

United States Office of Personnel Management



Human Resources Line of Business

**Agency Human Resources
Benchmarking Report - MAESC**

July 2013

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1 Executive Summary

During Fiscal Year (FY) 2013, the Office of Personnel Management (OPM) Human Resources Line of Business (HR LOB) began the third iteration of its Agency HR Benchmarking Study. The Agency HR Benchmarking Study tracks the progress that the HR LOB is making toward achieving its goal of increasing human resources information technology (HRIT) cost savings in federal agencies, and provides visibility into HR spending and servicing ratio trends over time.

This study shows agencies how their total HR¹ costs and servicing ratios compare to Federal aggregates. Additional comparisons in this study show that participating agencies that have migrated to approved federal shared service centers (SSCs) for core HRIT services report 48 percent lower HRIT costs than those that have not. Currently, agencies are mandated to migrate to an SSC for HRIT that supports Personnel Action Processing and Benefits Management – two of the 11 HR functions identified in the HR LOB Target Requirements for Shared Service Centers. This comparison may indicate that additional savings can be achieved through further consolidation of HRIT and related services. OPM is currently developing a 10-year strategic plan to explore additional opportunities for consolidation.

The data in the Agency HR Benchmarking Study was collected through a 14 week collection effort, which included distributing a benchmarking data call template to 21 federal agencies, conducting teleconferences with agency representatives to review and clarify data call responses, and holding additional meetings with agency representatives to discuss and document study challenges. In all, 13 federal agencies responded to the data call.

For the 13 federal agencies that responded to the data call, the 2013 Agency HR Benchmarking Study shows that the Federal median agency HR cost per employee is \$2,862.55, with a range from \$1,035 to \$4,818 per employee. The Federal median agency HR servicing ratio is 60.19, with a range from 45.67 to 99.98. Agency data collected for this study includes all costs (IT, Salaries, Overhead, etc.) associated with all functions across the HR lifecycle.

The HR LOB concludes the study with recommendations for improvements that may be implemented in future studies. The results of this study are limited in scope to comparisons between agency-reported results and Federal aggregates, and as such should not be used alone for decision-making purposes. Rather, the HR LOB encourages agencies to use the information in this report as a starting point to examine HR spending. Potential uses include examining fluctuations in HR spending over time, conducting deeper examinations of the components and drivers of HR spending, and conducting further research into agencies' relative positions in the federal distribution of results. Agencies may also use the information provided in this study to gain an awareness of the impact of organizational characteristics, such as the size of the HR employee population, on spending.

1 The measures in this report include people and system costs across the human capital lifecycle.

Agencies have used past studies as a baseline to begin internal analyses into agency component spending, more detailed benchmarking studies of HRIT spending, and to examine how HR cost and servicing ratio data is managed across the HR function.

The HR LOB proposes conducting a program improvement phase prior to the 2015 Agency HR Benchmarking study to improve measurement and increase the value of results to agency stakeholders. The program improvement phase will involve federal agency subject matter experts and focus on shifting the examination from overall federal HR cost to federal HRIT spending. The HR LOB will design the improvement phase to ensure that all agencies interpret benchmarking measures and measure components in the same manner, enable insight into core vs. non-core HRIT costs, and standardize data collection processes for participating agencies.

2 Introduction & Background

2.1 Human Resources Line of Business (HR LOB) Initiative

OPM launched the HR LOB initiative in 2004 with the vision of achieving modern, cost-effective, standardized, and interoperable HR solutions across the government. The HR LOB initiative follows a similar model as the e-Payroll initiative, also managed by OPM, which was launched in December 2001 with the comparable goal of consolidating payroll processing systems and activities across the federal government.

The HR LOB Concept of Operations (CONOPS) describes a service delivery model in which three core HR services – personnel action processing, benefits management, and compensation management – move from agencies to Shared Service Centers (SSCs). This shared services delivery model enables the government-wide standardization of HR business functions and processes and the systems that support them. Agencies using shared services are able to shift their focus from administrative processing and systems administration to improved management, strategic planning, and customer service.

