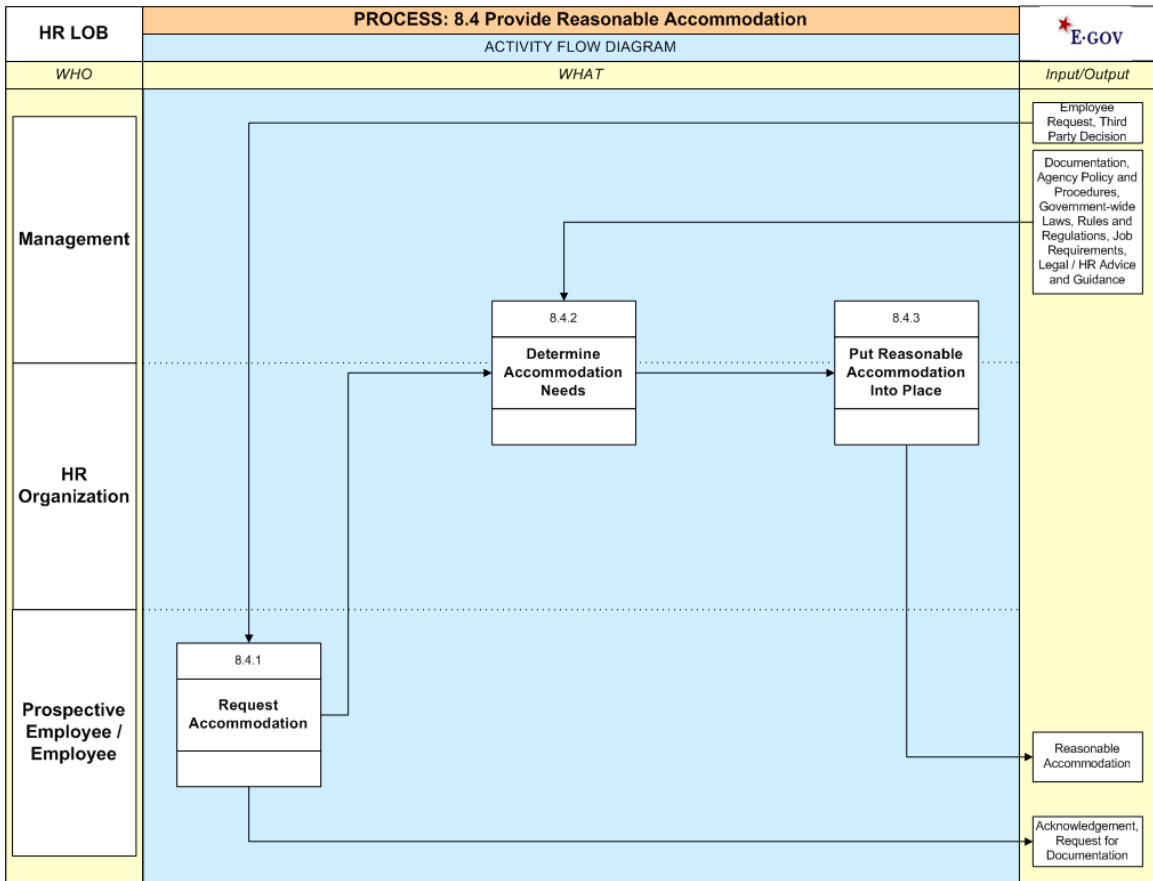




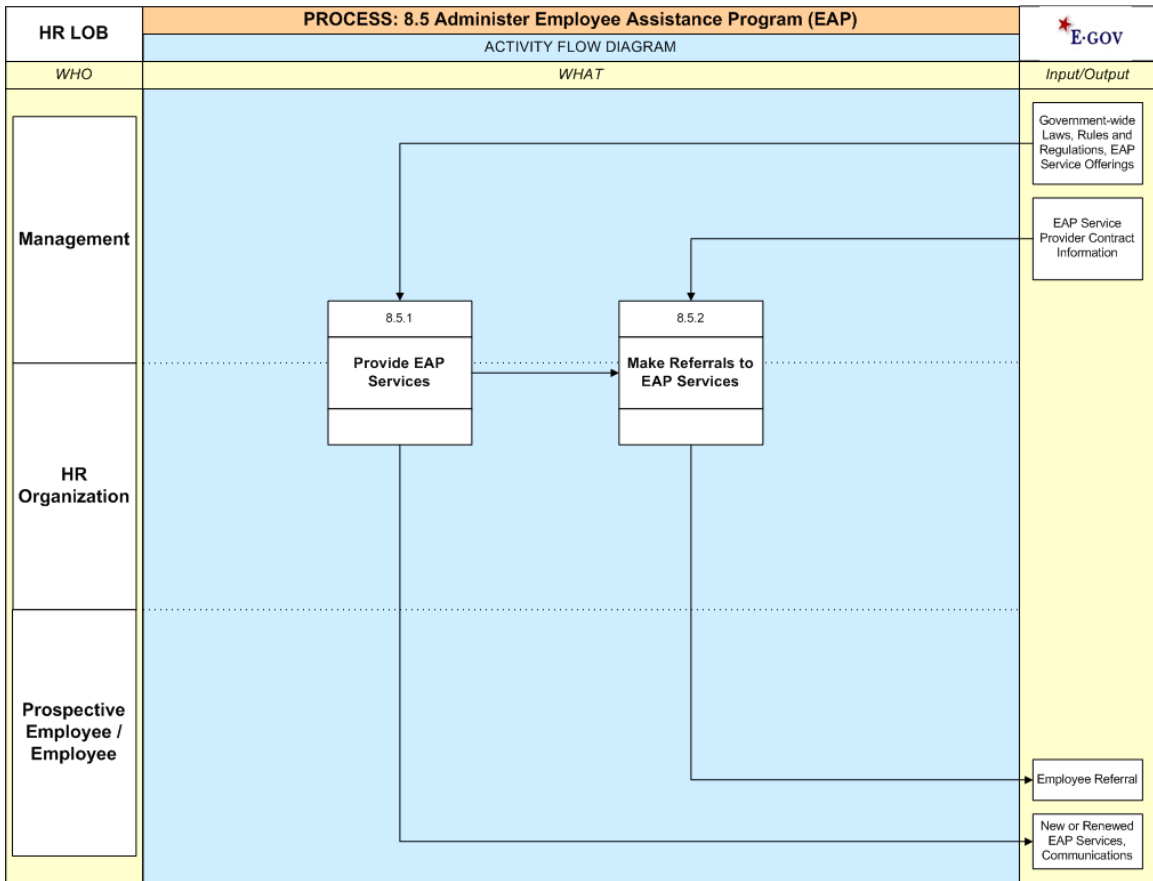
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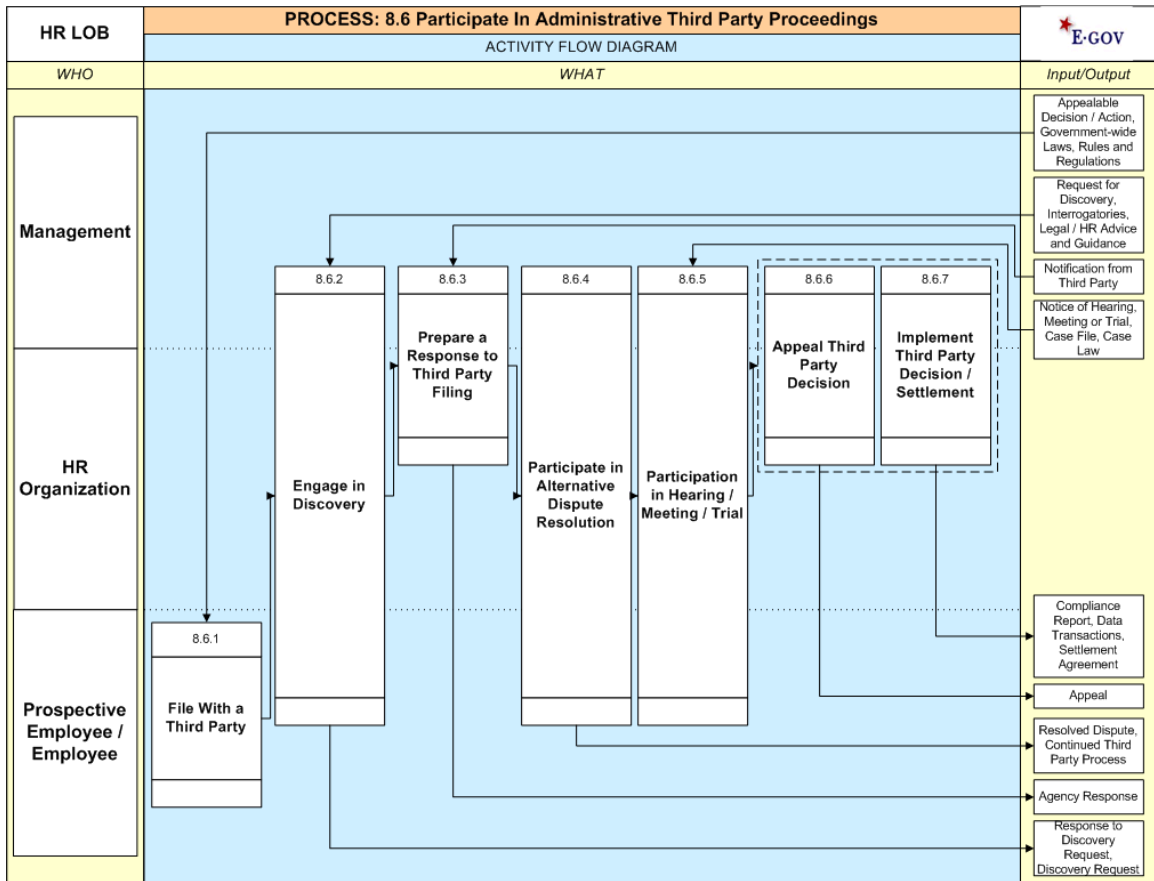
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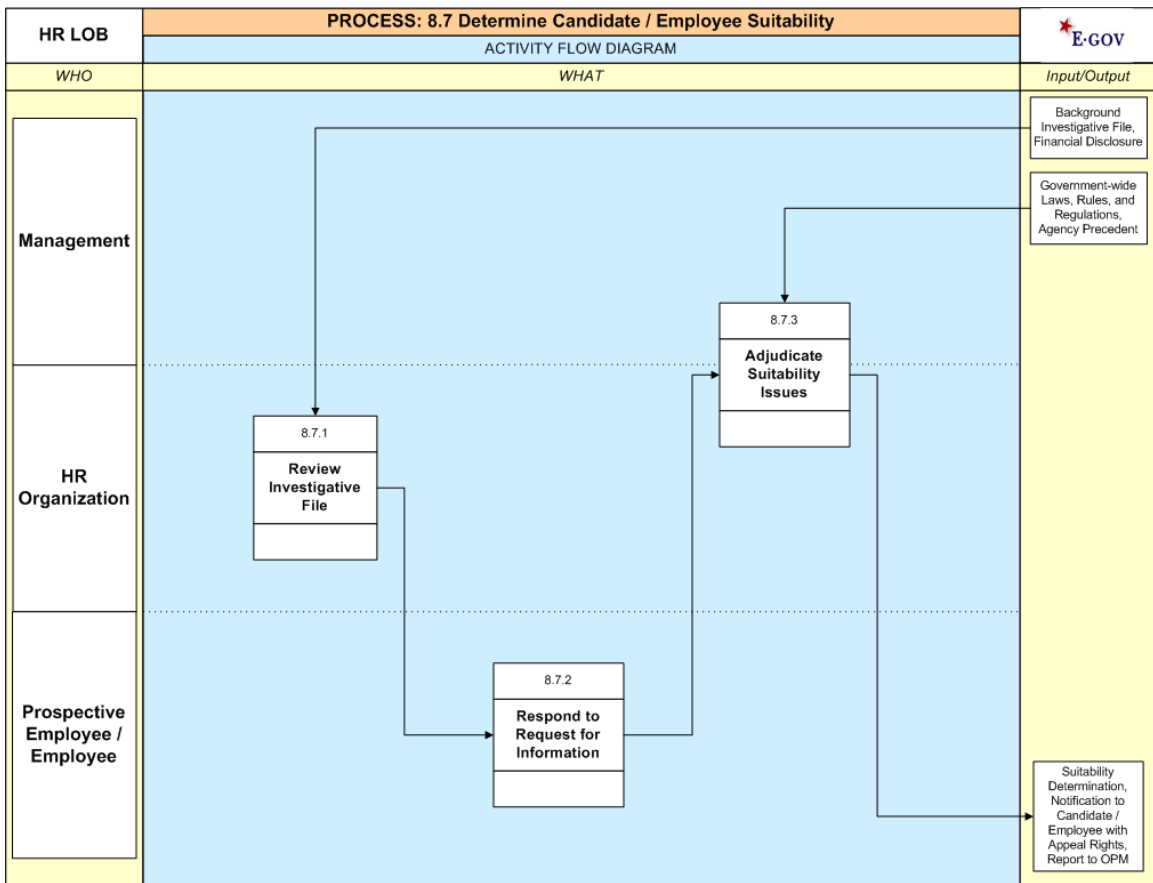
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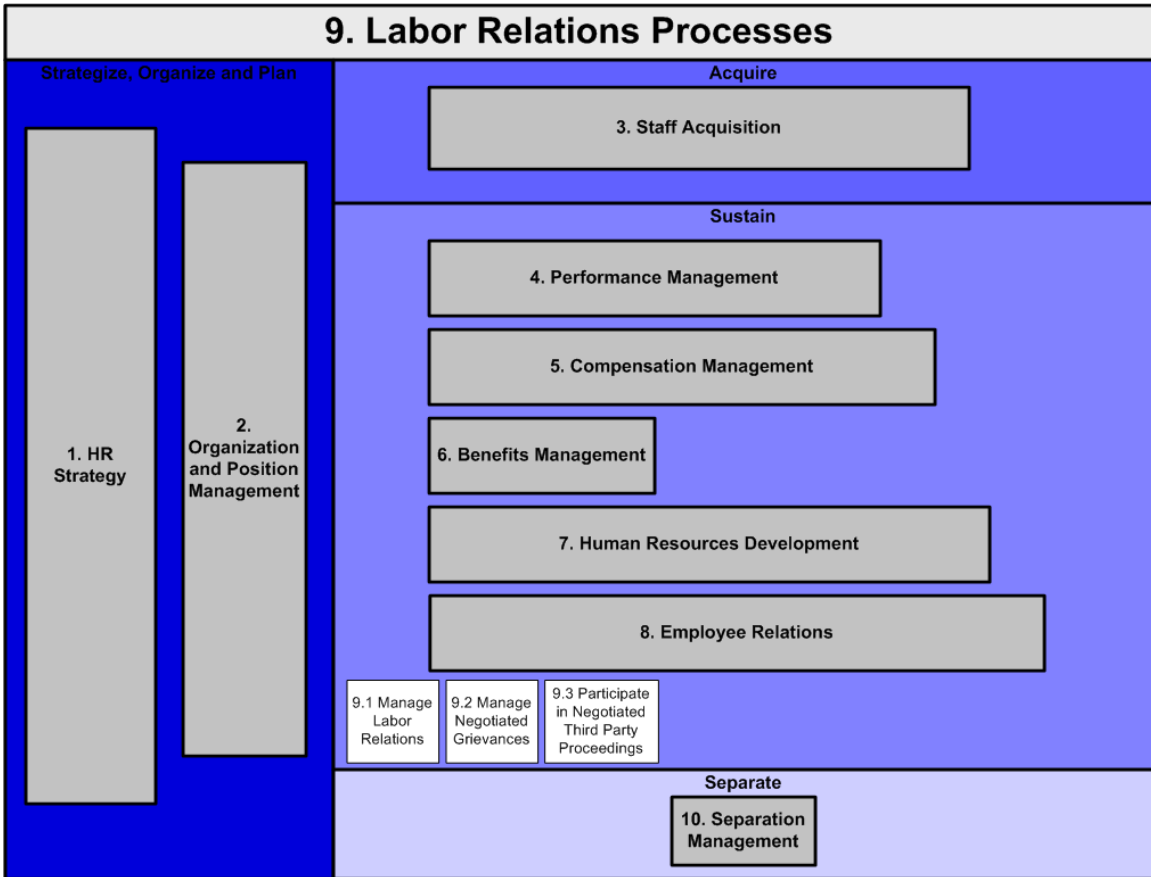


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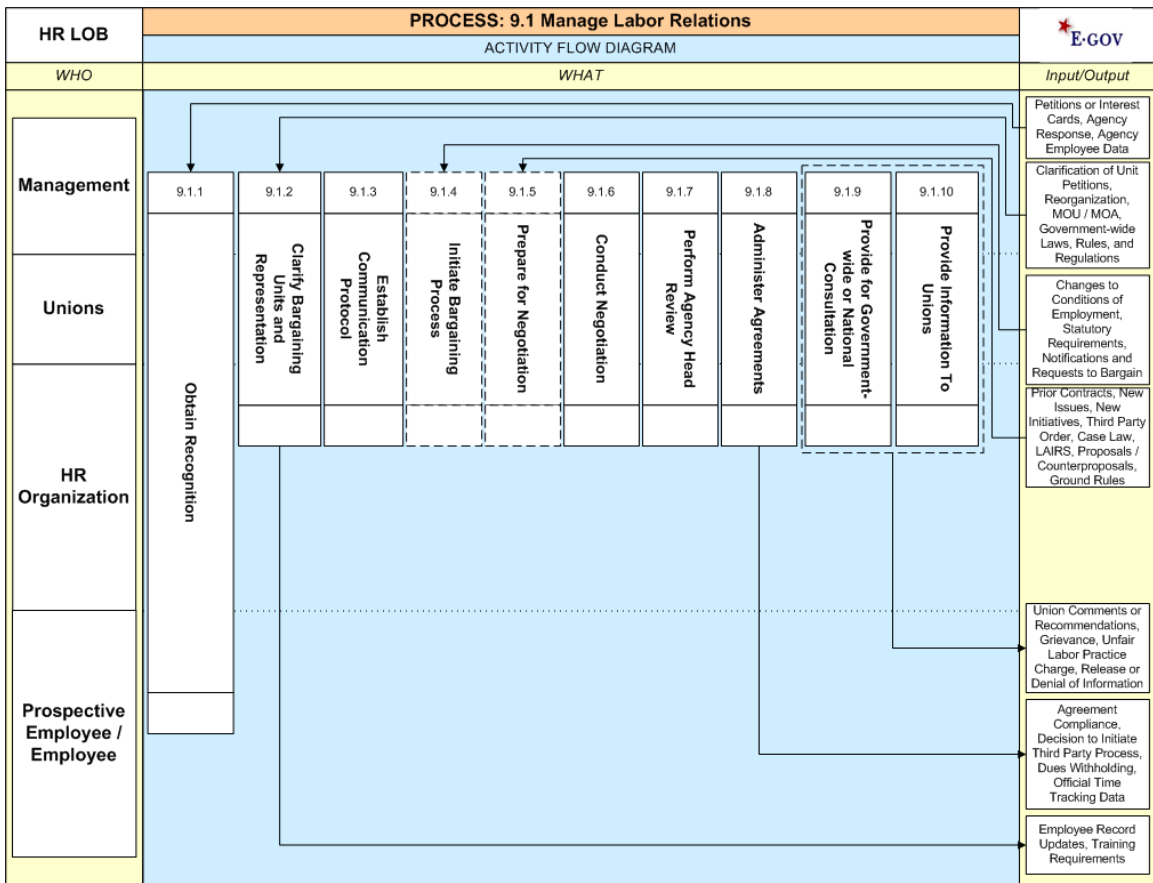