A key driver of the CONOPS was the HR LOB's establishment of six federal and four private SSCs to provide HR shared services to the federal government. SSCs must, at a minimum, provide two of the three core HR services – personnel action processing and benefits management – and may also provide compensation management services. Four of the six federal SSCs were approved under the e-Payroll initiative to provide compensation management services to their customers. The HR LOB continues to provide oversight of the federal payroll providers following the completion of the e-Payroll initiative in 2009.

The shared services delivery model further supports the HR LOB's four primary strategic goals:

1. **Improved Management:** Improve the government-wide strategic management of human capital, resulting in faster decision making, more informed policy making, more effective workforce management, and improved alignment of resources with agency missions.
2. **Operational efficiencies:** Achieve or increase operational efficiencies in the acquisition, development, implementation, and operation of human resources management systems, resulting in improved servicing ratio and response times, reduced cycle times, and improved automated reporting.
3. **Cost Savings and Cost Avoidance:** Achieve or increase cost savings and cost avoidance from HR solution activities, resulting in reduced duplicative software, hardware, operations, and labor resources and an increased competitive environment.
4. **Improved Customer Service:** Improve customer service, resulting in increased accessibility to client and value, improved communication and responsiveness, enhanced quality, timeliness, accuracy, and consistency.

This HR LOB began this benchmarking initiative to help understand the progress that it is making toward achieving its vision. The sections that follow describe the overall approach the HR LOB took to execute this study; the benchmarking process; the 2013 study results; and a set of overall conclusions.

2.2 Agency HR Benchmarking Purpose & Background

In January 2008, the Human Resources Line of Business (HR LOB) established a Federal benchmarking program for payroll operations focusing on the four Federal payroll providers.

In fiscal year (FY) 2009, the HR LOB expanded the benchmarking study to include the human resources function for both agencies and Shared Service Centers (SSC). The HR LOB initiated the benchmarking study to begin tracking the progress it is making toward achieving its vision and goals. One key step towards showing this progress is to understand current performance levels across HR services. Setting this baseline enables agencies to compare their own results over time.

HR benchmarking provides insight into successful practices at other agencies and private enterprises. This insight is a significant benefit participating agencies can take away from the study, particularly given the continuing expectation that agencies do more with fewer resources.

In 2009, eight federal agencies participated in the Agency HR benchmarking study. In 2010, the HR LOB performed a second data call against the measures developed in 2009. Twelve agencies participated in the 2010 study. The HR LOB did not conduct the study in 2011 or 2012. In 2013, the HR LOB performed a third data call against the measures developed in 2009. Thirteen agencies participated in the 2013 study.

This report provides a comparison of agencies' aggregated results across the three data collection periods. The HR LOB used data from FY 2009, FY 2010, and FY 2012 to create this report.

The sections that follow describe the overall approach the HR LOB took to execute this study: the benchmarking process, the 2013 study results, and a set of overall conclusions.

2.3 Recommended Use of Data

The purpose of this study is limited to providing participating agencies and the HR LOB with comparisons of agencies' results on two measures, HR Cost per Employee Serviced and HR Servicing Ratio, to the Federal aggregate. Because all conclusions in this study are the results of median comparisons and simple regression analyses, no causal relationships are suggested by the HR LOB nor should be inferred by the reader. Rather, agencies may use this study as a

starting point for a deeper examination of the factors that drive HR costs in an effort to create efficiencies.