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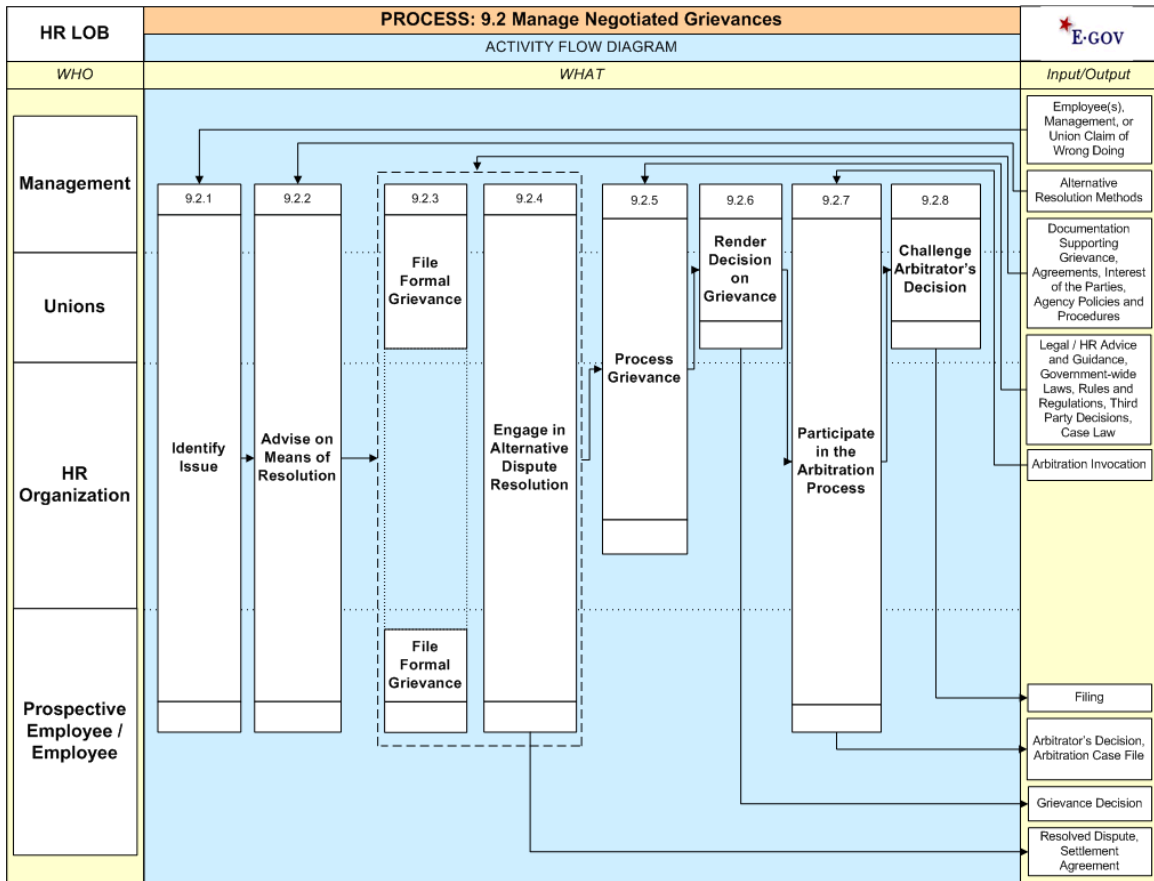




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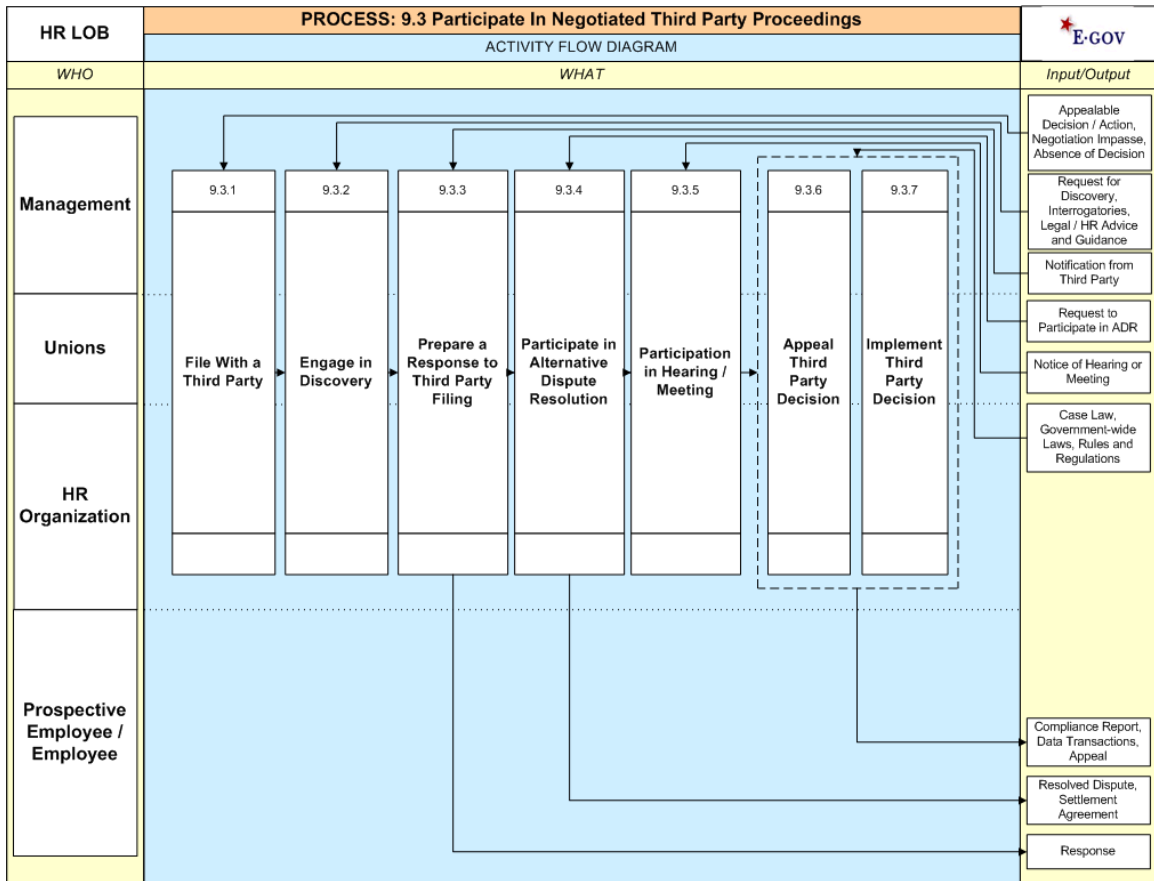


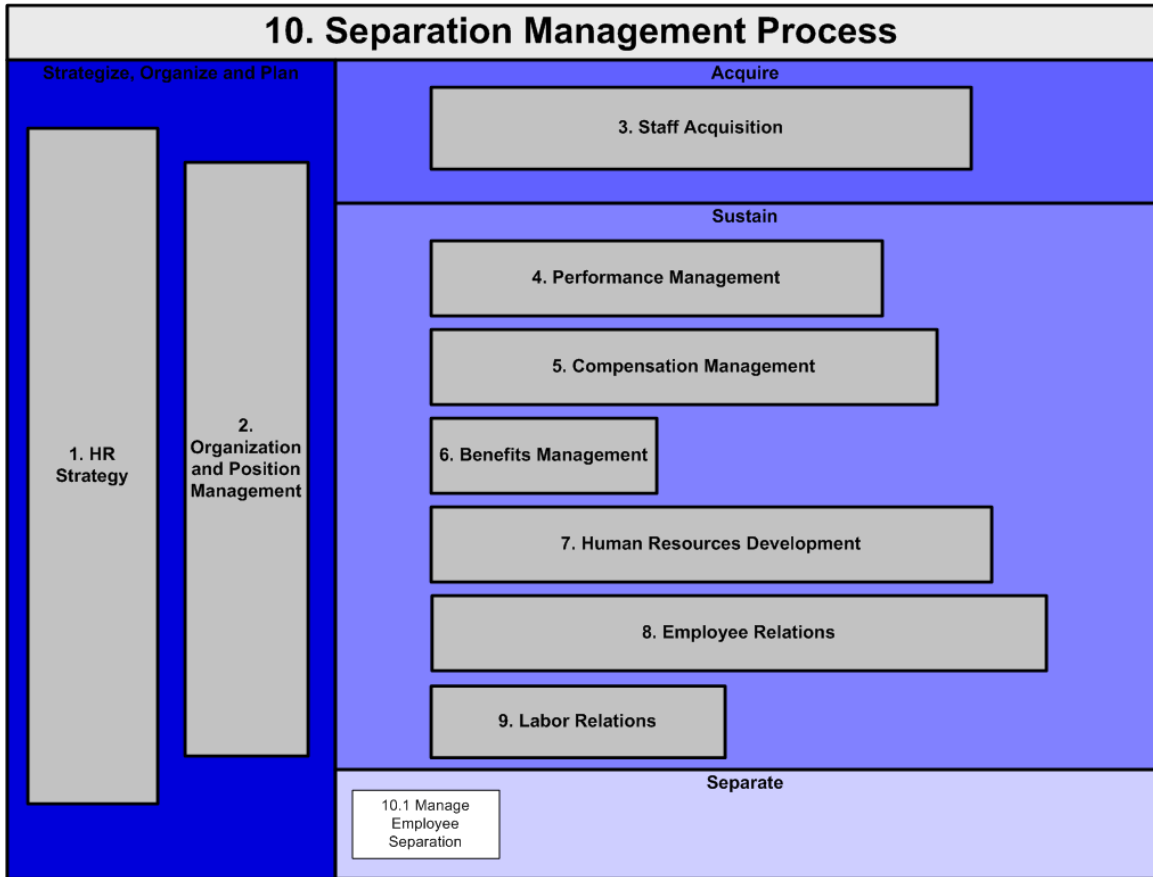
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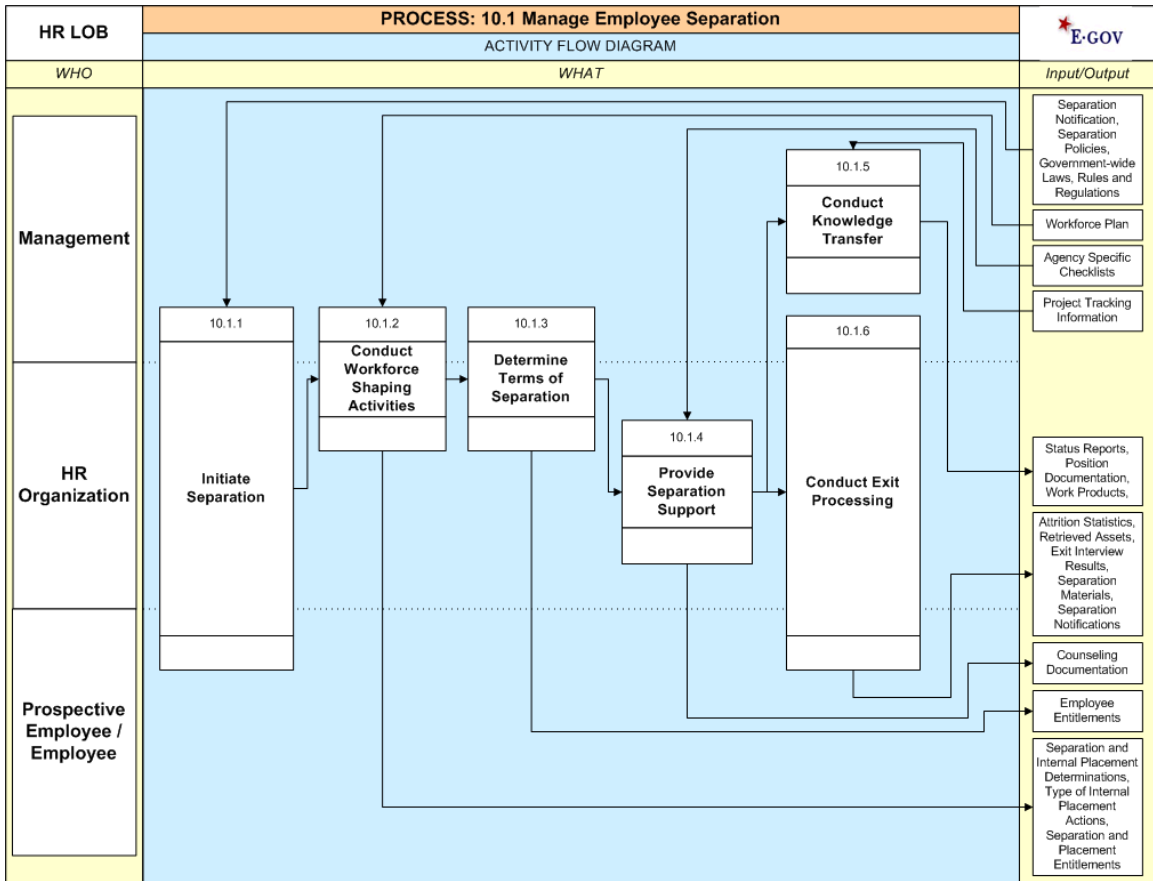


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## **Appendix B**

### **Process Dictionary**

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This Appendix contains definitions of all activities, organized by sub-function, by process and by the numeric sequence in which they appear on the activity flow diagrams.

Activity descriptions appear in a matrix format with three columns. In the first column, the activity numeric identifier appears. In the second column, the activity name and the role(s) that perform the activity appear. The third column contains inputs, the narrative definition of the activity and outputs. Inputs are information that supports the activity to produce the business results of the activity. Outputs are information or business outcomes produced by the activity. The lists of inputs and outputs are “superset” lists; all inputs and outputs may not apply to every instance an activity is carried out.

Roles are also defined in the Process Dictionary

## 1. Human Resources Strategy

*Sub-function Definition:* Develop effective human capital management strategies to ensure federal organizations are able to recruit, select, develop, train and manage a high quality, productive workforce in accordance with merit system principles. This sub-function includes: conducting both internal and external environment scans; developing human resources and human capital strategies and plans; establishing human resources policy and practices; managing current and future workforce competencies; developing workforce plans; developing succession plans; managing the human resources budget; providing human resources and human capital consultative support; and measuring and improving human resources performance.

<b>Process 1.1 Conduct Internal Environment Analysis</b>		
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>1.1.1</b>	Determine Internal Environment Analysis Scope and Objectives  Role: Management HR Organization	<u>Inputs:</u> Agency Objectives and Strategies, Previous and Current External Environment Analysis Results, Previous Internal Environment Analysis Results, Internal Customer Needs, Agency and Human Capital Program Performance and Evaluation Results, Emerging Trends, Benchmark Data, CHCO Council Input, Appropriations Hearings, Legislation, Agreements, Agency Budget  Establish what agency information will be useful to the Human Capital strategic planning process as a prerequisite to Human Resources strategic planning. “Environment” in this context is an entity within the agency that can provide information for HC planning.  <u>Outputs:</u> Internal Environment Analysis Scope and Objectives
<b>1.1.2</b>	Collect Internal Environment Data  Role: HR Organization	<u>Inputs:</u> Internal Environment Analysis Scope and Objectives, Agency Mission and Vision, Agency Objectives and Strategies, Agency Budget, Agency Succession Plan, Agency EEO Profile, Agency Workforce Analysis, Employee Surveys, Human Capital Metrics, Organization Structures  Gathering agency data that will be relevant to the Human Capital strategic planning process.  <u>Outputs:</u> Cataloged Internal Environment Data
<b>1.1.3</b>	Analyze Internal Environment Data  Role: HR Organization	<u>Inputs:</u> Cataloged Internal Environment Data, Internal Environment Scope and Objectives  Analyze agency data to produce findings that will be relevant for Human Capital strategic planning.  <u>Outputs:</u> Internal Environment Findings

<b>Process</b>	<b>1.1 Conduct Internal Environment Analysis</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>1.1.4</b>	Disseminate Internal Environment Analysis Results  Role: HR Organization	<u>Inputs:</u> Internal Environment Findings  Provide internal environment findings to those people who will be involved in the HR strategic planning process and to others who have a more general interest in Human Capital strategy.  <u>Outputs:</u> Internal Environment Report

Process	<b>1.2 Conduct External Environment Analysis</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>1.2.1</b>	Determine External Environment Analysis Scope and Objectives  Role: Management HR Organization	<p><u>Inputs:</u> Employment Market, Previous External Environment Analysis Results, Previous and Current Internal Environment Analysis Results, Benchmark Data, Previous and Emerging Customer Needs, Emerging Trends, Leading Practices, Administration’s Agenda</p> <p>Establish the overall purpose of doing external environment analysis as a prerequisite to Human Capital strategic planning. “Environment” in this context is an entity outside of the agency that can provide information for HC planning. Using this as a basis, boundaries are drawn around the external research that is to be performed by determining what information in the agency’s external environment can provide relevant insight to the HC strategic planning process.</p> <p><u>Outputs:</u> External Environment Analysis Scope and Objectives</p>
<b>1.2.2</b>	Identify External Environment Data Collection Protocols  Role: HR Organization	<p><u>Inputs:</u> External Environment Analysis Scope and Objectives</p> <p>Select sources (e.g., OMB, Unions, Congress) and collection approaches that will be used to gather the data external to the agency to be used for Human Capital strategic planning.</p> <p><u>Outputs:</u> External Environment Analysis Protocols</p>
<b>1.2.3</b>	Define External Environment Analysis Protocols  Role: HR Organization	<p><u>Inputs:</u> External Environment Analysis Scope and Objectives</p> <p>Select analysis practices and techniques that will be applied to external environment data to produce information and insight useful for Human Capital strategic planning (e.g., surveys, interviews, trend analysis).</p> <p><u>Outputs:</u> External Environment Analysis Methods, External Environment Analysis Plan</p>
<b>1.2.4</b>	Collect External Environment Data  Role: HR Organization	<p><u>Inputs:</u> External Environment Analysis Protocols, External Environment Analysis Methods, External Environment Analysis Plan</p> <p>Gather data - using predefined data collection protocols - that will help provide perspective on strategies, trends, issues, events and other insight that will be relevant to the Human Capital strategic planning process.</p> <p><u>Outputs:</u> Cataloged External Environment Data</p>
<b>1.2.5</b>	Analyze External Environment Data  Role: HR Organization	<p><u>Inputs:</u> Cataloged External Environment Data</p> <p>Analyze data - using predefined data analysis protocols - that will help provide perspective on strategies, trends, issues, events and other insight that will be useful to Human Capital strategic planning.</p> <p><u>Outputs:</u> External Environment Findings</p>

<b>Process</b>	<b>1.2 Conduct External Environment Analysis</b>	
<b><i>ID</i></b>	<b><i>Activity Name</i></b>	<b><i>Activity Definition</i></b>
<b>1.2.6</b>	Disseminate External Environment Analysis Results  Role: HR Organization	<u><i>Inputs:</i></u> External Environment Findings  Provide external environment findings to those people who will be involved in the Human Capital strategic planning process and to others who have a more general interest in Human Capital strategy.  <u><i>Outputs:</i></u> External Environment Report



Process	<b>1.3 Develop HC and HR Strategies</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>1.3.1(a)</b>	Formulate / Update HC Mission and Vision  Role: Management HR Organization	<p><u>Inputs:</u> Administration’s Agenda, Agency Mission and Vision, External Environment Report, Internal Environment Report, Analysis of Leading Practices</p> <p>Establish / update the short- and long-term views of what the concept and practice of Human Capital Management means to the agency. This provides philosophical and / or ideological guidance on how management of human capital helps achieve the agency’s mission and vision.</p> <p><u>Outputs:</u> HC Mission and Vision</p>
<b>1.3.1(b)</b>	Formulate / Update HR Mission and Vision  Role: HR Organization	<p><u>Inputs:</u> Administration’s Agenda, Agency Mission and Vision, External Environment Report, Internal Environment Report, Analysis of Leading Practices, HC Mission and Vision</p> <p>Establish / update the short- and long-term views of what the concept and practice of Human Resources means to the agency. This provides philosophical and / or ideological guidance on how Human Resources management helps achieve the agency’s mission and vision.</p> <p><u>Outputs:</u> HR Mission and Vision</p>
<b>1.3.2(a)</b>	Develop Multi-year HC Objectives and Strategies  Role: Management HR Organization	<p><u>Inputs:</u> Agency Objectives and Strategies, HC Mission and Vision, HC Budget, External Environment Report, Internal Environment Report, Agency Workforce Plan, Existing Recruitment and Employee Development Programs</p> <p>Establish Human Capital objectives and strategies that integrate HR activities with the achievement of the agency mission and vision in a global environment.</p> <p><u>Outputs:</u> HC Objectives and Strategies</p>
<b>1.3.2(b)</b>	Develop Multi-year HR Objectives and Strategies  Role: HR Organization	<p><u>Inputs:</u> Agency Objectives and Strategies, HC Mission and Vision, HC Budget, External Environment Report, Internal Environment Report, Agency Workforce Plan, Existing Recruitment and Employee Development Programs, HC Objectives and Strategies, HR Mission and Vision</p> <p>Establish Human Resources objectives and strategies that integrate HR activities with the achievement of the agency mission and vision in a global environment and in the context of the multi-year HC objectives and strategies.</p> <p><u>Outputs:</u> HR Objectives and Strategies</p>

Process	<b>1.3 Develop HC and HR Strategies</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>1.3.3(a)</b>	Establish HC Goals, Milestones and Evaluation Criteria  Role: Management HR Organization	<p><u>Inputs:</u> HC Objectives and Strategies, HR Budget</p> <p>Develop annual plans that identify accountable officials and provide tangible goals, milestones and evaluation criteria that will show the HC organization's progress toward its long-term objectives and strategies. The annual planning cycle corresponds to the Federal government's fiscal year.</p> <p><u>Outputs:</u> HC Goals, Milestones and Evaluation Criteria</p>
<b>1.3.3(b)</b>	Establish HR Goals, Milestones and Evaluation Criteria  Role: HR Organization	<p><u>Inputs:</u> HR Objectives and Strategies, HR Budget</p> <p>Develop annual plans that provide tangible goals, milestones and evaluation criteria that will show the HR organization's progress toward its long-term objectives and strategies. The annual planning cycle corresponds to the Federal government's fiscal year.</p> <p><u>Outputs:</u> HR Goals, Milestones and Evaluation Criteria, Proposed Organization and / or Process Changes</p>
<b>1.3.4</b>	Report on Progress Against HC and HR Objectives and Strategies  Role: Management HR Organization	<p><u>Inputs:</u> HC Objectives and Strategies, HC Goals, Milestones and Evaluation Criteria, HR Objectives and Strategies, HR Goals, Milestones and Evaluation Criteria</p> <p>Create and disseminate information about HC and HR goals and milestones achieved. If warranted, this information may be used to adjust short-term HC and HR goals and milestones.</p> <p><u>Outputs:</u> HC and HR Progress Report</p>

Process	<b>1.4 Establish HR Policy and Practices</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>1.4.1</b>	<p>Review Legislation, Regulations, Trends and Initiatives</p> <p>Role: HR Organization</p>	<p><u>Inputs:</u> Government-wide and / or Agency-specific Laws, Rules, Regulations, Trends or Initiatives, Agency Objectives and Strategies, HC Mission and Vision, HC Budget, External Environment Report, Internal Environment Report, Agency Workforce Plan, Existing Recruitment and Employee Development Programs, Administration’s Agenda</p> <p>Monitor on a continual basis events or trends that could trigger the development of new HR policy or the revision of existing HR policy.</p> <p><u>Outputs:</u> Notification of Change in Government-wide Laws, Rules, Regulations, Trends or Initiatives</p>
<b>1.4.2</b>	<p>Formulate HR Policy</p> <p>Role: Management HR Organization</p>	<p><u>Inputs:</u> Notification of Change in Government-wide Laws, Rules, Regulations, Trends or Initiatives, OPM Guidance, Federal Human Capital Survey, Program Performance and Evaluation Results</p> <p>Draft new HR policy or policy revisions in response to newly enacted legislation, regulations, agency strategic direction, OPM guidance, HR trends, initiatives or insight gained from employee surveys.</p> <p><u>Outputs:</u> Proposed HR Policy, Proposed Legislation</p>
<b>1.4.3</b>	<p>Review HR Policy for Approval</p> <p>Role: Management HR Organization</p>	<p><u>Inputs:</u> Proposed HR Policy</p> <p>Deliver proposed policy to the parties who have a role in the review and approval process. These parties may be internal to the agency (e.g., Agency Director, employee interest groups) and / or external to the agency (e.g., legislative sub-committee, OPM, OMB, unions).</p> <p><u>Outputs:</u> Approved HR Policy</p>
<b>1.4.4</b>	<p>Plan Implementation of HR Policy</p> <p>Role: Management HR Organization</p>	<p><u>Inputs:</u> Approved HR Policy</p> <p>Collaborate with stakeholders to develop and institutionalize a policy action plan.</p> <p><u>Outputs:</u> Policy Action Plan</p>
<b>1.4.5</b>	<p>Implement HR Guidelines or Procedures</p> <p>Role: Management HR Organization</p>	<p><u>Inputs:</u> Approved HR Policy, Policy Action Plan</p> <p>Develop, communicate and institutionalize new HR guidelines or procedures that reflect new or revised policy. Disseminate and execute new HR policy via a variety of means including publications, training and outreach.</p> <p><u>Outputs:</u> HR Policy Publications, HR Guidelines or Procedures Publications</p>

Process	<b>1.5 Manage Competency Model</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>1.5.1</b>	Establish Competency Model  Role: Management HR Organization	<u>Inputs:</u> HC Strategy, HR Strategy, Workforce Plan, OPM Guidance and Templates, Internal and External Industry Best Practices, Proposed Revision for Competency Model, Studies, Agency Strategic Plan, Agency Performance Plan  Identify and develop competency model to encompass cross functional and technical skills.  <u>Outputs:</u> Competency Model by Occupation
<b>1.5.2</b>	Create Competency Validation Process  Role: HR Organization	<u>Inputs:</u> OPM Guidance and Templates, Government-wide Laws, Rules and Regulations, Legislation, Best Practices  Identify specific repeatable, measurable and defensible tests.  <u>Outputs:</u> Defensible Validation Methodology
<b>1.5.3</b>	Validate Competency Model  Role: HR Organization	<u>Inputs:</u> Competency Model, Best Practices.  Verify and accept model for each occupation.  <u>Outputs:</u> Validated Competency Model per Occupation or Modification per Occupation
<b>1.5.4</b>	Execute Competency Model  Role: HR Organization	<u>Inputs:</u> Validated Competency Model  Share, integrate and institute competency model and change management practices throughout organization for each occupation. Share with other federal organizations with same occupations.  <u>Outputs:</u> Integrated Agency Competency Model, Change Management Plan.
<b>1.5.5</b>	Assess Competency Model  Role: Management HR Organization	<u>Inputs:</u> Integrated Agency Competency Model, Feedback from Practitioners, Industry Changes  Evaluate appropriateness and applicability of competency model components per occupation. Propose changes for validation and acceptance.  <u>Outputs:</u> Proposed Revisions for Competency Model

Process	<b>1.6 Conduct Workforce Planning</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>1.6.1</b>	Review Agency Products, Services, Functions and Organizations  Role: Management HR Organization	<u>Inputs:</u> Agency Strategies and Objectives, Agency Budget, Agency Programs, HC Mission and Vision, HC Objectives and Strategies, HC Budget, HR Mission and Vision, HR Objectives and Strategies, HR Budget, Existing Staffing Levels, Administration's Agenda, Oversight Agency Guidance  Gather and synthesize information necessary to predict agency demand for human capital over time.  <u>Outputs:</u> Agency Human Capital Demand Predictive Information
<b>1.6.2</b>	Determine HC Demand  Role: Management HR Organization	<u>Inputs:</u> Agency Human Capital Demand Predictive Information  Determine the composition of the workforce required to strategically position the agency to realize its mission and vision, meet its objectives and strategies and provide high quality products and services to the customers it serves.  <u>Outputs:</u> Agency HC Demand Model
<b>1.6.3</b>	Determine HC Supply  Role: Management HR Organization	<u>Inputs:</u> Department of Labor Workforce Projections, Workforce Demographic Trends, Existing FTE Budget, Previous Workforce Plan, Succession Plan, Staffing Flexibilities, Attrition Data, Retirement Projections  Conduct analysis to forecast the availability of human capital over time given internal agency sources, other Federal government sources and sources external to the Federal government.  <u>Outputs:</u> Agency HC Supply Model
<b>1.6.4</b>	Document HC Gap  Role: Management HR Organization	<u>Inputs:</u> Agency HC Demand Model, Agency HC Supply Model, Current Workforce Data, Proposed Staffing Requirements, Current Workforce Competency Profile, Agency Budget, Agency EEO Profile  Compare existing FTE staffing levels and corresponding inventory of workforce competencies, skill sets, knowledge, abilities, demographics and educational backgrounds to future needs to predict workforce skill deficits and surpluses over time.  <u>Outputs:</u> Projected Agency HC Requirements
<b>1.6.5</b>	Develop Workforce Plan  Role: Management HR Organization	<u>Inputs:</u> Projected Agency HC Requirements, Agency HC Demand Model, Agency HC Supply Model  Translate projected agency HC requirements into a formal plan for achieving staffing levels over time to successfully meet agency program needs.  <u>Outputs:</u> Approved Workforce Plan

Process	<b>1.7 Conduct Succession Planning</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>1.7.1</b>	Identify Key Positions and Occupations  Role: Management HR Organization	<p><u>Inputs:</u> Agency Strategies and Objectives, Agency Budget, Agency Programs, Current Workforce Data</p> <p>Identify key positions and occupations to be included in the succession plan. This succession planning scope is typically contained within an agency; however, succession opportunities across Agencies may also be identified.</p> <p><u>Outputs:</u> Succession Planning Scope</p>
<b>1.7.2</b>	Determine Future Competency Requirements  Role: Management HR Organization	<p><u>Inputs:</u> Succession Planning Scope, Proposed Staffing Requirements, Current Workforce Competency Profile, Career Paths, Internal Pipeline, Staff Acquisition Strategy, Staff Acquisition Plan, Agency HC Demand Model, Agency HC Supply Model</p> <p>Determine the overall inventory of competencies the agency will need for the key positions and occupations in the succession planning scope.</p> <p><u>Outputs:</u> Future Competency Requirements</p>
<b>1.7.3</b>	Build Target Competency Profiles  Role: Management HR Organization	<p><u>Inputs:</u> Future Competency Requirements</p> <p>Align or correlate competencies into groupings to build competency profiles (e.g., technical program management, design engineering, position classification) for succession planning purposes.</p> <p><u>Outputs:</u> Target Competency Profiles</p>
<b>1.7.4</b>	Match Employees to Target Competency Profiles  Role: Management HR Organization	<p><u>Inputs:</u> Current Workforce Competency Profile, Target Competency Profiles, Current Workforce Data</p> <p>Identify employees whose competencies match one or more competency profiles or who have strong potential for a match. Assign high level or relative time frames to when competencies will be needed and when designated employees should be equipped with the competencies.</p> <p><u>Outputs:</u> Succession Plan</p>
<b>1.7.5</b>	Create Agency Succession Development Strategy  Role: Management HR Organization	<p><u>Inputs:</u> Succession Plan</p> <p>Establish a strategy for developing and / or recruiting employees to ensure future competencies exist when key positions are vacated.</p> <p><u>Outputs:</u> Agency Succession Development Strategy, Impact Analysis, Risk Assessment</p>

Process	<b>1.8 Manage HR Budget</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>1.8.1</b>	Formulate HR Budget  Role: Management HR Organization	<p><i>Inputs:</i> Agency Budget, HR Mission and Vision, HR Objectives and Strategies, Short Term HR Goals and Milestones, Previous Year HR Budget, Workforce Plan, Previous Year Financial Reports, Government-wide and Agency-specific Initiatives, Administration's Agenda, E-Gov Strategies, HC Mission and Vision, HC Objectives and Strategies, HR Goals, Milestones and Evaluation Criteria, Agency HC Demand Model, Agency HC Supply Model, Previous Year Performance Reports</p> <p>Perform planning as part of the Federal government's budget planning cycle. Request funds for HR operations and HR programs based on program needs and to meet FY HR goals and milestones. Reformulate the HR budget against actual appropriations.</p> <p><i>Outputs:</i> Proposed HR Budget</p>
<b>1.8.2</b>	Submit HR Budget  Role: Management HR Organization	<p><i>Inputs:</i> Proposed HR Budget</p> <p>Submit a draft budget to those individuals who have a role in the review and approval process. A budget may be iteratively refined until approvers endorse it.</p> <p><i>Outputs:</i> Approved HR Budget</p>
<b>1.8.3</b>	Execute Against Approved HR Budget  Role: HR Organization	<p><i>Inputs:</i> Approved HR Budget</p> <p>Monitor and control the actual expenditures over time with the objective of constraining spending to approved budget amounts.</p> <p><i>Outputs:</i> Reporting Period Spending Results</p>
<b>1.8.4</b>	Report Against HR Budget  Role: HR Organization	<p><i>Inputs:</i> Approved HR Budget, Reporting Period Spending Results</p> <p>Create and disseminate information on a recurring basis about actual spending and financial performance results compared to budgeted funds.</p> <p><i>Outputs:</i> Financial Reports, Performance Reports</p>

Process	<b>1.9 Provide HR Consultative Support</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>1.9.1</b>	Identify Consultative Needs  Role: Management HR Organization	<u>Inputs:</u> Frequently Asked Questions (FAQs), HR Related Content, Agency HR Consultative Requirements, HR Customer Needs  Identify and validate overall agency HR consultation requirements.  <u>Outputs:</u> Agency HR Consultative Requirements
<b>1.9.2</b>	Develop Consultative Strategy and Plan  Role: Management HR Organization	<u>Inputs:</u> Agency HR Consultative Requirements  Develop and validate an overall HR consultative and partnering strategy and plan.  <u>Outputs:</u> HR Consultative Strategy, HR Consultative Plan, HR Partnering Strategy
<b>1.9.3</b>	Develop Content & Tools  Role: HR Organization	<u>Inputs:</u> Agency Communication Requirements, HR Consultative Strategy, HR Consultative Plan, HR Partnering Strategy  Develop content and tools to market and support the delivery of consultative services.  <u>Outputs:</u> Communication Modules (e.g., E-mails, Newsletters, Intranet and Internet Articles, Meeting Agendas and Materials, etc.), Knowledge Networks, Proposed Changes to Systems and / or Processes
<b>1.9.4</b>	Provide Counsel  Role: HR Organization	<u>Inputs:</u> HR Partnering Strategy, Requests for HR Consultation  Establish and cultivate partnerships between Human Resources experts and agency employees and line managers resulting in proactive information sharing that enables an HR organization to better serve the mission of the agency.  <u>Outputs:</u> Knowledge to Customers



Process	<b>1.10 Measure and Improve HR Performance</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>1.10.1</b>	Validate HR Performance Measures and Metrics  Role: Management HR Organization	<u>Inputs:</u> Previous Performance Results, Agency Objectives and Strategies , HR Objectives and Strategies, Oversight Agency Guidance, HR Budget  Ensure that HR performance measures and metrics are available and appropriate to evaluate mission alignment, compliance, efficiency and effectiveness.  <u>Outputs:</u> New or Validated Performance Measures and Metrics
<b>1.10.2</b>	Track HR Performance Results  Role: HR Organization	<u>Inputs:</u> Performance Tracking Process, New or Validated Performance Measures and Metrics, Required Performance Measures and Metrics  Collect, analyze and report performance data on a recurring basis.  <u>Outputs:</u> Performance Results
<b>1.10.3</b>	Analyze HR Performance Results  Role: Management HR Organization	<u>Inputs:</u> Performance Results  Examine performance data over time to identify successful practices and process improvement opportunities.  <u>Outputs:</u> Process Improvement Plans

## 2. Organization and Position Management

*Sub-function Definition:* Design, develop and implement organization and position structures that create a high-performance, competency-driven framework that both advances the agency mission and serves agency human capital needs.

Process	<b>2.1 Administer Organization and Position Management</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>2.1.1</b>	Determine Organization Structure  Role: Management HR Organization	<p><i>Inputs:</i> Federal Laws, Rules and Regulations, Administration’s Agenda, Agency Mission and Vision, Agency Objectives and Strategies, Authorizing Agency Legislation</p> <p>Design an efficient and effective organization that incorporates the needs of the agency, provides for effective management of human capital and reflects mission requirements.</p> <p><i>Outputs:</i> Organization Chart, Agency Mission and Vision, Organizational Codes, Published Legal Notice (Federal Register)</p>
<b>2.1.2</b>	Administer Position Management Program  Role: Management HR Organization	<p><i>Inputs:</i> Federal Laws, Rules and Regulations, Administration’s Agenda, Agency Mission and Vision, Agency Objectives and Strategies, Government-wide Human Resources Strategy, Decisions that Set Legal Precedent, Organization Chart, Organization Codes</p> <p>Develop, implement and manage the agency’s position management program. Procedures are developed or refined and responsibilities are assigned. A periodic review of business processes is performed in light of changing environmental factors, such as technological advancements or changes to agency mission. Appeal decisions and trends are also periodically reviewed to detect position management program issues.</p> <p><i>Outputs:</i> Position Management Program, Position Management Program Review Results, Staffing Patterns</p>

Process	<b>2.1 Administer Organization and Position Management</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>2.1.3</b>	Establish Job Requirements  Role: Management HR Organization Employee	<p><i>Inputs:</i> Agency Programs and Initiatives, Human Capital Mission, Agency Mission and Vision, Human Capital Objectives and Strategies, Workforce Plan, Management Reorganization, Legislative Action, OPM Occupational Studies and Standards, Classification Appeal Decisions, Consistency Review Results, Third Party Decisions, Regulatory Requirements</p> <p>Identify the agency workforce job requirements necessary to achieve the mission of the agency.</p> <p><i>Outputs:</i> Job Requirements, Inventory of Existing Agency Jobs, Agency Budgeted FTEs, Unmet Requirements, Career Tracks</p>
<b>2.1.4</b>	Analyze Job Requirements  Role: Management HR Organization Employee	<p><i>Inputs:</i> Job Requirements, Regulatory Requirements</p> <p>Identify tasks to be performed and the competencies<sup>1</sup> and qualifications needed to perform the tasks. This may be accomplished through:</p> <ul style="list-style-type: none"> <li>▪ Interviews with employees, managers/supervisors, subject matter experts and interest groups</li> <li>▪ Review of same or like positions</li> <li>▪ Benchmarking</li> </ul> <p>Develop descriptions of duties to document these tasks.</p> <p><i>Outputs:</i> Descriptions of Duties, Qualification Requirements</p>
<b>2.1.5</b>	Evaluate Job Requirements Against Standards / Criteria  Role: Management HR Organization	<p><i>Inputs:</i> Description of Duties, Qualification Requirements, Classification Standards and Criteria</p> <p>Associate a job to a job classification using standards and other criteria. This evaluation authorizes payment of Federal funds for the job.</p> <p><i>Outputs:</i> Classified Job or Functional Statement</p>

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<sup>1</sup> OPM defines competency as “A measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics that an individual needs to perform work roles or occupational functions successfully.” Reference *Delegated Examining Operations Handbook, 2002*.

Process	<b>2.1 Administer Organization and Position Management</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>2.1.6</b>	Maintain Positions  Role: Management HR Organization	<p><u>Inputs:</u> Job Requirements, Classification Standards, Classified Jobs, Functional Statements, Evolving Mission Requirements, Agreements, Agency HR Policy, Agency Procedures</p> <p>Ensure that the agency's inventory of positions accommodates evolving organization competency needs and changes in laws, regulations, policies, organizational design and technology by reviewing the inventory on a continual basis. As a result of this review, jobs and job requirements may be reevaluated. Over time, job requirements may be updated or removed.</p> <p><u>Outputs:</u> Revised Descriptions of Duties, Revised Functional Statements, Job Reclassifications, New Job Requirements</p>
<b>2.1.7</b>	Request Reevaluation  Role: Management HR Organization Employee	<p><u>Inputs:</u> Description of Duties, Classified Job, Functional Statement, HR Advice, HR Policy, Agency Procedures, Employee or Manager Provided Documentation</p> <p>Request the reevaluation of a job. Gather required documentation in accordance with agency or OPM policy and forward to the agency or to OPM as appropriate.</p> <p><u>Outputs:</u> Acceptance or Denial of Reevaluation Request</p>
<b>2.1.8</b>	Evaluate Job  Role: Management HR Organization	<p><u>Inputs:</u> Employee and/or Manager Provided Documentation, Reevaluation Request</p> <p>Examine and consider reevaluation request rationale to determine whether a reevaluation is warranted. Evaluate job against appropriate standards.</p> <p><u>Outputs:</u> Evaluation Report, New or Revised Position Description, Denial of Reevaluation Request, Personnel Action, Office Classification Certificate</p>
<b>2.1.9</b>	Initiate Classification Appeal  Role: Management HR Organization Employee	<p><u>Inputs:</u> Appeal Request, Position Description, Organization Chart, Evaluation Report, Agency Required Documentation, Office Classification Certificate</p> <p>Gather required documentation in accordance with agency or OPM policy and forward to the agency or OPM as appropriate. Employee may cancel classification appeal request either in writing or through failure to provide requested information.</p> <p><u>Outputs:</u> Classification Appeal Package, Appeal of Office Classification Certificate</p>

Process	<b>2.1 Administer Organization and Position Management</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>2.1.10</b>	Review Classification Appeal Request  Role: HR Organization	<p><i>Inputs:</i> Classification Appeal Package, Request to Cancel Classification Appeal, Appeal of Office Classification Certificate</p> <p>Determine if the right to appeal exists. Evaluate and analyze merits of appeal considering law and agency / HR policy.</p> <p><i>Outputs:</i> Acceptance of Appeal Request, Letter or Memorandum Denying Appeal Request With Documented Reason(s), Classification Appeal Request Forwarded to OPM, Cancellation of Classification Appeal Request</p>
<b>2.1.11</b>	Adjudicate Appeal  Role: HR Organization	<p><i>Inputs:</i> Reevaluation Request, Classification Appeal Package, Denial of Reevaluation Request, Evaluation Report, Federal Laws, Rules and Regulations, Appeal Decisions, Agency / HR Policy, Position Description, Job Classification Grading Standards, Appeal of Office Classification Certificate</p> <p>Evaluate and analyze facts of appeal using appropriate classification standards, law and agency / HR policy.</p> <p><i>Outputs:</i> Agency or OPM Classification Appeal Decision, Consistency Review Requirement; Same, New, or Revised Position Description, Classification Appeal File, Affirmation or Cancellation of Office Classification Certificate</p>
<b>2.1.12</b>	Implement Appeal Decision  Role: Management HR Organization	<p><i>Inputs:</i> Agency or OPM Classification Appeal Decision, Consistency Review Requirement, New or Revised Position Description, Office Classification Certificate</p> <p>Complete the follow-up tasks that are required to implement the appeal decision. These tasks include initiating personnel actions, rewriting descriptions of duties and reclassifying positions.</p> <p><i>Outputs:</i> Revised Description of Duties, Job Reclassifications, Personnel Actions</p>

### 3. Staff Acquisition

*Sub-function Definition:* Establish procedures for recruiting and selecting high quality, productive employees with the right skills and competencies, in accordance with merit system principles. This sub-function includes: developing a staffing strategy and plan; establishing an applicant evaluation approach; announcing the vacancy, sourcing and evaluating candidates against the competency requirements for the position; initiating pre-employment activities; and hiring employees.