The following describes three possible uses of this study:

1. **Identify trends over time:** this study provides agencies with a three-year trend for two measures, HR Cost per Employee Served and HR Servicing Ratio. Agencies may use this trend as a starting point for deeper comparisons to determine whether expenditures for FY 2008 to FY 2012 reflect overall budget fluctuations and other organizational conditions, such as hiring surges, hiring freezes, and sequestration.
2. **Use as initial evidence to begin an examination of HR costs:** participating agencies may use the cost information in section 4.3 of agency-specific reports, as well as the individual components of their data submission to identify the components that comprise the majority of their HR spending. Further research into these components may provide insight into whether the HR budgets are optimally allocated, and in turn, allow the agency to identify efficiencies.
3. **Compare agency results to Federal aggregate:** agencies may use the information in this study to determine where they are positioned in relation to the Federal aggregate. This information will allow HR and HRIT practitioners to compare the relative position of their agencies to all Federal agencies in the study. Based on organizational characteristics in the agency narratives (Appendices C - O) agency decision makers may choose to conduct further research to determine whether they are appropriately positioned.

3 Benchmarking Process

The HR LOB invited all 24 agencies who are members of the HR LOB Multi-Agency Executive Strategy Committee (MAESC) to participate in the 2013 Agency HR Benchmarking data-gathering phase. HR LOB benchmarking analysts (analysts) provided each agency with the 2013 Agency HR Benchmarking Questionnaire and the Human Resources Line of Business HR Benchmarking Measure Definitions. The HR LOB extended additional invitations to select members of the Small Agency Council (SAC). The analysts instructed agencies to use data from FY 2012 for the 2013 benchmarking study and provided agency points of contact (POCs) 14 weeks to submit their completed questionnaire and supplemental narrative information. The HR LOB held a series of conference calls with individual agencies and provided periodic support to assist with the data collection process.

After receiving the completed questionnaires, the analysts analyzed the data across agencies to create this report. For each of the Agency HR benchmarking measures, the analysts established the mean, median, and standard deviation:

- Mean – the arithmetic average of a set of values, factoring in the sample size for each value.
- Median – the number separating the higher half of a set of values from the lower half, thus providing the middle of the spectrum of data; fifty percent of the data falls above the median and fifty percent falls below the data.
- Standard deviation – a measure of the average distance by which the scores deviate from the mean.

HR Benchmarking Measure Components

Agency HR Cost per Employee Serviced:

- Salaries, benefits, overhead/G&A for HR employees
- HRIT Spend (per agency OMB 53)
- Annual fees paid to a Federal shared service center
- Other outsourcing costs
- Number of agency employees serviced during a calendar year

Agency HR Servicing Ratio:

- Number of agency employees serviced during FY 2012
- Number of agency human resources employees during FY 2012

Note: HR employees are defined as performing one or more of the Business Reference Model sub functions as the majority of their work activities

4 Results

4.1 Results Overview

The results, presented in this section, reflect the analysis performed by the HR LOB benchmarking team on the data collected during the 2009, 2010, and 2013 Agency HR Benchmarking studies. The analysts computed the mean, median, and standard deviation based on the completed Agency HR Benchmarking Questionnaires submitted by the following 13 agencies:

- Department of Agriculture
- Department of Commerce
- Department of Education
- Department of the Interior
- Department of Justice
- Department of Labor
- Department of State
- Department of Transportation
- Department of Veterans Affairs
- General Services Administration
- Office of Personnel Management
- United States Nuclear Regulatory Commission
- United States Securities and Exchange Commission

The analysts compared agency means and conducted additional analyses to serve as the basis for the benchmarking results.

4.2 Interpreting HR Benchmarking Results

As discussed in section 2.3, the 2013 Agency HR Benchmarking study results are limited in scope to comparisons between agency-reported results on two measures across the three data collection periods, and as such agencies should not use them alone for decision-making purposes. The nature of the analyses included in this study precludes causal inferences from being made – if agencies wish to use these results for decision-making we suggest performing additional research into agency HR and HRIT costs.