Process	<b>3.1 Develop Staff Acquisition Strategy</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>3.1.1</b>	Analyze Staffing Needs  Role: Management HR Organization	<p><i>Inputs:</i> Quantified Staffing Needs, FY Staffing Budget, Human Capital Implementation Plan, Existing Vacancies, Agency Strategic Plan, Workforce Plan, Succession Plan, FY Performance Budget, Marketplace and Diversity Data, Past Recruitment Experience</p> <p>Examine information that correlates to future staffing activity including approved FTE budgets, overall staffing needs and vacancies. This analysis provides the overall perspective necessary to create a strategy for acquiring staff at the agency level.</p> <p><i>Outputs:</i> Overall Assessment of Staffing Needs, Overall Staffing Projections</p>
<b>3.1.2</b>	Review Laws, Regulations, Policies, Guidelines  Role: HR Organization	<p><i>Inputs:</i> Federal HR-related Legislation, Executive Orders, HR Laws, Regulations and Policies, HR Guidelines, Agreements, Overall Assessment of Staffing Needs, Overall Staffing Projections</p> <p>Review and analyze legislation, HR laws, regulations, policies and guidelines, union contracts, other agreements, and any other information that can help provide a basis for strategic thinking in the areas of staff acquisition, recruiting and retention.</p> <p><i>Outputs:</i> Staffing Compliance Requirements, Identification of Existing and Needed Staffing Flexibilities</p>
<b>3.1.3</b>	Identify Sourcing Strategies  Role: Management HR Organization	<p><i>Inputs:</i> Overall Assessment of Staffing Needs, Overall Staffing Projections, Staffing Compliance Requirements, Identification of Existing and Needed Staffing Flexibilities</p> <p>Identify sourcing strategies based on the analysis of hiring needs. The sourcing strategies may include recruitment, internal movement, contracting, competitive sourcing, workforce reshaping and other staffing methods.</p> <p><i>Outputs:</i> Sourcing Strategies</p>

Process	<b>3.1 Develop Staff Acquisition Strategy</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>3.1.4</b>	Develop Staff Acquisition Strategy  Role: Management HR Organization	<p><u>Inputs:</u> Overall Assessment of Staffing Needs, Overall Staffing Projections, Staffing Compliance Requirements, Identification of Existing and Needed Staffing Flexibilities, Sourcing Strategies</p> <p>Develop a staff acquisition strategy that summarizes approaches to identify, attract and retain a qualified and diverse pool to meet current, ongoing and future staffing needs. The development of the SA strategy may include identification of performance metrics for measuring actual results against the strategy.</p> <p><u>Outputs:</u> Staff Acquisition Strategy</p>
<b>3.1.5</b>	Communicate Staff Acquisition Strategy  Role: Management HR Organization	<p><u>Inputs:</u> Staff Acquisition Strategy</p> <p>Convey the staff acquisition strategy to various populations (e.g., agency executives, HR staff, agency line managers, employees, unions and other key stakeholders) and collaborate with stakeholders to obtain input and address feedback.</p> <p><u>Outputs:</u> Communicated Staff Acquisition Strategy</p>

Process	<b>3.2 Develop Staff Acquisition Plan</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>3.2.1</b>	Match Staffing Requests to Descriptions of Duties  Role: Management HR Organization	<p><u>Inputs:</u> Staffing Requests, Position Management Program Review Results, Classification Standards, Descriptions of Duties, Classified Jobs, Authorized Staffing Patterns</p> <p>Match staffing requests to descriptions of duties or request new descriptions of duties. The staffing requests may reflect requirements for a specific position or for a class or group of positions. The descriptions of duties document the requirements of the positions, based on organizational need, and reflect the tasks to be performed and the knowledge, skills and abilities required to successfully perform the tasks.</p> <p><u>Outputs:</u> Staffing Requests Matched with Descriptions of Duties or Classified Jobs</p>
<b>3.2.2</b>	Determine Appropriate Source Options  Role: Management HR Organization	<p><u>Inputs:</u> Staffing Requests Matched With Descriptions of Duties or Classified Jobs, Staff Acquisition Strategy, Sourcing Strategies, Previous Sourcing Results, Turnover Statistics by Position</p> <p>Identify available options given the source types indicated in the Staff Acquisition Strategy.</p> <p><u>Outputs:</u> Source Alternatives</p>
<b>3.2.3</b>	Develop Staff Acquisition Plan  Role: Management HR Organization	<p><u>Inputs:</u> Staff Acquisition Strategy, Staffing Requests Matched With Descriptions of Duties or Classified Jobs, Job Requirements, Source Alternatives, Resource Considerations</p> <p>Develop a Staff Acquisition Plan that identifies recruiting goals along with the activities to take place over a period of time to successfully meet those goals. It also specifies time frames and resource requirements.</p> <p><u>Outputs:</u> Staff Acquisition Plan</p>
<b>3.2.4</b>	Communicate Staff Acquisition Plan  Role: Management HR Organization	<p><u>Inputs:</u> Staff Acquisition Plan</p> <p>Convey the staff acquisition plan to various populations (e.g., agency executives, HR staff, agency line managers, employees, unions and other key stakeholders) and collaborate with stakeholders to obtain input and address feedback.</p> <p><u>Outputs:</u> Communicated Staff Acquisition Plan</p>



Process	<b>3.3 Establish Evaluation Approach</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>3.3.1</b>	Conduct Job Analysis  Role: Management HR Organization	<p><u>Inputs:</u> Federal and Agency Specific Qualification Standards, Classified Descriptions of Duties and / or Job Requirements, Staff Acquisition Plan, Performance Standards, Competency Libraries, Subject Matter Expert Input</p> <p>Gather, document, and analyze information about the content, context, and requirements of the job. Demonstrate that there is a clear relationship between the tasks performed on the job and the competencies/KSAs required to perform the tasks. Job analysis information is used to develop employee selection procedures, identify training needs, define performance standards, and other uses.</p> <p><u>Outputs:</u> Job Analysis Results</p>
<b>3.3.2</b>	Develop Assessment Criteria  Role: Management HR Organization	<p><u>Inputs:</u> Job Analysis Results</p> <p>Use job analysis information to develop employee assessment criteria. Validate and verify rating criteria and qualification requirements based on the results of the job analysis and within existing Federal and agency-specific qualification standards.</p> <p><u>Outputs:</u> Assessment Criteria, Qualification Requirements</p>
<b>3.3.3</b>	Develop Assessment Approach  Role: Management HR Organization	<p><u>Inputs:</u> Job Analysis Results, Assessment Criteria, Qualification Requirements</p> <p>Select or develop assessment tools and instruments based on the results of the job analysis and on existing best practices.</p> <p><u>Outputs:</u> Assessment Tools and Instruments</p>

Process	<b>3.4 Source Candidate</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>3.4.1</b>	Finalize Applicant Sources  Role: Management HR Organization	<p><u>Inputs:</u> Classified Descriptions of Duties and/or Job Requirements, Staff Acquisition Plan, Historical Data from Previous Years, FY Staffing Budget, Specific Applicant Sources</p> <p>Determine specific internal and external candidate sources (both competitive and noncompetitive) guided by the source options that were identified in the staff acquisition plan. In addition to permanent employees, this sourcing activity occurs for detailees and temporary assignees. Candidate sources with specific priority consideration (e.g., reemployment priority lists (RPL), career transition assistance program (CTAP)) are considered at this point.</p> <p><u>Outputs:</u> Candidate Sources</p>
<b>3.4.2</b>	Conduct Pre-Announcement Recruitment  Role: Management HR Organization	<p><u>Inputs:</u> Source Alternatives, Candidate Sources</p> <p>In accordance with merit principles, engage in specific recruiting, marketing, and outreach activity to build the applicant pool. Conduct advance marketing (e.g., solicit referrals, develop and/or post paid advertisements, mine data, utilize search firms, host and/or attend recruitment events). An option at this point would be to identify name request candidates.</p> <p><u>Outputs:</u> Potential Applicant Sources</p>
<b>3.4.3</b>	Announce Jobs  Role: Management HR Organization	<p><u>Inputs:</u> Classified Descriptions of Duties and /or Job Requirements, Staff Acquisition Plan, Selection Criteria, Assessment Instruments, Potential Applicant Sources, Pre-announcement Recruiting Materials</p> <p>Develop and distribute position announcements, job advertisements and other marketing materials. Satisfy public notice requirements where applicable. Notify pre-announcement recruits of vacancy application process.</p> <p><u>Outputs:</u> Vacancy Announcements, Job Advertisements, Marketing Material, Vacancy Case File</p>
<b>3.4.4</b>	Apply for Employment  Role: Prospective Employee	<p><u>Inputs:</u> Vacancy Announcements, Job Advertisements, Marketing Materials, Assessment Instruments.</p> <p>Complete and submit employment application and/or resume and supporting materials.</p> <p><u>Outputs:</u> Applicant Documentation</p>
<b>3.4.5</b>	Receive Applicant Documentation  Role: HR Organization	<p><u>Inputs:</u> Applicant Documentation</p> <p>Receive applicant documentation and capture it in a manner that makes it available to the people who need it.</p> <p><u>Outputs:</u> Acknowledgement of Receipt of Applicant Documentation, Recorded Applicant Documentation</p>

Process	<b>3.5 Evaluate Candidate</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>3.5.1</b>	Determine Qualified / Eligible Candidates  Role: Management HR Organization	<u>Inputs:</u> Recorded Applicant Documentation, Selection Criteria, Eligibility Requirements, Qualification Standards, Selection Factors  Determine applicant eligibility and qualifications by reviewing applications for completeness and conformance to eligibility, qualifications and / or legal requirements (e.g., degree accreditation) including ICTAP. Those found to be ineligible are provided no further consideration. This activity includes identifying candidates who qualify for consideration under special appointing authorities.  <u>Outputs:</u> List of Qualified/Eligible Candidates, List of Special Authority Candidates, and Candidate Notifications.
<b>3.5.2</b>	Assess Candidates to be Referred  Role: Management HR Organization	<u>Inputs:</u> Assessment Instruments and Tools, List of Qualified / Eligible Candidates, Staff Acquisition Plan  Apply assessment instruments and tools to candidates.  <u>Outputs:</u> Candidates to be Referred, Documentation of Relevant Qualifications
<b>3.5.3</b>	Apply Federal Rules on Preferences  Role: HR Organization	<u>Inputs:</u> Candidates to be Referred, Federal Rules on Preferences (external), Staffing Compliance Requirements  Review Federal staffing rules to determine applicability to the referable candidates. This may result in assigning a preferred standing to candidates.  <u>Outputs:</u> Candidates with Identified Federal Preferences (e.g., veterans, displaced employees)
<b>3.5.4</b>	Refer Candidates for Consideration  Role: Management HR Organization	<u>Inputs:</u> Candidates to be Referred, Documentation of Relevant Qualifications, Candidates with Identified Federal Preferences  Identify and refer candidates to management for consideration.  <u>Outputs:</u> List(s) of Referred Candidates with Appropriate Guidance, Candidate Notifications
<b>3.5.5</b>	Assess Candidates for Selection  Role: Management HR Organization	<u>Inputs:</u> List(s) of Referred Candidates with Appropriate Guidance, Applicant Documentation, References, Supervisory History  Determine and execute assessment approaches to be used (e.g., interviews, reference checks, testing).  <u>Outputs:</u> Assessment Results

Process	<b>3.5 Evaluate Candidate</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>3.5.6</b>	Make Tentative Selection  Role: Management HR Organization	<p><i>Inputs:</i> List of Referred Candidates with Appropriate Guidance, Applicant Documentation, Assessment Results</p> <p>Review candidate(s) applicant documentation and consider outcomes of the preceding candidate evaluation activities to identify the preferred candidate(s). HR provides consultative support to agency management to ensure Federal hiring policies and guidelines are being adhered to.</p> <p><i>Outputs:</i> List of Selectees for Job Offer(s)</p>
<b>3.5.7</b>	Validate Selection  Role: HR Organization	<p><i>Inputs:</i> Federal Rules on Preferences (external), Government-wide Laws, Rules and Regulations, Requirements, Guidelines, Staffing Compliance Requirements, List of Selectees for Job Offers, Staff Acquisition Plan</p> <p>Validate that selections have been made in accordance with applicable laws, regulations and requirements and that the selected candidate(s) is (are) eligible for appointment.</p> <p><i>Outputs:</i> Validated List of Selectee(s) for Job Offer(s)</p>

Process	<b>3.6 Hire Employee</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>3.6.1</b>	Determine Terms of Offer  Role: Management HR	<u>Inputs:</u> Validated List of Selectee(s) for Job Offer(s), Government-wide Laws, Rules and Regulations, Internal Guidelines  Provide advice and counsel to selecting official on offer parameters (e.g., recruitment incentives, pay setting).  <u>Outputs:</u> Job Offer Terms
<b>3.6.2</b>	Extend Job Offer  Role: Management HR Organization	<u>Inputs:</u> Validated List of Selectee(s) for Job Offer(s), Job Offer Terms  Extend tentative job offers to selectee(s). Offers may be conditional and contingent on the prospective employee fulfilling certain criteria (e.g., successful background check, security clearance). Receive and record the candidate(s) responses to their offer(s) for employment.  <u>Outputs:</u> Job Offers Extended to Selectees with Terms of Employment.
<b>3.6.3</b>	Respond to Job Offer  Role: HR Organization Prospective Employee	<u>Inputs:</u> Job Offers Extended to Selectees with Terms of Employment.  Accept, decline and/or negotiate the terms of employment. HR receives and records the selectee's response to the offer of employment.  <u>Outputs:</u> Selectee Decision to Accept (or Decline) Employment Based Upon Job Offer Terms
<b>3.6.4</b>	Initiate Pre-employment Processes  Role: HR Organization Prospective Employee / Employee	<u>Inputs:</u> Government-wide Laws, Rules and Regulations, Internal Guidelines, Selectee Decisions to Accept Employment Based Upon Job Offer Terms  Build the prospective employee record or, if the prospective employee is already an employee or former employee of the Federal government, obtain the employee's information from the previous agency or record center. Initiate administrative activities as required of the job (e.g., security clearance, suitability determination, drug testing, medical screening, polygraph, relocation paperwork).  <u>Outputs:</u> Pre-employment Data for Review / Analysis (e.g., security process, suitability determination)
<b>3.6.5</b>	Certify Compliance with Pre-Employment Requirements  Role: HR Organization	<u>Inputs:</u> Results of Pre-employment Data Review / Analysis  Certify that prescribed pre-employment activities are complete and employment contingencies are satisfied.  <u>Outputs:</u> Authorization to Hire

<b>Process</b>	<b>3.6 Hire Employee</b>	
<b>ID</b>	<b>Activity Name</b>	<b>Activity Definition</b>
<b>3.6.6</b>	Bring Selectee On Board  Role: Management HR Organization Employee	<u>Inputs:</u> Authorization to Hire, Employee Data  Negotiate the entrance on duty date and provide notification to begin processes (e.g., orientation, work location and workstation, granting of security access). Conduct in-processing and enter employee information into automated systems.  <u>Outputs:</u> Selectee Hired, Data Collection Complete
<b>3.6.7</b>	Close Out Case File  Role: HR Organization	<u>Inputs:</u> Vacancy Case File  Close the vacancy case file and audit as required. Notify remaining candidates they were not selected and flag them as non-selected in the applicant database for future reference and reporting, as applicable.  <u>Outputs:</u> Notifications, Employee Files, Closed Vacancy Case File

## 4. Performance Management

*Sub-function Definition:* Design, develop and implement a comprehensive employee performance management approach to ensure agency employees are demonstrating competencies required of their work assignments. Design, develop and implement a comprehensive performance management strategy that enables managers to make distinctions in performance and links individual performance to agency goal and mission accomplishment. This sub-function also includes managing employee performance at the individual level and evaluating the overall effectiveness of the agency's employee development approach.

Process	<b>4.1 Establish Agency Performance Management Strategy</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>4.1.1</b>	Review Laws, Regulations, Policies and Guidelines  Role: HR Organization	<p><i>Inputs:</i> Government-wide Laws, Rules and Regulations, HR Policy, HR Procedures, Agreements</p> <p>Monitor, on an ongoing basis, legislative and regulatory changes, events, trends and documentation that could have an impact on employee performance management.</p> <p><i>Outputs:</i> Notification of Change in Government-wide Laws, Rules and Regulations, Emerging Trends</p>
<b>4.1.2</b>	Develop Agency Performance Management Strategy  Role: Management HR Organization	<p><i>Inputs:</i> Agency Mission and Vision, Agency Objectives and Strategies, HC Mission and Vision, HC Objectives and Strategies, HR Mission and Vision, HR Objectives and Strategies, Notification of Change in Government-wide Laws, Rules and Regulations, Emerging Trends</p> <p>Create an overall strategy for employee performance management. The strategy supports HC and HR objectives and strategies and provides guidance on philosophies, approaches, methods, tools and technologies for helping agency employees understand what is expected of them and how their performance expectations support the agency mission and objectives. The development of the agency performance management strategy includes identification of performance metrics against which to measure actual results against the strategy.</p> <p><i>Outputs:</i> Agency Performance Management Strategy</p>
<b>4.1.3</b>	Communicate Agency Performance Management Strategy  Role: HR Organization	<p><i>Inputs:</i> Agency Performance Management Strategy</p> <p>Convey the agency performance management strategy to stakeholder populations (e.g., agency executives, HR staff, agency line managers, employees) using a variety of media.</p> <p><i>Outputs:</i> Communicated Agency Performance Management Strategy</p>

Process	<b>4.2 Establish and Implement Performance Management System and Programs</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>4.2.1</b>	Design Performance Management Framework  Role: Management HR Organization Employee	<p><u>Inputs:</u> Government-wide Laws, Rules and Regulations, Agency Mission and Vision, Agency Objectives and Strategies, Human Capital (HC) Mission and Vision, HC Objectives and Strategies, HR Mission and Vision, HR Objectives and Strategies, Agency Policy, Agreements</p> <p>Design a results-focused performance management approach that sets the policies and parameters for the administration of performance management programs within the agency, including establishing employee performance plans and specifying the flexibilities permitted for agency performance management programs. Obtain system approval from OPM.</p> <p><u>Outputs:</u> Approved Performance Management System</p>
<b>4.2.2</b>	Develop Performance Management Program(s)  Role: Management HR Organization Employee	<p><u>Inputs:</u> Approved Performance Management System, Government-wide Laws, Rules and Regulations, Agency Mission and Vision, Agency Objectives and Strategies, HC Mission and Vision, HC Objectives and Strategies, HR Mission and Vision, HR Objectives and Strategies, Proposed Agency Programs, Workforce Plan, Agency Core Competencies, Agency Policy, Agreements, Union Memorandum of Understanding (MOU), Proposed Revisions to Performance Management Program(s) and Process(es), Performance Management Program Assessment Results</p> <p>Develop results-focused performance management procedures and requirements for planning, monitoring, assessing and rating employee performance and correcting or rewarding such performance as appropriate. Work with employees and unions as appropriate. Specify the employees covered by the performance management program. Address the application and operation of written and verbal performance feedback, other intermittent performance assessments, employee individual development plans, measures against competencies and performance elements and standards. Obtain required management approval.</p> <p><u>Outputs:</u> Approved Performance Management Programs</p>
<b>4.2.3</b>	Implement Performance Management Program(s)  Role: Management HR Organization Employee	<p><u>Inputs:</u> Approved Performance Management System, Approved Performance Management Program(s), Proposed Revisions to Performance Management Program, Performance Management Program Assessment Results</p> <p>Develop communication materials and roll out the policies, procedures, standards and governance for managing performance. Negotiate with unions as appropriate.</p> <p><u>Outputs:</u> Performance Management Communication Materials, Policy Implementation Plan</p>