The analyses conducted as part of this study consist of simple mean comparisons. This analysis allows the researcher to identify specific conclusions but also has specific limitations. The Agency HR Benchmarking study analysis, its uses, and limitations are as follows:

Agency HR Benchmarking Analyses		
Analysis	Use	Limitation
Median Comparison	The median is the numerical value separating the upper half from the lower half in the sample of Federal agencies. A median comparison shows the actual position of an agency's results compared to this number, and agencies may use it to logically examine whether they are above or below this point.	A median comparison does not allow researchers to infer causality because it does not account for the factors that contribute to each agency's results. It is a descriptive measure and can only be used to show where an agency fits into the distribution of results.
Mean Comparison	The mean is the arithmetic average of a set of values, calculated by the sum of all values in a sample divided by the number of values. A mean analysis is sensitive to outlying or extreme values. A mean comparison shows the position of an agency's results compared with the average of all results, and similar to the median comparison, agencies may use it to logically examine whether they are above or below this point.	A mean comparison does not allow researchers to infer causality because it does not account for the factors that contribute to each agency's results. Similar to the median comparison, it is a descriptive measure and can only be used to show where an agency's results lie in reference to the average.

Table 4-1- Agency HR Benchmarking Analyses

4.3 Agency HR Cost per Employee Serviced

Agency Human Resources Cost per Employee Serviced measures the total cost of HR to the Agency. This measure provides insight into the total cost of HR across the Government.

Agency HR Cost per Employee Serviced Trend					
Measure	Fiscal Year 2008	Fiscal Year 2009	Fiscal Year 2012	FY'09 - FY'12 Difference ²	% Changed
Federal Agencies Mean	\$1,652.99	\$1,796.13	\$1,945.85	\$149.72	8.34%
Federal Agencies Median	\$2,099.97	\$2,664.04	\$2,862.55	\$198.51	7.45%
Standard Deviation	\$1,330.33	\$1,352.08	\$1,064.23	-\$287.86	-21.29%

Table 4-2 - Agency HR Cost per Employee Serviced Year-to-Year Review

4.3.1 Median Comparison

The analysts conducted a comparison of all 2013 participants to agencies that participated in 2009 and 2010. The standard deviation decreased from \$1,352.08 to \$1,064.23 between 2010 and 2013, a decrease of \$287.86, or 21.29%. The standard deviation shows how far, on average, that agencies' results fall from the mean - this may indicate that agencies that participated in 2013 report more similar costs per employee serviced than the group of agencies that participated in 2010.

In addition to the decreased range of responses reported in 2013, the median HR Cost per Employee Serviced increased from \$2,664.04 to \$2,862.55 between 2010 and 2013, for a change of \$198.51 or 7.45%, indicating that agencies that participated in the study for the first time in 2013 have higher costs per employee serviced.

² Differences between fiscal year results include all agencies who participated in each iteration. See Appendix Q for an analysis containing only the results for agencies who participated in all three studies.