Process	<b>4.2 Establish and Implement Performance Management System and Programs</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>4.2.4</b>	Assess Performance Management Programs(s)  Role: Management HR Organization Employee	<p><u>Inputs:</u> Policy Implementation Plan, Agency Performance Results, Performance Trends, Performance-related Grievances, Other Benchmarks, Leading Practices, Employee Reactions (e.g., survey results)</p> <p>Validate that the performance management system and program(s) meet the needs of the agency, managers and employees through communicating performance expectations, fostering commitment and mutual understanding among managers and employees, improving results through constructive feedback, identifying training and development needs and verifying competency skills are acquired and demonstrated.</p> <p><u>Outputs:</u> Proposed Revisions to Performance Management Program(s) and Process(s), Performance Management Program Assessment Results</p>

Process	<b>4.3 Manage Employee Performance</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>4.3.1</b>	Establish Individual Performance Requirements  Role: Management HR Organization Employee	<p><u>Inputs:</u> Performance Management Policies, Performance Management Procedures, Previous Rating of Record, Previous Performance Plan, Individual Development Plan, Agency Strategic Plan, Description of Duties, Mission Critical Competencies</p> <p>Initiate discussion with employee to establish a performance plan for the given rating period. Finalize and communicate the individual's performance requirements and proficiency levels where the employee understands the measures against which he or she will be rated, including specific results expected, agency-wide core competencies and position specific competencies. HR will provide consultative support as requested.</p> <p><u>Outputs:</u> Employee Performance Plan</p>
<b>4.3.2</b>	Conduct Feedback  Role: Management Employee	<p><u>Inputs:</u> Performance Management Policies, Performance Management Procedures, Employee Performance Plan, Employee Performance Results, Individual Development Plan</p> <p>Set up and conduct regular documented feedback sessions during the rating period. During these sessions, the manager discusses with the employee recent work performed including the proficiencies and deficiencies against the employee's performance elements and standards, expressing requirements and competencies. Development needs are addressed and training needs are identified. A Performance Improvement Plan is developed and initiated, if needed. HR will provide consultative support as requested.</p> <p><u>Outputs:</u> Interim Performance Rating, Performance Proficiencies and Performance Deficiencies, Updated Individual Development Plan, Performance Improvement Plan</p>
<b>4.3.3</b>	Complete Final Performance Appraisal  Role: Management Employee	<p><u>Inputs:</u> Performance Management Policies, Performance Management Procedures, Interim Performance Rating, Employee Performance Results, Appropriate Third-party Feedback, Documented Feedback, Individual Development Plan, Performance Improvement Plan</p> <p>Appraise performance, evaluating the employee actual performance against the performance elements and performance standards established at the beginning of the appraisal period. Obtain any necessary reviewer approval(s). HR will provide consultative support as requested.</p> <p><u>Outputs:</u> Rating of Record</p>

Process	<b>4.3 Manage Employee Performance</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>4.3.4</b>	<p>Discuss Final Performance Appraisal</p> <p>Role: Management Employee</p>	<p><u>Inputs:</u> Rating of Record</p> <p>Engage employee in dialogue to establish common understanding between the manager and employee regarding the appraisal results. Document the employee’s performance appraisal and rating of record and any employee dispute of the rating. Develop revised performance plan for next appraisal period. HR will provide consultative support as requested.</p> <p><u>Outputs:</u> Documented Rating of Record, Documented Dispute of Rating of Record, Performance Improvement Plan, Updated Individual Development Plan, Revised Performance Plan</p>
<b>4.3.5</b>	<p>Finalize Performance Appraisal</p> <p>Role: Management HR Organization</p>	<p><u>Inputs:</u> Documented Rating of Record</p> <p>The appraisal and rating are submitted to HR and/or other authorized group/panel., reviewed for consistency and accuracy, and recorded. Initiate any applicable administrative actions. Provide copy of appraisal to employee.</p> <p><u>Outputs:</u> Recorded Official Rating of Record, Aggregated Data and Reports, Recommended Personnel Actions (including notification to compensation if applicable for award, bonus or salary adjustment)</p>

Process	<b>4.4 Evaluate Performance Management Effectiveness</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>4.4.1</b>	Evaluate Performance Management Program Results  Role: Management HR Organization	<p><u>Inputs:</u> Participant Surveys, Participants' Performance Appraisals, Ratings of Record</p> <p>Determine the effectiveness of the program in terms of individual employee performance plan alignment to agency mission and goals, relationship of employee ratings distribution to organizational achievements, use of validated competencies, employee understanding of relationship between expected results and agency goals, use of balanced and credible measures and ability of supervisors to make meaningful distinctions in performance. This review may be conducted using appropriate evaluation tools such as 360 ratings, supervisor feedback, self-assessment and employee surveys. This review should be conducted periodically, as scheduled by the agency, but not less than every two to three years for established programs and annually for new programs.</p> <p><u>Outputs:</u> New / Revised Performance Management Program, Completed Surveys, Program Effectiveness Conclusions, Program Material Revisions, Assessment Results, Program Evaluation Trends</p>
<b>4.4.2</b>	Evaluate Long-term Impacts and Value of Performance Management Programs  Role: Management HR Organization	<p><u>Inputs:</u> Agency Performance Results, Participants' Performance Appraisals, Ratings of Record, Completed Surveys</p> <p>Determine the value of the program to the agency based on whether it aligns individual performance plans with strategic goals and objectives, identifies measurable results, identifies employee competency gaps, produces meaningful distinctions in performance and identifies and corrects performance deficiencies. It may take several rating cycles before these results can be measured.</p> <p><u>Outputs:</u> Program Effectiveness Conclusions, Proposed Changes to Performance Management System, Proposed Changes to Performance Management Program(s)</p>

## 5. Compensation Management

*Sub-function Definition:* Design, develop and implement compensation programs that attract, retain and fairly compensate agency employees. In addition, design, develop and implement pay for performance compensation programs to recognize and reward high performance, with both base pay increases and performance bonus payments. This sub-function includes: developing and implementing compensation programs; administering bonus and monetary awards programs; administering pay changes; managing time, attendance, leave and pay; and managing payroll.

Process	<b>5.1 Adopt Compensation Programs</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>5.1.1</b>	Review Laws, Regulations, Policies and Trends  Role: Management HR Organization	<p><u>Inputs:</u> Emerging Compensation Trends, Leading Practices, Employment Market Benchmark Data, Salary Surveys, Administration's Agenda, Agreements, Agency Budget, Government-wide Laws, Rules and Regulations, Workforce Plan</p> <p>Track compensation trends in the public and private sectors and review laws, rules, regulations and policies to understand implications for possible alternative compensation programs to be implemented at the agency (e.g., Pay for Performance).</p> <p><u>Outputs:</u> Alternative Compensation Program Research Findings</p>
<b>5.1.2</b>	Identify Parity Issues  Role: Management HR Organization	<p><u>Inputs:</u> Workforce Plan, Human Capital Supply Model, Human Capital Demand Model, Salary Surveys</p> <p>Review the Workforce Plan to understand the implications for employee compensation. Perform ongoing salary surveys to understand compensation in other sectors and industries that influence availability and compensation requirements of the Federal government workforce to view pay parity for similar occupations in the same geography. Make recommendations on any inequities.</p> <p><u>Outputs:</u> Parity Findings, Compensation Program Recommendations</p>

Process	<b>5.1 Adopt Compensation Programs</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>5.1.3</b>	Establish Compensation Program  Role: Management HR Organization	<p><u>Inputs:</u> Government-wide Laws, Rules and Regulations, OPM Regulations and / or Guidance, Alternative Compensation Program Research Findings, Parity Findings, Compensation Program Recommendations</p> <p>For new or revised non-discretionary compensation and leave programs, interpret broad OPM guidance to establish specific agency-level policies and regulations. Identify discretionary compensation program (e.g., incentives, student loan repayments) or adopt existing discretionary compensation program for implementation at agency level. Work with stakeholders to design and develop alternative compensation program (e.g., pay for performance, pay banding). Institute standards for determining the employee populations to be eligible for discretionary or alternative compensation program, to fit within the overall budget parameters.</p> <p><u>Outputs:</u> Compensation Program(s), Agency Compensation Policies and / or Regulations, Leave Policy and Guidelines</p>
<b>5.1.4</b>	Implement Compensation Program  Role: HR Organization	<p><u>Inputs:</u> Compensation Program(s), Agency Compensation Policies and / or Regulations, Agreements</p> <p>Authorize implementation as necessary of discretionary compensation program at the agency. Create an implementation plan for developing, testing and staging any process, tools and technology changes. Coordinate execution of implementation plan. Participate as necessary in development or modification of new processes, tools or technologies.</p> <p><u>Outputs:</u> Implementation Plan, Systems Requirements, Process Design Changes</p>
<b>5.1.5</b>	Create Compensation Program Communications Approach and Content  Role: HR Organization	<p><u>Inputs:</u> Compensation Program(s), Agency Compensation Policies and / or Regulations</p> <p>Establish an overall approach to deliver information to applicable audiences (e.g., eligible employees, candidates) regarding the compensation program. Develop compensation program communications content and deliver across the appropriate communications media.</p> <p><u>Outputs:</u> Agency Compensation Program(s) Communication Approach and Content</p>

Process	<b>5.2 Administer Bonus and Awards Programs</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>5.2.1</b>	Identify Bonus and Awards Payout Strategies  Role: Management	<u>Inputs:</u> Agency Discretionary Compensation Policy, Agency Budget, Agency Performance Results, Workforce Plan, Succession Plan, Legislation, Agreements, Agency Mission and Vision, Stakeholder Input  Identify bonus and award (e.g., monetary, non-monetary) strategies for any given year.  <u>Outputs:</u> Bonus and Awards Strategies
<b>5.2.2</b>	Determine Eligibility for Bonus or Award  Role: Management HR Organization	<u>Inputs:</u> Bonus and Awards Strategies, Bonus or Award Eligibility Guidelines, Rating of Record, Management Input, Agency Discretionary Compensation Policy  Identify individuals or groups of employees who are eligible to receive bonus and / or award. Document justification.  <u>Outputs:</u> List of Employees to Receive Bonus or Award
<b>5.2.3</b>	Set Bonus or Award Pay  Role: Management HR Organization	<u>Inputs:</u> List of Employees to Receive Bonus or Award, Rating of Record, Agency Budget, Management Input, Agency Discretionary Compensation Policy  Determine bonus and/or award and capture data in payroll and other systems as applicable.  <u>Outputs:</u> Bonus or Award, HR Transaction
<b>5.2.4</b>	Deliver Bonus or Award Communication  Role: Management HR Organization Employee	<u>Inputs:</u> Bonus or Award, Agency Discretionary Compensation Policy  Inform eligible employees of the value and basis of their bonus and / or award.  <u>Outputs:</u> Bonus and / or Award Communication

Process	<b>5.3 Administer Pay or Leave</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>5.3.1</b>	Identify Employees to Receive Pay or Leave Change  Role: Management HR Organization	<u>Inputs:</u> Agency Compensation Policy, Pay and Leave Change Guidelines, Employee Performance, Time in Grade, Agency Budget, Management Action, Employee Requests, Agreements  Determine eligibility and calculate amounts for pay, leave, allowances and differentials (e.g., annual salary increases, temporary promotions, leave eligibility, promotions, demotions and retention incentives).  <u>Outputs:</u> List of Employees to Receive Pay or Leave Changes
<b>5.3.2</b>	Process Pay or Leave Change  Role: HR Organization	<u>Inputs:</u> List of Employees to Receive Pay or Leave Changes  Update pay data or leave data in payroll and other systems.  <u>Outputs:</u> Employee Pay or Leave Data, Payroll Transactions
<b>5.3.3</b>	Communicate Pay or Leave Change  Role: Management HR Organization Employee	<u>Inputs:</u> Employee Pay or Leave Data  Inform eligible employees of the pending receipt and value of their pay or leave change.  <u>Outputs:</u> Communicated Pay or Leave Changes



Process	<b>5.4 Manage Time and Attendance</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>5.4.1</b>	Schedule Employees  Role: Management	<p><u>Inputs:</u> Agency Available Work Schedules, Legislation, Agreements, Employee Preferences, Roster of Employees, Assigned Employee Roles, Projected Workload</p> <p>Define work schedules of employees based on project and / or work requirements and record schedules into the system.</p> <p><u>Outputs:</u> Assigned Basic Work Schedule (Tour of Duty), Transaction</p>
<b>5.4.2</b>	Attest Attendance Data  Role: Employee	<p><u>Inputs:</u> Employee Information, Assigned Basic Work Schedule, Leave Accruals, Leave Balances, Official Time Tracking Data</p> <p>Record and attest time worked (e.g., premium pay, differentials, hazardous pay, and work / schedule adjustments) by an employee, including leave. The time recorded may or may not be associated with a project work code.</p> <p><u>Outputs:</u> Attested Time and Attendance Data, Project Cost Data</p>
<b>5.4.3</b>	Manage Usage of Leave and Paid Time Off  Role: Management HR Organization Employee	<p><u>Inputs:</u> Leave Policy and Guidelines, Compensatory Time Policy and Guidelines, Agency Alternative Work Schedule Policy and Guidelines, Leave Begin and End Dates, Attested Time and Attendance Data, Project Cost Data, Beginning Leave Balances, Payroll Transactions</p> <p>Complete forms and provide applicable justification for leave. Calculate employee leave accruals and other paid time off, apply usages and perform conversions to determine balances (e.g., FMLA, leave banks, voluntary leave transfer, home leave, credit hours) based on time worked and leave taken. For employees on leave of absence, verify and approve eligibility and requested leave duration.</p> <p><u>Outputs:</u> Leave Accruals, Leave Balances, Continuation of Leave Request, Leave End Date, Leave Documentation, Validated Time and Attendance, Project Cost Data</p>
<b>5.4.4</b>	Certify Employee Attendance Data  Role: Management	<p><u>Inputs:</u> Validated Time and Attendance, Project Cost Data</p> <p>Certify the reported time for employees.</p> <p><u>Outputs:</u> Certified Time and Attendance, Project Cost Data</p>

Process	<b>5.5 Manage Payroll</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>5.5.1</b>	Manage Employee Furnished Payroll Data  Role: HR Organization Employee	<p><u>Inputs:</u> Employee Furnished Payroll Data</p> <p>Capture and validate individual employee payroll data (e.g., direct deposit, voluntary and involuntary deductions, tax withholding information).</p> <p><u>Outputs:</u> Validated Employee Payroll Data</p>
<b>5.5.2</b>	Process On-cycle Payroll  Role: HR Organization	<p><u>Inputs:</u> Pay Schedule, Validated Employee Payroll Data, Certified Time and Attendance Data, Employee Pay Data or Salary Updates, Voluntary, Involuntary and Mandatory Deductions, Dues Withholding, Allowances, Payroll Transaction</p> <p>Ensure pay data for the pay period is available and calculate gross pay, apply taxes and deductions to calculate net pay, verify payroll and generate disbursement data (e.g., employee, taxes, allotments).</p> <p><u>Outputs:</u> Pay Calculation Results , Pay Reporting Data</p>
<b>5.5.3</b>	Process Off-cycle Payroll  Role: HR Organization	<p><u>Inputs:</u> Pay Schedule, Validated Employee Payroll Data, Certified Time and Attendance Data, Employee Pay Data or Salary Updates, Voluntary, Involuntary and Mandatory Deductions, Dues Withholding, Allowances, Payroll Transaction</p> <p>For individuals or groups who must be paid outside the parameters of the pay period, calculate the appropriate payment. These are typically one time payments.</p> <p><u>Outputs:</u> Pay Calculation Results , Pay Reporting Data</p>
<b>5.5.4</b>	Distribute Labor Costs  Role: HR Organization	<p><u>Inputs:</u> Pay Calculation Results, Labor Cost Distribution Charge Codes, Attested Time and Attendance Data</p> <p>Allocate payroll costs to projects or accounts on a daily, weekly or bi-weekly basis. Transmit labor cost allocation information to General Ledger and other financial accounting systems and / or third party(s).</p> <p><u>Outputs:</u> Labor Cost Allocation</p>
<b>5.5.5</b>	Process Disbursements  Role: HR Organization	<p><u>Inputs:</u> Pay Calculation Results</p> <p>Allocate and distribute payments to authorized recipients (e.g., employees, benefits providers, garnishment collection agencies). Reconcile payment data as applicable.</p> <p><u>Outputs:</u> Disbursements</p>

Process	<b>5.5 Manage Payroll</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>5.5.6</b>	Handle Payroll Issues  Role: HR Organization	<u>Inputs:</u> Payroll Discrepancies, Employee Inquiries  Manage and resolve all reported payroll issues. Respond to or refer employee questions as necessary.  <u>Outputs:</u> Resolved Payroll Issues
<b>5.5.7</b>	Perform Periodic Reporting  Role: HR Organization	<u>Inputs:</u> Pay Calculation Results, Pay Reporting Data, Disbursements, Payroll Data  Calculate and report on payroll and HR information by pay period, quarterly, annually and as requested (e.g., advices, social security, retirement, EHRI, EEOC).  <u>Outputs:</u> Reported Payroll Information

## 6. Benefits Management

*Sub-function Definition:* Design, develop and implement benefit programs that attract, retain and support current and former agency employees. This sub-function includes: establishing and communicating benefits programs; processing benefits actions; and interacting as necessary with third party benefits providers.

Process	<b>6.1 Establish Benefits Programs</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>6.1.1</b>	Adopt or Establish Discretionary Benefits Programs  Role: Management	<u>Inputs:</u> Government-wide Laws, Rules and Regulations, Government-wide Benefits Programs  Identify new discretionary benefits programs or adapt discretionary benefits programs.  <u>Outputs:</u> Benefits Offerings
<b>6.1.2</b>	Establish Benefits Eligibility Rules  Role: Management HR Organization	<u>Inputs:</u> Government-wide Laws, Rules and Regulations, Benefits Industry Products and Services, External Data, Negotiated Agreements  Institute standards for determining benefits eligibility.  <u>Outputs:</u> Agency Benefits Policy
<b>6.1.3</b>	Coordinate Process Implementation With Partners and Providers  Role: HR Organization	<u>Inputs:</u> Mandatory Government Benefits Programs, Discretionary Government Benefits Programs, Agency Benefits Policy  Create implementation plan for developing, testing and staging any necessary people, process and technology changes. Coordinate execution of plan with partners including unions and providers. Negotiate benefits / services with partners (internal) and providers (external) and ensure results meet service level expectations. Authorize implementation of the program at the agency. HR will continue to be involved in people, process and technology. Develop / modify process, tools and technology.  <u>Outputs:</u> Service Level Agreements, Implementation Plan, Systems Requirements, Process Design Changes, Organizational Change Requirements
<b>6.1.4</b>	Create Benefits Communications Approach and Content  Role: HR Organization	<u>Inputs:</u> Benefits Offerings, Agency Benefits Policy, Service Level Agreements  Plan the approach and create content to communicate benefits programs.  <u>Output:</u> Communication Content, Communications Strategy and Plan

Process	<b>6.2 Process Benefits Actions</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>6.2.1</b>	Deliver Benefits Communication  Role: HR Organization	<p><u>Inputs:</u> Communication Content, Third Party Communication Content, Communication Strategy and Plan</p> <p>Make benefits communication content available via various media (e.g., websites, brochures, one on one counseling).</p> <p><u>Outputs:</u> Communications Materials</p>
<b>6.2.2</b>	Manage Provider Contracts  Role: HR Organization	<p><u>Inputs:</u> Service Level Agreements, Provider Pricing Data, Industry Benchmarks, Employee Satisfaction Data, Changes to Provider Offerings</p> <p>Provide benefits data to external and internal benefits providers. Monitor service levels and price with providers. Track performance over time. Renegotiate Service Level Agreements as necessary.</p> <p><u>Outputs:</u> Benefits Provider Performance Results, Revised Benefits Provider Service Level Agreement</p>
<b>6.2.3</b>	Elect Benefits  Role: Employee	<p><u>Inputs:</u> Communication Materials , Benefits Offerings, Agency Benefits Policy</p> <p>Elect benefits, selecting from among available choices. Benefits participation data is received from the employee and validated as appropriate. Discontinue participation, if necessary, per eligibility rules.</p> <p><u>Outputs:</u> Benefits Elections, Payroll Provider</p>
<b>6.2.4</b>	Activate Enrollments  Role: HR Organization	<p><u>Inputs:</u> Benefits Provider Performance Results, Revised Benefits Provider Service Level Agreement, Benefits Offerings, Agency Benefits Policy</p> <p>Determine eligibility and activate employee into benefits programs.</p> <p><u>Outputs:</u> Benefits Elections, Payroll Provider</p>
<b>6.2.5</b>	Maintain Appropriate Records  Role: HR Organization	<p><u>Inputs:</u> Benefits Elections, Payroll Provider</p> <p>Receive completed and signed benefits forms, as necessary, from benefits participants and file them as appropriate.</p> <p><u>Outputs:</u> Employee Records</p>

## 7. Human Resources Development

*Sub-function Definition:* Design, develop and implement a comprehensive employee development approach to ensure agency employees have the right competencies and skills for current and future work assignments. This sub-function includes conducting employee development needs assessments; designing employee development programs; administering and delivering employee development programs; and evaluating the overall effectiveness of the agency's employee development approach.

Process	<b>7.1 Establish Agency Human Resources Development (HRD) Management Strategy</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>7.1.1</b>	Review Laws, Regulations, Policies and Guidelines  Role: HR Organization	<p><u>Inputs:</u> Government-wide Laws, Rules and Regulations, HR Policy, HR Procedures, Agreements</p> <p>Monitor, on an ongoing basis, legislative and regulatory changes, events, trends and documentation that could have an impact on HRD.</p> <p><u>Outputs:</u> Notification of Change in Government-wide Laws, Rules and Regulations or Trends</p>
<b>7.1.2</b>	Develop Agency HRD Vision  Role: Management HR Organization	<p><u>Inputs:</u> Agency Mission and Vision, Agency Objectives and Strategies, HC Plan, HC Objectives and Strategies, HC Mission and Vision, HR Mission and Vision, HR Objectives and Strategies, Workforce Plan, Succession Plan, Staff Acquisition Strategy, Notification of Change in Government-wide Laws, Rules and Regulations or Trends (e.g., CG Decisions, Executive Orders, OMB Circulars, Case Law)</p> <p>Create an overall philosophy or doctrine for HRD that establishes the framework for employee development, supports HC and HR objectives and strategies, outlines the agency's doctrine on the use of various learning strategies, including e-learning, to address employee development and includes the requirements for overall metrics for measuring the results of training and development.</p> <p><u>Outputs:</u> Agency HRD Vision</p>
<b>7.1.3</b>	Communicate Agency HRD Vision  Role: HR Organization	<p><u>Inputs:</u> Agency HRD Vision</p> <p>Convey the Agency HRD vision to various internal and external stakeholders (e.g., agency executives, HR staff, agency line managers, employees, unions) using a variety of media.</p> <p><u>Outputs:</u> Communicated Agency HRD Vision</p>

Process	<b>7.2 Conduct HR Development Needs Assessment</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>7.2.1</b>	<p>Determine Competencies to be Addressed by HRD</p> <p>Role: Management HR Organization</p>	<p><u>Inputs:</u> Projected Agency Human Capital Requirements, Workforce Plan, Annual Multi-level Training Needs Assessment (organizational, occupational, individual), User Self-assessment</p> <p>Prioritize competency gaps and identify high priority competencies to be addressed based on need expressed by, managers, executives, employee input, the link to HC / HR Mission, Vision, Objectives and Strategies and the degree to which an employee development program could practically address the need.</p> <p><u>Outputs:</u> HRD Component of the Talent Management Strategy</p>
<b>7.2.2</b>	<p>Identify / Propose HRD Program</p> <p>Role: Management HR Organization</p>	<p><u>Inputs:</u> HRD Component of the Talent Management Strategy , Internal and External Program Options, Employee and Union Recommendations</p> <p>Develop a proposal and business case that outlines the potential HRD programs and strategies needed to address high priority and other competency gaps in the organization; Identify the potential HRD program provider(s) based on who can best meet identified program needs. The provider may be an external vendor, an internal agency group or a group from another agency.</p> <p><u>Outputs:</u> Proposed HRD Programs and / or Learning Opportunities with Business Cases</p>
<b>7.2.3</b>	<p>Analyze, Prioritize and Select HRD Programs and / or Learning Opportunities to be Implemented</p> <p>Role: Management HR Organization</p>	<p><u>Inputs:</u> Proposed HRD Programs and / or Learning Opportunities with Business Cases</p> <p>Analyze, prioritize, and select employee development programs to be implemented based on results of the needs assessment, and the decisions stemming from the proposal and business case (i.e., potential agency impact, analysis of pre-existing training sources versus in-house development, timeline, cost, employee population, and available budget, etc).</p> <p><u>Outputs:</u> Approved HRD Programs and / or Learning Opportunities with Business Cases</p>

Process	<b>7.3 Develop HR Development Program</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>7.3.1</b>	Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity  Role: Management HR Organization	<u>Input:</u> Approved HRD Programs and/or Learning Opportunities  Identify and describe the target audience(s), conduct task and learning analysis, inventory the competencies, select and analyze competencies for training and identify performance criteria for measuring desired results.  <u>Outputs:</u> Training Needs Analysis (per Program and/or Learning Opportunity, Target Audience)
<b>7.3.2</b>	Design HRD Program Content  Role: Management HR Organization	<u>Inputs:</u> Training Needs Analysis, HRD Program Goals, Learning Objectives, Target Audiences  Develop a broad outline of topics (content) to be covered in the programs(s). Establish learning goals and objectives including methods for measuring and demonstrating learning. Develop training strategy including instructional strategies and delivery and distribution methods (e.g., lectures, case studies, role plays, blended learning, developmental assignments, certifications, technology enabled training, coaching and mentoring programs [technical and cross-functional], traditional classroom training, Web-based learning, videotapes, brown bag lunch series, conferences, communities of practice, education, on-the-job training, etc.)  <u>Outputs:</u> HRD Program Design Document
<b>7.3.3</b>	Select HRD Program Provider  Role: Management HR Organization Employee	<u>Inputs:</u> Provider Profile, Provider Offerings, Training Needs Analysis, HRD Program Goals, Learning Objectives, Target Audiences, HRD Program Design Document  Identify selection criteria and provider performance criteria and select the HRD provider that will best meet program needs. The employee may be involved in the identification of the source or provider.  <u>Outputs:</u> Provider Selection Criteria, Provider Evaluation Results
<b>7.3.4</b>	Develop HRD Program  Role: Management HR Organization	<u>Inputs:</u> Training Needs Analysis, HRD Program Goals, Learning Objectives, Employee Development Program Outline, Target Audiences, Implementation Time Frame  Develop program content and materials. Establish a plan that produces results in the time frames established. Identify resource requirements. Schedule resources. Identify key milestones and approval dates. Develop implementation plan.  <u>Outputs:</u> HRD Program and Materials, Evaluation Instruments, Implementation Plan



Process	<b>7.3 Develop HR Development Program</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>7.3.5</b>	Establish Overall Implementation Time Frames and Predict Program Life Span  Role: Management HR Organization	<u>Inputs:</u> Training Needs Analysis, HRD Program Goals, Performance Criteria, HRD Program Design Document, Budget  Propose and document the overall time frames and probable program life span for design, development and implementation of the program.  <u>Outputs:</u> Implementation Time Frame
<b>7.3.6</b>	Review and Validate HRD Program  Role: Management HR Organization	<u>Inputs:</u> HRD Program and Materials, Evaluation Instruments, Implementation Plan  Review completed program content to ensure it will meet program goals and learning objectives and for quality and for appropriateness to target audience. Propose revisions and re-review as necessary.  <u>Outputs:</u> Approved HRD Program and Materials, Evaluation Instruments, Implementation Plan

Process	<b>7.4 Implement HR Development Program</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>7.4.1</b>	Pilot HRD Program  Role: HR Organization	<p><u>Inputs:</u> Approved HRD Program and Materials, Evaluation Instruments</p> <p>Offer a new or substantially revised program to a sample of the target audience and / or to individuals who will in the future be delivering the program (train the facilitator) to identify revisions or improvements to content, sequencing of content, program timing, delivery method and program logistics (e.g., Web access, facilities). A pilot may be warranted if the program content or delivery approach varies substantially from the past. A substantial revision to an existing program may also warrant a pilot.</p> <p><u>Outputs:</u> Developer, Observer and / or Facilitator Feedback, Completed Program Evaluations</p>
<b>7.4.2</b>	Revise HRD Content and Methods of Delivery  Role: HR Organization	<p><u>Inputs:</u> Developer, Observer and / or Facilitator Feedback, Completed Program Evaluations</p> <p>Make adjustments to the program based on pilot experience and feedback.</p> <p><u>Outputs:</u> Revised Instructional Strategies, Delivery and Distribution Methods, HRD Program Materials, Revised Evaluation Instruments (where applicable)</p>
<b>7.4.3</b>	Announce HRD Program  Role: HR Organization	<p><u>Inputs:</u> HRD Program Outline, Target Audiences</p> <p>Determine frequency and timing of program offerings based on organizational or employee need or opportunity, target audience organization and location and budget. Add offerings to program catalog(s) (e.g., Web-based catalogs, hard copy catalogs). Produce and disseminate via various media any program announcement materials.</p> <p><u>Outputs:</u> Training / Development Catalog(s), Program Announcement Materials</p>
<b>7.4.4</b>	Administer Training  Role: Management HR Organization Employee	<p><u>Inputs:</u> Training / Development Catalog(s), Program Evaluations, Course Evaluations</p> <p>Coordinate the administrative and logistical aspects of delivering the program including participant registration and authorization, billing for the program as appropriate, tracking participation (e.g., self-study, Web-based training) or attendance (e.g., traditional classroom training), cancellations and absences and receiving and summarizing program evaluation data. This also includes scheduling and setting up facilities for programs that are delivered in a classroom or other settings. Manage providers as necessary.</p> <p><u>Outputs:</u> Program Registrations, Attendance Data, Group Training Costs, Individual Training Costs, Summarized Program Evaluations, Provider Performance Results and / or Reports</p>

<b>Process</b>	<b>7.4 Implement HR Development Program</b>	
<b>ID</b>	<b>Activity Name</b>	<b>Activity Definition</b>
<b>7.4.5</b>	Deliver HRD Program  Role: HR Organization	<u>Inputs:</u> HRD Program Materials, Program Evaluation Forms  Deliver program to participants per schedule and / or availability published in program catalog(s). Update employee records to document program attendance and / or completion.  <u>Outputs:</u> Program Evaluations, Employee Record Updates

Process	<b>7.5 Manage HR Development</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>7.5.1</b>	Create or Update Individual Development Plan  Role: Management Employee	<u>Inputs:</u> Annual Performance Evaluation, Career Strategy, Agency Strategic Plan  In a collaborative effort, the manager and employee identify developmental opportunities to address competency goals and / or deficiencies and set up an action plan for development going forward.  <u>Outputs:</u> Individual Development Plan, Performance Plan
<b>7.5.2</b>	Execute Individual Development Plan  Role: Management HR Organization Employee	<u>Inputs:</u> Individual Development Plan, Training Catalog, Career Plan  Complete activities in the Individual Development Plan (e.g., enrollment in a Web-based learning activity, certification class, developing a coaching / mentoring relationship).  <u>Outputs:</u> Executed Individual Development Plan
<b>7.5.3</b>	Assess Progress Against Individual Development Plan  Role: Management HR Organization Employee	<u>Inputs:</u> Training Results, Annual Performance Evaluation, Individual Development Plan  Measure skills attained (e.g., via testing, on the job performance, employee and manager feedback) and progress made against the Individual Development Plan.  <u>Outputs:</u> Revised Individual Development Plan, Performance Evaluation

Process	<b>7.6 Evaluate HR Development Program Effectiveness</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>7.6.1</b>	Evaluate HRD Program  Role: HR Organization	<p><u>Inputs:</u> Completed Program Evaluation Forms</p> <p>Collect program evaluations to identify improvements for future sessions. Review existing programs for relevance, on an ongoing basis, and revise or discontinue as appropriate.</p> <p><u>Outputs:</u> Program Evaluation Trends, Program Material Revisions, Updated Training / Development Catalog(s)</p>
<b>7.6.2</b>	Analyze HRD Program Results  Role: Management HR Organization	<p><u>Inputs:</u> Participant Surveys, Manager Surveys, Participants' Performance Evaluations, Other Collected Feedback</p> <p>Determine the value of the program to participants and the agency in terms of how well participants are using what they learned and are meeting learning objectives. This review may be conducted using appropriate evaluation tools (e.g., 360 ratings, supervisor feedback, self-assessment) and may take place six months to a year after the participants experienced the program.</p> <p><u>Outputs:</u> New or Revised HRD Program(s) and Materials, Completed Participant Surveys, Completed Manager Surveys, Program Effectiveness Conclusions, Program Material Revisions, Assessment Results</p>
<b>7.6.3</b>	Evaluate Long-term Impacts and Value of HRD Programs  Role: Management HR Organization	<p><u>Inputs:</u> Agency Performance Results, Participants' Performance Evaluations, Completed Participant Surveys, Completed Manager Surveys</p> <p>Determine the value of the program to the agency based on whether the program has addressed the competency deficiencies identified during the needs assessment and the resulting expanded competency base is producing measurable results. It may take at least eighteen months to two years before these results can be measured.</p> <p><u>Outputs:</u> Program Effectiveness Conclusions, ROI Assessment</p>

## 8. Employee Relations

*Sub-function Definition:* Design, develop and implement programs that strive to maintain an effective employer-employee relationship that balances the agency's needs against its employees' rights. This sub-function includes: addressing employee misconduct; addressing employee performance problems; managing administrative grievances; providing employee accommodation; administering employees assistance programs; participating in administrative third party proceedings; and determining candidate and applicant suitability.

Process	<b>8.1 Address Employee Misconduct</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>8.1.1</b>	Establish Employee Conduct Expectations  Role: Management HR Organization	<p><i>Inputs:</i> Agency Policies, Government-wide Laws, Rules and Regulations, Agreements</p> <p>Develop, validate and publish practices that govern employee conduct and behavior. Train and counsel supervisors and managers on rules of conduct. Interpret agency policy to set practices for workforce within managers' or supervisors' span of control.</p> <p><i>Outputs:</i> Guidelines on Documenting Offense and Appropriate Actions, Individual Manager Expectations, Table of Penalties</p>
<b>8.1.2</b>	Communicate Employee Conduct Expectations  Role: Management HR Organization	<p><i>Inputs:</i> Guidelines on Documenting Offense and Appropriate Actions, Individual Manager Expectations, Table of Penalties, Agreements</p> <p>Use a variety of media and / or communication methods to communicate and ensure notice to employees of conduct expectations and consequences. Train and counsel employees on rules of conduct.</p> <p><i>Outputs:</i> Communication Materials</p>
<b>8.1.3</b>	Conduct Fact Finding Into Employee Misconduct  Role: Management HR Organization	<p><i>Inputs:</i> Alleged Employee Misconduct, Case Law, Case File, Agency Precedent, Government-wide Laws, Rules and Regulations, Employee Data, Guidelines on Documenting Offense and Appropriate Actions, Legal / HR Advice and Guidance, Agreements</p> <p>Gather and document facts on alleged employee misconduct and create file. Inform employee as appropriate.</p> <p><i>Outputs:</i> Decision to Take Informal or Formal Action, Referral (e.g., investigative entity, EAP)</p>

<b>Process</b>	<b>8.1 Address Employee Misconduct</b>	
<b>ID</b>	<b>Activity Name</b>	<b>Activity Definition</b>
<b>8.1.4</b>	Execute Formal or Informal Action  Role: Management HR Organization	<u>Inputs:</u> Case File, Table of Penalties, Government-wide Laws, Rules and Regulations, Employee Data, Agency Precedents, Agreements, Agency Policies  Effect action in accordance with applicable government-wide and agency policies and / or take other measures as appropriate (e.g., settlement, last chance agreement, resignation).  <u>Outputs:</u> Agency Case File, Decision Letters, Settlement Agreement, Transaction

Process	<b>8.2 Address Employee Performance Problems</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>8.2.1</b>	Address Performance Improvement Plan Results  Role: Management HR Organization	<u>Inputs:</u> Interim Performance Rating, Performance Plan, Rating of Record, Performance Proficiencies and Deficiencies, Performance Improvement Plan, Performance Improvement Plan Results, Case Law, Precedent Findings, Government-wide Laws, Rules and Regulations, Agency Policies  Review performance during the opportunity period and compare against expectations detailed in the performance improvement plan. Decide appropriate action based on results in accordance with agency regulations.  <u>Outputs:</u> Decision to Take Action
<b>8.2.2</b>	Execute Formal or Informal Action  Role: Management HR Organization	<u>Inputs:</u> Decision to Take Action, PIP, Agreements, Agency Policies, Government-wide Laws, Rules and Regulations  Effect action in accordance with applicable government-wide and agency policies.  <u>Outputs:</u> Agency Case File, Decision Letter, Transaction



Process	<b>8.3 Manage Administrative Grievances</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>8.3.1</b>	Identify Issue (Informal Grievance)  Role: Management HR Organization	<u>Inputs:</u> Employee(s) Claim of Wrongdoing  Receive information to define and clarify the issue(s).  <u>Outputs:</u> Decision, Finding, Recommendation on How to Address the Grievance, Resolution, Documented Complaint
<b>8.3.2</b>	Advise on Means of Resolution  Role: Management HR Organization	<u>Inputs:</u> Alternative Resolution Methods, Documented Complaint  Provide information on available resolution options and / or venues (e.g., mediation, fact finding, “ombudsman” meeting, dispute panels and facilitation). Provide offers of informal resolution.  <u>Outputs:</u> Resolution, Decision on Informal Grievance, Settlement Agreement, Decision to Employ Alternative Dispute Resolution (ADR) Methods
<b>8.3.3</b>	File Formal Grievance  Role: Employee	<u>Inputs:</u> Informal Grievance, Decision on Informal Grievance, Results of ADR, Documentation Supporting Grievance, Agreements  Submit grievance in accordance with prescribed procedures.  <u>Outputs:</u> Grievance
<b>8.3.4</b>	Engage in Alternative Dispute Resolution  Role: Management HR Organization Employee	<u>Inputs:</u> Agreements, Grievance, Interests of the Parties, Agency Policies and Procedures  Engage in alternative methods of dispute resolution, as appropriate, (e.g., mediation, fact finding, ombudsman meeting, dispute panels, facilitated discussion).  <u>Outputs:</u> Resolved Dispute, Settlement Agreement, Continued Formal Grievance
<b>8.3.5</b>	Process Grievance  Role: Management HR Organization	<u>Inputs:</u> Grievance, Agreements, Legal / HR Advice and Guidance, Government-wide Laws, Rules and Regulations, Third Party Decisions, Case Law, Agency Policy and Procedures  Determine jurisdiction and refer as appropriate. Collect, review and analyze information related to the grievance (e.g., hold discussions, collect data, supporting documentation). Determine findings and address requested relief.  <u>Outputs:</u> Grievance Findings, Grievance Case File
<b>8.3.6</b>	Render Decision on Grievance  Role: Management HR Organization	<u>Inputs:</u> Grievance Findings, Grievance Case File, Results of ADR, Legal / HR Advice and Guidance, Government-wide Laws, Rules and Regulations, Agreements  Render a decision in accordance with prescribed procedures.  <u>Outputs:</u> Grievance Decision

Process	<b>8.4 Provide Reasonable Accommodation</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>8.4.1</b>	Request Accommodation  Role: Prospective Employee / Employee	<u>Inputs:</u> Employee Request, Third Party Decision  File a request for accommodation (an employee to address a need or a decision and a settlement or resolution of a grievance or EEO complaint).  <u>Outputs:</u> Acknowledgement, Request for Documentation, Accommodation File
<b>8.4.2</b>	Determine Accommodation Needs  Role: Management HR Organization	<u>Inputs:</u> Documentation, Agency Policy and Procedures, Government-wide Laws, Rules and Regulations, Job Requirements, Legal / HR Advice and Guidance  Review information provided by the employee. Request clarification or additional information and evaluate to identify appropriate reasonable accommodation, if any. Decide to accommodate or deny in accordance with agency-specific procedures.  <u>Outputs:</u> Decision on Accommodation Request
<b>8.4.3</b>	Put Reasonable Accommodation Into Place  Role: Management HR Organization	<u>Inputs:</u> Decision on Accommodation Request, Agency Policies and Procedures, Accommodation File  Work with other areas (e.g., facilities, IT, procurement) to implement the reasonable accommodation. Inform and / or train the employee and / or manager / supervisor. Follow up to ensure needs are being met.  <u>Outputs:</u> Reasonable Accommodation