Average Agency HR Cost per Employee Serviced

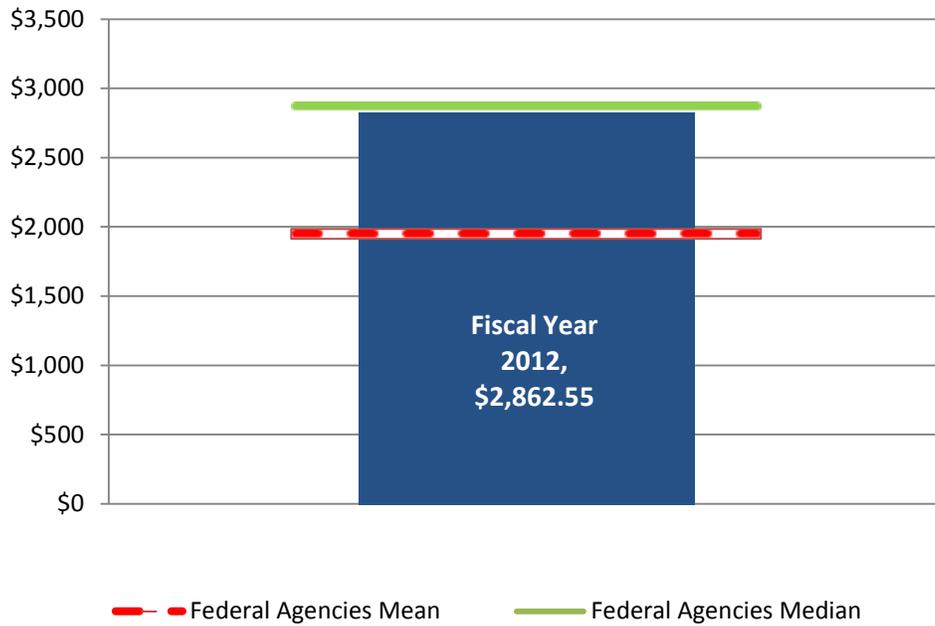


Figure 4-1 - FY 2012 Agency HR Cost per Employee Serviced

Figure 4-1 - FY 2012 Agency HR Cost per Employee Serviced represents the Federal Agencies' Mean, and Median.

4.3.2 Mean Comparison

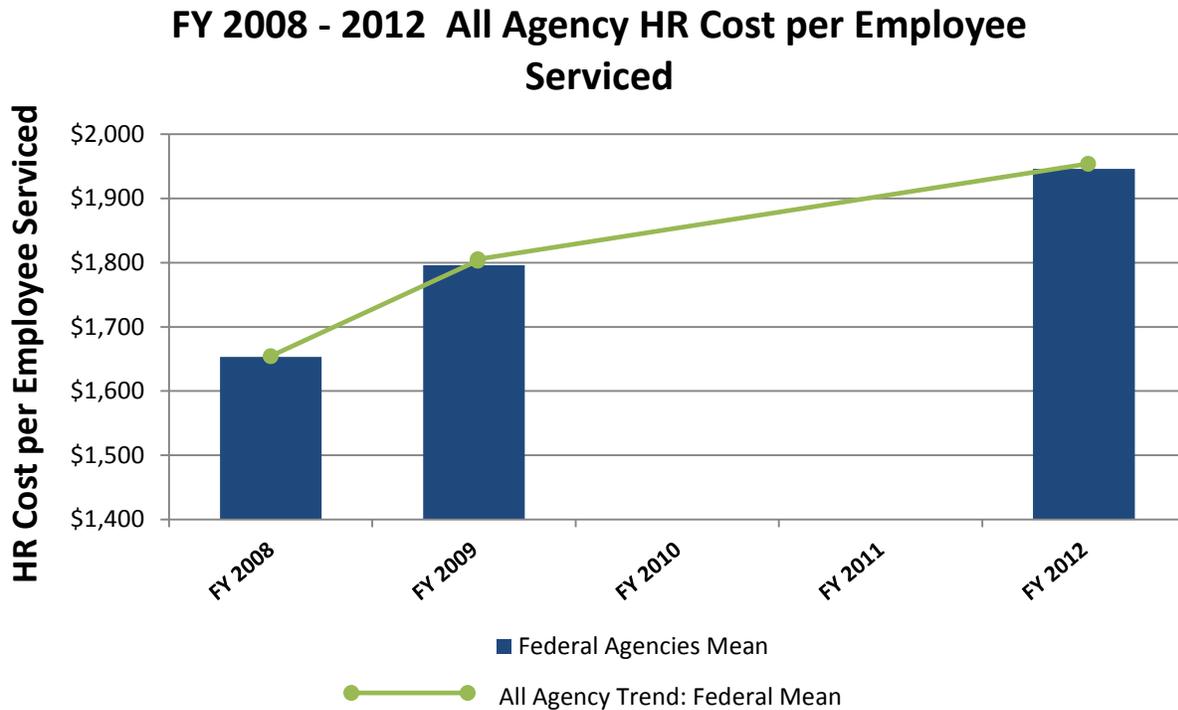


Figure 4-2 - FY 2008 - 2012 All Agency HR Cost per Employee Serviced

Figure 4-2 - FY 2008 - 2012 All Agency HR Cost per Employee Serviced shows trend results for the three Agency HR Benchmarking studies. Agencies participating in the studies varied year to year, as demonstrated in Appendix P. The mean agency HR cost per employee serviced increased from \$1,796.13 to \$1,945.85 for all participating agencies between 2010 and 2013, an increase of \$149.72, or 8.34%.