Process	<b>8.5 Administer Employee Assistance Program</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>8.5.1</b>	Provide EAP Services  Role: Management HR Organization	<p><u>Inputs:</u> Government-wide Laws, Rules and Regulations, EAP Service Offerings</p> <p>Research and evaluate Employee Assistance Program (EAP) service offerings and establish EAP services. Monitor service usage and service provider performance over time. Adjust services and / or providers as necessary. Communicate availability of services for employees and families. Ensure employees and managers / supervisors are informed of self-service features to the Employee Assistance Program.</p> <p><u>Outputs:</u> New or Renewed EAP Services, Communications</p>
<b>8.5.2</b>	Make Referrals to EAP Services  Role: Management HR Organization	<p><u>Inputs:</u> EAP Service Provider Contact Information</p> <p>Provide service contact information when employees request the information or the agency directs counseling or services.</p> <p><u>Outputs:</u> Employee Referral</p>

Process	<b>8.6 Participate in Administrative Third Party Proceedings</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>8.6.1</b>	File With a Third Party  Role: Employee	<u>Inputs:</u> Appealable Decision / Action, Government-wide Laws, Rules and Regulations  Exercise right to request a decision by a third party (e.g., EEOC, MSPB, OSC, OPM, US District Court).  <u>Outputs:</u> Filing
<b>8.6.2</b>	Engage in Discovery  Role: Management HR Organization Employee	<u>Inputs:</u> Request for Discovery, Interrogatories, Legal / HR Advice and Guidance  Request and provide information related to the issue under appeal. Depose potential witnesses.  <u>Outputs:</u> Response to Discovery Request, Discovery Request
<b>8.6.3</b>	Prepare a Response to Third Party Filing  Role: Management HR Organization	<u>Inputs:</u> Notification from Third Party, Filing  Provide agency's position, facts and / or supporting documentation in accordance with prescribed procedures.  <u>Outputs:</u> Agency Response
<b>8.6.4</b>	Participate in Alternative Dispute Resolution  Role: Management HR Organization Employee	<u>Inputs:</u> Request or Notice to Participate in ADR  Engage in alternative methods of dispute resolution, as required by third party policy, (e.g., mediation, fact finding, ombudsman meeting, dispute panels and facilitated discussion).  <u>Outputs:</u> Resolved Dispute, Settlement Agreement, Continued Third Party Process
<b>8.6.5</b>	Participate in Hearing / Meeting / Trial  Role: Management HR Organization Employee	<u>Inputs:</u> Notice of Hearing, Meeting or Trial, Case File, Case Law  Represent agency's interest. Select and prepare witnesses. Compile and present evidence.  <u>Outputs:</u> Decision of Third Party
<b>8.6.6</b>	Appeal Third Party Decision  Role: Management HR Organization	<u>Inputs:</u> Decision of Third Party, Case Law, Government-wide Laws, Rules and Regulations, Legal / HR Advice and Guidance  Exercise rights (e.g., agency, employee, OPM, DOJ, OSC) to appeal the decision of the third party through appropriate procedures.  <u>Outputs:</u> Appeal
<b>8.6.7</b>	Implement Third Party Decision / Settlement  Role: Management HR Organization	<u>Inputs:</u> Decision of Third Party  Take directed action(s) and report compliance as required or settle.  <u>Outputs:</u> Compliance Report, Data Transactions, Settlement Agreement

Process	<b>8.7 Determine Candidate / Employee Suitability</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>8.7.1</b>	Review Investigative File  Role: HR Organization	<p><u>Input:</u> Background Investigative File, Financial Disclosure</p> <p>Review and analyze investigative file to make a preliminary determination about a candidate's suitability for employment or position. If there are no issues, the personnel action takes effect. If there are issues, the adjudication process is triggered.</p> <p><u>Output:</u> Preliminary Determination of Suitability, Notification to Candidate / Employee</p>
<b>8.7.2</b>	Respond to Request for Information  Role: Employee	<p><u>Input:</u> Preliminary Determination of Suitability, Notification to Candidate / Employee</p> <p>Provide requested information to address agency's concerns.</p> <p><u>Output:</u> Response to Request for Information</p>
<b>8.7.3</b>	Adjudicate Suitability Issues  Role: Management HR Organization	<p><u>Input:</u> Response to Request for Information, Background Investigative File, Government-wide Laws, Rules and Regulations, Agency Precedent</p> <p>Conduct process to determine final suitability of candidate / employee.</p> <p><u>Output:</u> Suitability Determination, Notification to Candidate / Employee with Appeal Rights, Report to OPM</p>

## 9. Labor Relations

*Sub-function Definition:* Manage the relationship between the agency and its unions and bargaining units. This includes negotiating and administering labor contracts and collective bargaining agreements; managing negotiated grievances; and participating in negotiated third party proceedings.

Process	<b>9.1 Manage Labor Relations</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>9.1.1</b>	Obtain Recognition  Role: Management Unions HR Organization Employee	<p><i>Inputs:</i> Petitions or Interest Cards, Agency Response, Agency Employee Data</p> <p>Collect petitions or interest cards from group of employees. Union petitions FLRA for recognition, agency responds to petition, FLRA decides on petition and, if favorable, FLRA-sponsored election takes place and employees vote.</p> <p><i>Outputs:</i> Certification of Recognition, FLRA Decision, Notice of Election, Election Results, Bargaining Unit Status (BUS) Codes, Employee Record Updates, Communication Materials, Training Requirements</p>
<b>9.1.2</b>	Clarify Bargaining Unit(s) and Representation  Role: Management Unions HR Organization	<p><i>Inputs:</i> Clarification of Unit Petitions, Reorganization, FLRA Decision, Notice of Election, Election Results, Memoranda of Understanding / Agreement (MOU / MOA), Certification of Recognition, Government-wide Laws, Rules and Regulations, Employee and Organizational Data</p> <p>Clarify organization and employees that should be included in the appropriate defined bargaining unit. Resolve recognition issues.</p> <p><i>Outputs:</i> Decision on Appropriate Unit, Decision on Recognition, MOU / MOA , BUS Codes, Employee Record Updates, Communication Materials, Training Requirements, Interests of the Parties</p>
<b>9.1.3</b>	Establish Communication Protocol  Role: Management Unions HR Organization	<p><i>Inputs:</i> Government-wide Laws, Rules and Regulations, Third Party Decisions, Communication Materials, Interests of the Parties</p> <p>Establish the relationship for ongoing communication between union and management.</p> <p><i>Outputs:</i> Communication Protocol</p>
<b>9.1.4</b>	Initiate Bargaining Process  Role: Management Unions HR Organization	<p><i>Inputs:</i> Changes to Conditions of Employment, Statutory Requirements, Government-wide Laws, Rules and Regulations, Notifications and Requests to Bargain</p> <p>Provide notifications and requests to bargain.</p> <p><i>Outputs:</i> Response to Notification or Request</p>

Process	<b>9.1 Manage Labor Relations</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>9.1.5</b>	Prepare for Negotiation  Role: Management Unions HR Organization	<p><u>Inputs:</u> Prior Contracts, New Issues (e.g., automation of workplace), New Initiatives, Third Party Order, Case Law, Affirmative Response to Notification or Request, Data from OPM's Labor Agreement Information Retrieval System (LAIRS), Automated Case Law Research, Proposals / Counterproposals, Ground Rules, Government-wide Laws, Rules and Regulations</p> <p>Establish the team. Identify a chief negotiator and negotiation approach. Train team in areas of problem solving and negotiation skills. Anticipate interests. Identify objectives. Prepare for negotiating sessions.</p> <p><u>Outputs:</u> Documented Authority to Negotiate, Team Member Roles, Trained Negotiation Team, Objectives and Strategies, Proposals and Counterproposals</p>
<b>9.1.6</b>	Conduct Negotiation  Role: Management Unions HR Organization	<p><u>Inputs:</u> Initial Proposals and Counterproposals, Case Law, Dispute Resolution Procedures, Third Party Assistance (e.g., Federal Mediation and Conciliation Service), Documented Authority to Negotiate, Team Member Roles, Trained Negotiation Team, Agency Objectives and Strategies, Schedule of Negotiation Sessions, Government-wide Laws, Rules and Regulations</p> <p>Meet to bargain in good faith to reach agreement.</p> <p><u>Outputs:</u> Agreements, Decision to Initiate Third Party Process, Union Ratification (if appropriate)</p>
<b>9.1.7</b>	Perform Agency Head Review  Role: Management Unions HR Organization	<p><u>Inputs:</u> Union Ratification (if appropriate), Agreements, Case Law, Agency Policies and Procedures, Government-wide Laws, Rules and Regulations</p> <p>Review agreement for legality / compliance with government-wide laws, rules or regulations.</p> <p><u>Outputs:</u> Approval or Disapproval, Effectuation of Agreement</p>
<b>9.1.8</b>	Administer Agreements  Role: Management Unions HR Organization	<p><u>Inputs:</u> Collective Bargaining Agreement, Bargaining History – Negotiators Notes, Government-wide Laws, Rules and Regulations, Third Party Decisions, Case Law</p> <p>Implement agreement provisions within the organization. Provide training on contract details. Attempt to resolve implementation issues. Collect input on administration of agreement issues to ensure management compliance with terms of the contract.</p> <p><u>Outputs:</u> Agreement Compliance, Decision to Initiate Third Party Process, Dues Withholding, Official Time Tracking Data</p>

Process	<b>9.1 Manage Labor Relations</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>9.1.9</b>	Provide for Government-wide or National Consultation  Role: Management Unions HR Organization	<u>Inputs:</u> Agency Policies and Procedures, Unions Granted National Consultation Rights, Government-wide Laws, Rules and Regulations  Provide national unions the opportunity to comment on proposed government-wide or agency rules, regulations and policies, as appropriate, prior to implementation.  <u>Outputs:</u> Union Comments or Recommendations
<b>9.1.10</b>	Provide Information to Unions  Role: Management Unions HR Organization	<u>Inputs:</u> Union Request for Information, Agreements, Statutory Requirements / Prohibitions Regarding Release of Information (e.g., Privacy Act, security classifications), Case Law  Provide information to unions as appropriate.  <u>Outputs:</u> Grievance, Unfair Labor Practice Charge, Release or Denial of Information



Process	<b>9.2 Manage Negotiated Grievances</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>9.2.1</b>	Identify Issue (Informal Grievance)  Role: Management Unions HR Organization Employee	<u>Inputs:</u> Employee(s), Management or Union Claim of Wrongdoing  Receive information to define and clarify the issue(s) and resolve where possible.  <u>Outputs:</u> Decision, Finding, Recommendation on How to Address the Grievance, Resolution, Documented Complaint
<b>9.2.2</b>	Advise on Means of Resolution  Role: Management Unions HR Organization Employee	<u>Inputs:</u> Alternative Resolution Methods, Documented Complaint, Finding, Decision  Provide information on available resolution options and / or venues (e.g., mediation, fact finding, “ombudsman” meeting, interest-based negotiation, dispute panels and facilitation). Provide offers of informal resolution.  <u>Outputs:</u> Resolution, Decision on Informal Grievance, Settlement Agreement, Decision to Employ ADR Methods, Formal Grievance
<b>9.2.3</b>	File Formal Grievance  Role: Management Unions Employee	<u>Inputs:</u> Informal Grievance, Decision on Informal Grievance, Results of ADR, Documentation Supporting Grievance, Agreements, Formal Grievance  Submit grievance in accordance with prescribed procedures.  <u>Outputs:</u> Grievance
<b>9.2.4</b>	Engage in Alternative Dispute Resolution  Role: Management Unions HR Organization Employee	<u>Inputs:</u> Agreements, Grievance, Interests of the Parties, Agency Policies and Procedures  Engage in alternative methods of dispute resolution, as appropriate (e.g., mediation, fact finding, ombudsman meeting, interest based negotiation, dispute panels, facilitated discussion).  <u>Outputs:</u> Resolved Dispute, Settlement Agreement, Continued Formal Grievance
<b>9.2.5</b>	Process Grievance  Role: Management Unions HR Organization	<u>Inputs:</u> Grievance, Agreements, Legal / HR Advice and Guidance, Government-wide Laws, Rules and Regulations, Third Party Decisions, Case Law, Agency Policies and Procedures  Collect, review and analyze information related to the grievance (e.g., hold discussions, collect data). Determine findings and address requested relief.  <u>Outputs:</u> Grievance Findings, Grievance Case File

Process	<b>9.2 Manage Negotiated Grievances</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>9.2.6</b>	Render Decision on Grievance  Role: Management Unions	<u><i>Inputs:</i></u> Grievance Findings, Grievance Case File, Results of ADR, Legal / HR Advice and Guidance, Government-wide Laws, Rules and Regulations, Agreements  Render a decision in accordance with prescribed procedures.  <u><i>Outputs:</i></u> Grievance Decision
<b>9.2.7</b>	Participate in Arbitration Process  Role: Management Unions HR Organization Employee	<u><i>Inputs:</i></u> Arbitration Invocation (Management or Union), Grievance Case File, Legal / HR Advice and Guidance, Agreements  Arbitrate between Unions and the agency as the final step of the negotiated grievance process that meets statutory requirement. The decision of the arbitrators is binding on the parties.  <u><i>Outputs:</i></u> Arbitrator's Decision, Arbitration Case File
<b>9.2.8</b>	Challenge Arbitrator's Decision  Role: Management Unions	<u><i>Inputs:</i></u> Arbitrator's Decision, Case Law, Arbitration Case File, Agreements, Legal / HR Advice and Guidance  File exception / appeal to the arbitrator's decision to the appropriate third party (e.g., Federal Labor Relations Authority, OPM).  <u><i>Outputs:</i></u> Filing

Process	<b>9.3 Participate in Negotiated Third Party Proceedings</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>9.3.1</b>	File With a Third Party  Role: Management Unions HR Organization	<u>Inputs:</u> Appealable Decision / Action, Negotiation Impasse, Absence of Decision  Exercise right under law, rule and regulation to request a decision by a third party (e.g., FLRA, FSIP, FMCS, OSPV, OPM, US District Court).  <u>Outputs:</u> Filing
<b>9.3.2</b>	Engage in Discovery  Role: Management Unions HR Organization	<u>Inputs:</u> Request for Discovery, Interrogatories, Legal / HR Advice and Guidance  Request and provide information related to the issue under appeal. Depose potential witnesses.  <u>Outputs:</u> Response to Discovery Request, Discovery Request
<b>9.3.3</b>	Prepare a Response to Third Party Filing  Role: Management Unions HR Organization	<u>Inputs:</u> Notification from Third Party, Filing  Provide party's position, facts and / or supporting documentation in accordance with prescribed procedures.  <u>Outputs:</u> Response
<b>9.3.4</b>	Participate in Alternative Dispute Resolution  Role: Management Unions HR Organization	<u>Inputs:</u> Request to Participate in ADR  Engage in alternative methods of dispute resolution, as appropriate, including mediation, fact finding, ombudsman meeting, interest-based negotiation, dispute panels and facilitated discussion.  <u>Outputs:</u> Resolved Dispute, Settlement Agreement, Continued Formal Grievance
<b>9.3.5</b>	Participate in Hearing / Meeting  Role: Management Unions HR Organization	<u>Inputs:</u> Notice of Hearing or Meeting, Continued Formal Grievance  Represent party's interest. Select and prepare witnesses. Compile and present evidence.  <u>Outputs:</u> Decision of Third Party
<b>9.3.6</b>	Appeal Third Party Decision  Role: Management Unions HR Organization	<u>Inputs:</u> Decision of Third Party, Case Law, Government-wide Laws, Rules and Regulations, Legal / HR Advice and Guidance  Exercise right to appeal the decision of the third party through appropriate procedures.  <u>Outputs:</u> Appeal

<b>Process</b>	<b>9.3 Participate in Negotiated Third Party Proceedings</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>9.3.7</b>	Implement Third Party Decision  Role: Management Unions HR Organization	<u>Inputs:</u> Decision of Third Party  Take directed action(s) and report compliance as required.  <u>Outputs:</u> Compliance Report, Data Transactions

## 10. Separation Management

*Sub-function Definition:* Conduct efficient and effective employee separation programs that assist employees in transitioning to non-Federal employment, facilitate the removal of unproductive, non-performing employees; and assist employees in transitioning to retirement.

Process	<b>10.1 Manage Employee Separation</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>10.1.1</b>	Initiate Separation  Role: Management HR Organization Employee	<p><u>Inputs:</u> Separation Notification (voluntary / involuntary), Separation Policies, Government-wide Laws, Rules and Regulations</p> <p>Notify appropriate parties that an employee is leaving an agency. (e.g., voluntary / involuntary separation, transfer, retirement, death). Notification event could be employee to manager, employee to HR to manager; family to manager or HR to employee.</p> <p><u>Outputs:</u> Separation Notification (to HR / Manager / Employee), Type of Separation</p>
<b>10.1.2</b>	Conduct Workforce Shaping Activities  Role: Management HR Organization	<p><u>Inputs:</u> Workforce Plan, Separation Notification, Separation Policies, Government-wide Laws, Rules and Regulations</p> <p>Conduct workforce shaping activities such as Reduction-In-Force, A-76 Studies, Voluntary Early Retirement determinations, Voluntary Separation Incentive determinations, etc.</p> <p><u>Outputs:</u> Separation and Internal Placement Determinations, Type of Separation, Type of Internal Placement Actions, Separation and Placement Entitlements</p>
<b>10.1.3</b>	Determine Terms of Separation  Role: Management HR Organization	<p><u>Inputs:</u> Separation Notification, Type of Separation, Separation Policies</p> <p>Determine the terms and entitlements of separation by examining the reasons behind the event and what the employee will receive, where applicable, when the separation takes place (e.g., leave balance pay out or transfer of account, severance, pension, Temporary Continuation of Coverage (TCC), etc).</p> <p><u>Outputs:</u> Documentation of Separation, Employee Entitlements</p>
<b>10.1.4</b>	Provide Separation Support  Role: HR Organization	<p><u>Inputs:</u> Documentation of Separation, Agency Specific Checklists</p> <p>Conduct counseling activities, when appropriate or requested, to assist employee and / or family with the transition and provide help to complete necessary documentation (e.g., retirement seminar, outplacement services, TCC information, required forms).</p> <p><u>Outputs:</u> Counseling Documentation, Agency Specific Checklists, Completed Employee Forms</p>

Process	<b>10.1 Manage Employee Separation</b>	
<i>ID</i>	<i>Activity Name</i>	<i>Activity Definition</i>
<b>10.1.5</b>	Conduct Knowledge Transfer  Role: Management	<p><i>Inputs:</i> Agency Specific Checklists, Project Tracking Information</p> <p>Initiate necessary interaction with the separating employee to capture institutional knowledge, intellectual capital, job-related information and status of current and pending assignments.</p> <p><i>Outputs:</i> Status Reports, Position Documentation, Work Products</p>
<b>10.1.6</b>	Conduct Exit Processing  Role: Management HR Organization Employee	<p><i>Inputs:</i> Separation Notification, Documentation of Separation, Completed Employee Forms</p> <p>Meet with and survey the exiting employee to understand the reasons behind the separation. The results of the discussion will be used to identify trends and develop appropriate intervention strategies to improve retention. During the session, the parties will complete exit checklist and collect agency property. Notify appropriate third parties of the event for action or coordination (e.g., benefits providers, payroll, facility services, security, IT). Gather and distribute appropriate materials to assist the employee and family with the separation.</p> <p><i>Outputs:</i> Attrition Statistics, Retrieved Agency Assets, Exit Interview Results, Separation Notifications, Separation Materials</p>

## Appendix C Participants

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The purpose of the Verification and Validation Workshops was to *collaborate* to verify and validate the Target Business Process for the HR Line of Business. Many people participated in this cross-agency collaboration. This Appendix contains an overall view of how many agency representatives participated in each session, listed by workshop session, and the listing of individuals who contributed in one or more sessions, listed by agency.<sup>2</sup> The IBM support team and facilitators are listed at the end of the appendix.

BRM version 1, 2004 Validation Workshops				
Month	Date	Sub-function	Participants	Agencies
August	26	Day 1: Staff Acquisition	51 <sup>3</sup> (34) <sup>4</sup>	21 <sup>2</sup> (20) <sup>3</sup>
September	29	Day 2: Staff Acquisition	51 (23)	21 (15)
	30	Day 1: HR Strategy	52 (36)	20 (20)
October	7	Day 3: Staff Acquisition Day 1: Position Management	51 (19)	21 (14)
	13	Day 2: HR Strategy	52 (19)	20 (13)
	21	Day 1: Benefits Management	50 (42)	25 (21)
	28	Day 1: Separation Management	50 (17)	25 (14)
November	3	Day 2: Position Management	33 (22)	16 (13)
	9	Day 1: Employee Development and Performance Management	60 (28)	21 (16)
	17	Day 2: Employee Development and Performance Management	60 (32)	21 (17)
December	1	Day 1: Compensation Management	26 (24)	17 (17)
	8	Day 1: Labor Relations & Employee Relations	52 (24)	17 (13)
	9	Day 2: Labor Relations & Employee Relations	52 (14)	17 (11)
	15	HR LOB End-to-End Process Review	50 (30)	21 (15)

BRM version 2, 2005 Update Workshops		Participants	Agencies
November - October	HR LOB End-to-End Process Review	47	14

<sup>2</sup> The individuals listed on the following pages are all those people that responded to the invitation for the workshop and received all the documents produced in the session. Some of them did not physically attend the session.

<sup>3</sup> The numbers not in parentheses capture the number of individuals or agencies that responded to the invitation to the workshop and received all the workshop documents.

<sup>4</sup> The numbers in parentheses represent the number of participants or represented agencies that signed in at the workshop.

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<b>Agency</b>	<b>Participant</b>	<b>Workshop Attended</b>
<b>CFTC</b>	Oleson, Eric	Benefits and Separation Management
<b>CIA</b>	Silfies, Woody	Compensation Management
		End-To-End Process Workshop
<b>CPMS</b>	Grubbs, Janet	Employee Development and Performance Management
<b>DFAS</b>	Greely, Linda	Benefits and Separation Management
		Compensation Management
	LaBelle, Karen	Benefits and Separation Management
	Sebastian, Connie	Benefits and Separation Management
Compensation Management		
<b>DHS</b>	Albin, Ann	HR Strategy
	Bergquist, Randy	Employee Development and Performance Management
	Boteler, Pamela	Benefits and Separation Management
		Compensation Management
		Employee Relations and Labor Relations
		HR Strategy
		Staff Acquisition
	Doyle, Monica	Staff Acquisition
	Hill, Terry	Employee Development and Performance Management
	Manlove, Marian	Employee Relations and Labor Relations
	Mayrose, David	Position Management
	Oakey, Linda	Benefits and Separation Management
		Position Management
	Rumble, Steve	Compensation Management
	Stamerra, Robert	Employee Relations and Labor Relations
	Urkums, Robin	Position Management
	Vargas, Lucy	Employee Development and Performance Management
Employee Relations and Labor Relations		
Wlaschin, Terri	Employee Development and Performance Management	
Zentz, Angela	Benefits and Separation Management	
<b>DOC</b>	Anderson, Lois	Benefits and Separation Management
	Brandenberg, Kristin	Compensation Management
	Fleishell, Sheila	Compensation Management
	Guinyard, Janice	Employee Development and Performance Management
	Jamison, Jay	Employee Development and Performance Management
		Employee Relations and Labor Relations
	Jamison, Kristi	Employee Development and Performance Management
	Jordan, Paul	Position Management
Staff Acquisition		



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<b>DOC</b>	Lang, Fred	Employee Development and Performance Management
	Liverani, Ed	Position Management
	Purifoy, Felicia	Employee Relations and Labor Relations
	White, Fran	Employee Relations and Labor Relations
	Yaag, Denise	End-To-End Process Workshop
Position Management		
Staff Acquisition		
<b>DOD</b>	Clayton, Eric	Compensation Management
	Creeger, Debra	Benefits and Separation Management
		Position Management
	Miles, Patricia	Employee Development and Performance Management
	Revay, John	Position Management
	Saine, Rebecca	Employee Relations and Labor Relations
	Smith, Becky	HR Strategy
	Strother, Patricia	Benefits and Separation Management
		End-To-End Process Workshop
BRM version 2, 2005 Update Workshop		
HR Strategy		
White, Fran	Position Management	
<b>DOE</b>	Benner, Kathleen	Employee Relations and Labor Relations
	Brown, Toshia	Benefits and Separation Management
	Burks, Girtha	Staff Acquisition
	Corbett, Al	BRM version 2, 2005 Update Workshop
	Dowell, Jeffrey	Employee Development and Performance Management
	Flood, Jackie	Benefits and Separation Management
	Lucket, Tanya	Employee Development and Performance Management
	Murray, Bruce	End-To-End Process Workshop
		HR Strategy
	Seto, Anita	Staff Acquisition
	Towne, Larry	Staff Acquisition
	Van Steinberg, Dottie	Employee Development and Performance Management
	Venanzi, Jerry	HR Strategy
	Wheeler, Thomas	HR Strategy
	Wickert, Jacob	BRM version 2, 2005 Update Workshop
<b>DOI</b>	Alfono, Sal	Staff Acquisition
	Barbara, Kathy	Position Management
	Broussard, Lisa	Benefits and Separation Management
		Employee Relations and Labor Relations
	Bryning, Dana	Compensation Management
	Colburn, Michael	Benefits and Separation Management
		End-To-End Process Workshop
Freilich, Myra	BRM version 2, 2005 Update Workshop	

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<b>DOI</b>	Gregory, Sandra	Benefits and Separation Management
		Compensation Management
	Jarman, Lori	Employee Development and Performance Management
	Kelly, Marta	Employee Development and Performance Management
	Kogut, Kathy	Benefits and Separation Management
		Employee Development and Performance Management
	Miller, Nancy	Employee Relations and Labor Relations
		End-To-End Process Workshop
	Muschett, Beres	Employee Development and Performance Management
		End-To-End Process Workshop
		HR Strategy
		Position Management
	Perry, Deborah	Employee Relations and Labor Relations
Petrikat, Diane	Compensation Management	
Rabida, Gregory	Employee Development and Performance Management	
Robbs, Stephanie	End-To-End Process Workshop	
Stebbins, Bill	End-To-End Process Workshop	
	BRM version 2, 2005 Update Workshop	
<b>DOJ</b>	Higgins, Jamie	Benefits and Separation Management
		BRM version 2, 2005 Update Workshop
	Hirt, Matthew	Employee Relations and Labor Relations
	Humes-Dancy, Karen	Benefits and Separation Management
		Employee Development and Performance Management
		End-To-End Process Workshop
		Staff Acquisition
		BRM version 2, 2005 Update Workshop
	Jezeq, Rob	Compensation Management
	Kirkwood, Meg	Benefits and Separation Management
		Employee Development and Performance Management
		End-To-End Process Workshop
		HR Strategy
		Staff Acquisition
Lee, Jeanarta	Employee Development and Performance Management	
	Position Management	
Marshall, Sheila	Position Management	
McPeek, Steve	HR Strategy	
Shoun, Sandra	Employee Development and Performance Management	
Soffer, Mary Lou	Benefits and Separation Management	
<b>DOL</b>	Glasgow, Andy	Compensation Management
		Employee Development and Performance Management
	Kelly, Jackson	Benefits and Separation Management
	Krein, Hans	End-To-End Process Workshop
HR Strategy		

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<b>DOL</b>	Simms, Drucilla	Employee Development and Performance Management
		End-To-End Process Workshop
	Terrell, LaShonda	End-To-End Process Workshop
	Tyrrell, Diane	Staff Acquisition
		End-To-End Process Workshop
		HR Strategy
	Wachter, Thomas	Position Management
Welch, Craig	Employee Relations and Labor Relations	
	Employee Development and Performance Management	
<b>DOT</b>	Gomez, Steve	Position Management
		Employee Development and Performance Management
	Kaplan, Thomas	Employee Relations and Labor Relations
	Mason, Deborah	BRM version 2, 2005 Update Workshop
		HR Strategy
	Moody, Linda	Benefits and Separation Management
	Schaffer, Casey	Staff Acquisition
Thomas, Pat	Employee Development and Performance Management	
<b>Education</b>	Allen, Cheri	Position Management
	Covington, Eudora	Staff Acquisition
		Employee Development and Performance Management
	Jackson, Stacie	Employee Relations and Labor Relations
		Employee Relations and Labor Relations
	Keenan, James	Position Management
Radcliffe, Samuel Keith	HR Strategy	
<b>EPA</b>	Alfano, Joanne	BRM version 2, 2005 Update Workshop
		Benefits and Separation Management
	Bair, Linda	Employee Development and Performance Management
		HR Strategy
		Position Management
	Bashar, Richard	HR Strategy
	Briggs, Ken	Employee Relations and Labor Relations
	Carson, William	Employee Relations and Labor Relations
	Castillo, Marcelle	Employee Relations and Labor Relations
	Clark, Jill	HR Strategy
	Hatfield, Melissa	Employee Relations and Labor Relations
	Henderson, Ken	Position Management
	Johnson, Carolyn	Benefits and Separation Management
		HR Strategy
		Staff Acquisition
Martinez, Richard	Employee Relations and Labor Relations	

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<b>EPA</b>	McClendon, Michelle	Employee Development and Performance Management
	Munix, JoAnn	Employee Development and Performance Management
	Rashad, Johari Ph.D.	Employee Development and Performance Management
		BRM version 2, 2005 Update Workshop
	Ridings, Sharon	Employee Development and Performance Management
	Rockwell, Richard	Employee Relations and Labor Relations
	Simms, Rosyletta	Compensation Management
		Employee Relations and Labor Relations
		End-To-End Process Workshop
		BRM version 2, 2005 Update Workshop
Wiggins, Sandra	HR Strategy	
Williams, Sandra	Benefits and Separation Management	
	End-To-End Process Workshop	
<b>FERC</b>	Briggles, Jill	Compensation Management
	Canter, Steven	Compensation Management
	Center, Steve	Employee Relations and Labor Relations
	Crawford, Sarah	Employee Relations and Labor Relations
	Dubbert, Janet	Benefits and Separation Management
		Employee Relations and Labor Relations
		HR Strategy
	Fawcett, Rhoda	Staff Acquisition
	Fludd, Patricia	Employee Development and Performance Management
	Javonillo, Tony	Employee Relations and Labor Relations
	Morgan, David	Employee Relations and Labor Relations
	Tony Javonillo	Employee Development and Performance Management
Trainum, Mary	Benefits and Separation Management	
<b>GSA</b>	Coleman, William	Employee Relations and Labor Relations
		HR Strategy
	Cowley, Thomas	Benefits and Separation Management
		Employee Relations and Labor Relations
	Huber, June	End-To-End Process Workshop
	Ingram, Daria	HR Strategy
	Jones, Vickie	BRM version 2, 2005 Update Workshop
	Kelly, William	End-To-End Process Workshop
	Okigbo, Jacqueline	Employee Relations and Labor Relations
	Otto, Paulette	Employee Development and Performance Management
	Paige, Cheryl	End-To-End Process Workshop
	Schoenfelder, Robert	Compensation Management
	Sergent, Elsa	End-To-End Process Workshop
		BRM version 2, 2005 Update Workshop
Sexton, Eugenio	HR Strategy	
Westbrook, Judith	End-To-End Process Workshop	

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<b>GSA</b>	Williams, Thomasina	Benefits and Separation Management
		Employee Relations and Labor Relations
	Wozniak, Maryann	Compensation Management
		Employee Development and Performance Management
		Employee Relations and Labor Relations
		End-To-End Process Workshop
	Staff Acquisition	
<b>HHS</b>	Dewberry, Vernelle	Benefits and Separation Management
	Duval, Linda	HR Strategy
	Gipson, Pam	Benefits and Separation Management
	Goldstein, Audrey	Employee Development and Performance Management
	Green, Matthew	End-To-End Process Workshop
	Huttman, Greg	BRM version 2, 2005 Update Workshop
	Seaward, Steven	HR Strategy
	Smith, Mary	HR Strategy
		Staff Acquisition
	Stoute, Jack	HR Strategy
		Staff Acquisition
Ward, Nancy	HR Strategy	
	Staff Acquisition	
<b>HUD</b>	Boykins, William	Staff Acquisition
	Fox, Scott	Staff Acquisition
		Position Management
	Mathews, Yvonne	HR Strategy
	Wiggins, Sandra	Staff Acquisition
Williams, Bessie	Benefits and Separation Management	
<b>IRS</b>	Franklin, Charmaine	Benefits and Separation Management
	Leavell, Eric	Benefits and Separation Management
	Osburn, Frank	Benefits and Separation Management
	Tackett, Willie	Benefits and Separation Management
	Wells, Shirley	Position Management
<b>ITC</b>	Buchholz, Jeri	End-To-End Process Workshop
<b>NASA</b>	Conlin, Craig	Staff Acquisition
		BRM version 2, 2005 Update Workshop
	Golis, Steve	Position Management
	Hill, Mike	Staff Acquisition
	Irwin, Candy	Staff Acquisition
	Jones, Joy	HR Strategy
	Lloyd, Janice	Benefits and Separation Management
	Robinson, Terri	Benefits and Separation Management
Tingwald, Jim	Compensation Management	
	Position Management	

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<b>NRC</b>	Davis, Kristin	End-To-End Process Workshop
<b>NSF</b>	Arietti, Charlene	Employee Development and Performance Management
	Bealafeld, Paul	Employee Relations and Labor Relations
	Black, Alvin (Chip)	HR Strategy
	Bowen-Brown, Sabriena	Position Management
	Burt, Toby	HR Strategy
	Davis, Robin	Employee Relations and Labor Relations
	Everett, Curtis	Employee Development and Performance Management
	Parnell, Al	Staff Acquisition
	Roddy, Nancy	End-To-End Process Workshop
		HR Strategy
	Ross, Anne	Compensation Management
	Tran, Kim	Staff Acquisition
<b>NTIS</b>	Burton, Spence	End-To-End Process Workshop
	Jackson, Bill	End-To-End Process Workshop
<b>OPM</b>	Anderson, Dave	Staff Acquisition
		End-To-End Process Workshop
		BRM version 2, 2005 Update Workshop
	Andujar, Carmen	Staff Acquisition
	Bates, Ken	Employee Relations and Labor Relations
	Batitto, David	Employee Development and Performance Management
		HR Strategy
		Staff Acquisition
	Bell, Barbara	End-To-End Process Workshop
	Bellamy, Rachel	Employee Development and Performance Management
	Buckley, Tim	Staff Acquisition
	Campbell, Joe	Compensation Management
		End-To-End Process Workshop
		BRM version 2, 2005 Update Workshop
	Canning, Gordon	Employee Relations and Labor Relations
		End-To-End Process Workshop
	Carballosa, Digna	BRM version 2, 2005 Update Workshop
	Colchao, Barbara	BRM version 2, 2005 Update Workshop
	Dang, Nina	End-To-End Process Workshop
	Dettman, Lee	BRM version 2, 2005 Update Workshop
	Diaz, Rhonda	End-To-End Process Workshop
		HR Strategy
	Dobson, Sharon	HR Strategy
	Enger, Norm	End-To-End Process Workshop
	Gibbons, Claire	End-To-End Process Workshop
		HR Strategy
		Staff Acquisition

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<b>OPM</b>	Goldberg, Barbara	Benefits and Separation Management
		Employee Development and Performance Management
		HR Strategy
		Position Management
	Green, Daniel	BRM version 2, 2005 Update Workshop
	Grillo, Carolyn	BRM version 2, 2005 Update Workshop
	Husheck, Frank	HR Strategy
	Hyder, George	Benefits and Separation Management
	Kane, Robert	Benefits and Separation Management
	Kehr, Heather	BRM version 2, 2005 Update Workshop
	Kennedy, Joseph	BRM version 2, 2005 Update Workshop
	Kirk, Ray	BRM version 2, 2005 Update Workshop
	Kirwan, Eileen	Benefits and Separation Management
	Kotecki, Naldyne	BRM version 2, 2005 Update Workshop
	Lebing, Karen	BRM version 2, 2005 Update Workshop
	Leibach, Karen	Benefits and Separation Management
	Lewis, Cynthia	BRM version 2, 2005 Update Workshop
	Linz, Adrian	HR Strategy
	Ludwig, Ann	HR Strategy
	Magee, Edward	Employee Relations and Labor Relations
		End-To-End Process Workshop
	Mahoney, Kevin	Staff Acquisition
	Martin, John	End-To-End Process Workshop
	Mautner, Liz	End-To-End Process Workshop
	McGehee, Joyce	End-To-End Process Workshop
		Staff Acquisition
	McKenzie, Gladys	Benefits and Separation Management
	Ngo, Phong	BRM version 2, 2005 Update Workshop
	Perrini, Jo Ann	End-To-End Process Workshop
	Phelps, Darlene	Staff Acquisition
	Raphael, Eric	End-To-End Process Workshop
	Rayside, Mona	Compensation Management
	Roberts, Brenda	Compensation Management
		Employee Relations and Labor Relations
		End-To-End Process Workshop
		BRM version 2, 2005 Update Workshop
	Rogers, Ileen	Employee Development and Performance Management
	Rosario, Omar	Employee Development and Performance Management
		End-To-End Process Workshop
		BRM version 2, 2005 Update Workshop
Springer, Steve	BRM version 2, 2005 Update Workshop	
Stevens, Patsy	BRM version 2, 2005 Update Workshop	

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<b>OPM</b>	Umana, Gigi	Compensation Management
	Wahlert, Gary	Employee Relations and Labor Relations
	Wiggins, Twanna	BRM version 2, 2005 Update Workshop
	Williams, Victoria	Employee Relations and Labor Relations
<b>SSA</b>	Barry, Carla	Employee Relations and Labor Relations
	Grantland, Kathleen	Benefits and Separation Management
	Harris, Ron	Compensation Management
		Employee Development and Performance Management
		End-To-End Process Workshop
		HR Strategy
		Position Management
		BRM version 2, 2005 Update Workshop
	Lidard, Mary	Employee Relations and Labor Relations
	Parker, Gwendolyn	Benefits and Separation Management
	Pugh, Tom	Employee Relations and Labor Relations
	Ryan, Richard	Employee Development and Performance Management
	Simmons, Ed	Position Management
		BRM version 2, 2005 Update Workshop
Smith, William	Employee Relations and Labor Relations	
Swindle, Jill	Employee Relations and Labor Relations	
<b>State</b>	Kelley, Mary	Staff Acquisition
	Phillips, Chet	HR Strategy
	Shen, Daniel	Staff Acquisition
	Townsend, Doug	HR Strategy
		Staff Acquisition
<b>Treasury</b>	Boyer, Phillip	Employee Relations and Labor Relations
	Bracy, Gayle	Employee Development and Performance Management
	Carpenter, Russell	Employee Relations and Labor Relations
	DeLuca, Laura	Benefits and Separation Management
	Hopkins, Jennifer	Position Management
	Mariano, Jade	Employee Relations and Labor Relations
	Martin, Anne	
	Reeves, James	Employee Development and Performance Management
	Scott, Linda Washington	Staff Acquisition
	Salatich, Coleista	BRM version 2, 2005 Update Workshop
	Snowden, Gloria	Employee Development and Performance Management
HR Strategy		
<b>USAID</b>	Conboy, Mary Anne	Employee Relations and Labor Relations
	Brown, Patrick	BRM version 2, 2005 Update Workshop
<b>USDA</b>	Arnott, James	Employee Development and Performance Management



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<b>USDA</b>	Fonte, Susan	Employee Development and Performance Management
	Francis, Ray	Employee Development and Performance Management
	Jenkins, MaryAnn	End-To-End Process Workshop
		HR Strategy
	Johnson, Malinda	BRM version 2, 2005 Update Workshop
	Moore, Patti	Compensation Management
	Murray, Karen	Employee Development and Performance Management
	Nyers, Jody	Benefits and Separation Management
	Phillips, Carol	Benefits and Separation Management
		BRM version 2, 2005 Update Workshop
Ruf, Cheryl	End-To-End Process Workshop	
	HR Strategy	
	BRM version 2, 2005 Update Workshop	
Shen, Jeffrey	BRM version 2, 2005 Update Workshop	
<b>USGS</b>	Huttman, Gregory	Staff Acquisition
	Yarborough, Wanda	Staff Acquisition
<b>USPS</b>	Carl, Dianna	Employee Development and Performance Management
<b>VA</b>	Baratta, Robert	HR Strategy
		End-To-End Process Workshop
		BRM version 2, 2005 Update Workshop
	Beckley, Mary Alan	Benefits and Separation Management
	Breeden, Morgan	BRM version 2, 2005 Update Workshop
	Broadie, Wanda	Employee Development and Performance Management
	Corcoran, Joanne	End-To-End Process Workshop
		BRM version 2, 2005 Update Workshop
	Doroshaw, Anna	Employee Development and Performance Management
	Ellison, William	Position Management
	Hanson, Joan	HR Strategy
	Hunter, Thurstan	Compensation Management
	Marshall, Elaine	Staff Acquisition
	McClellan, Charles	Position Management
	Murray, Elodie	Staff Acquisition
	Oliver-Simon, Gloria	Employee Development and Performance Management
	Rowe, Kenneth	Position Management
	Walker, Sheila	Position Management
		Staff Acquisition
White, Elizabeth	Benefits and Separation Management	

<b>IBM Support Team</b>	<b>Role</b>
Biggert, Timothy	Facilitator, HR SME
Brown, Elmer	Facilitator, HR SME
Engelman, Ida	Facilitator, HR SME
Gillispie, Sean	Modeler, Process SME
Kobb, Ryan	Modeler, Process SME
Meador, Melanie	Facilitator, HR SME
Suryavanshi, Kunal	HR LOB PMO



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