FY 2008 - 2012 Same-agency HR Cost per Employee Serviced

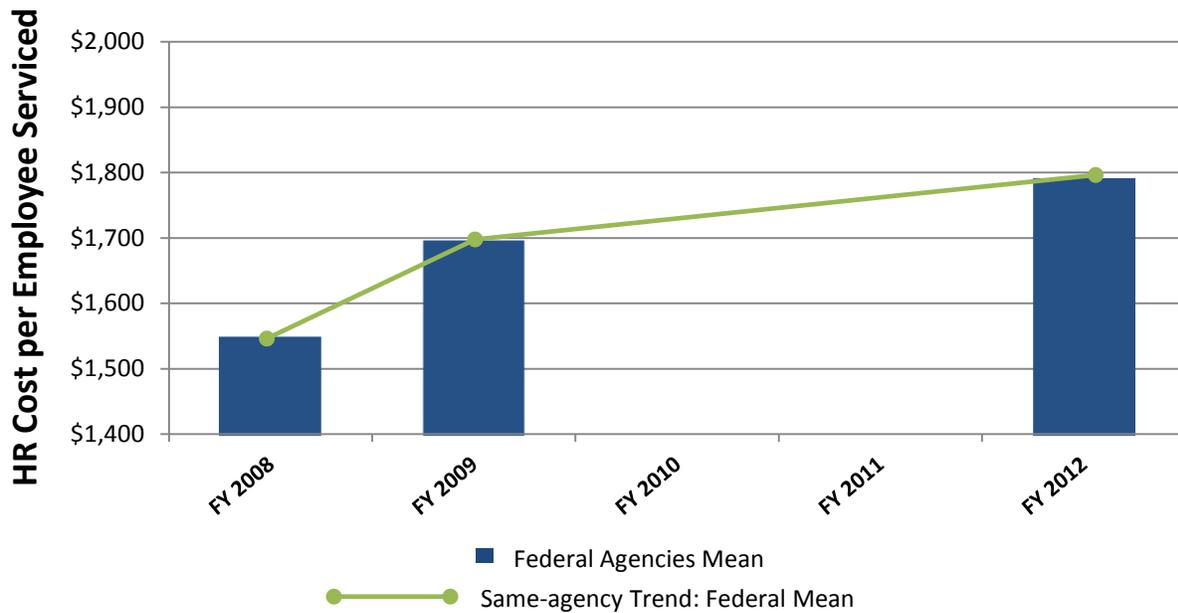


Figure 4-3 - FY 2008 - 2012 Same-agency HR Cost per Employee Serviced

Figure 4-3 – FY 2008 – 2012 Same-agency HR Cost per Employee Serviced shows trend results for the subset of agencies that participated in each of the three Agency HR Benchmarking studies. This study previously discussed that participating agencies that had not participated in 2009 and 2010 reported higher costs per employee serviced. The mean HR Cost per Employee Serviced increased from \$1,696.53 to \$1,790.96 between 2010 and 2013 for the six agencies who participated in all three years of the study, for an increase of \$94.43, or 5.57%. This compares to an increase of \$149.72 to the mean for all participating agencies, as discussed in Figure 4-2 - FY 2008 - 2012 All Agency HR Cost per Employee Serviced, representing 58.6% greater growth. See Appendix Q for complete results of the same-agency analysis.

4.4 Agency HR Servicing Ratio

Agency Human Resources Servicing Ratio measures the number of employees receiving HR services from agencies' HR employees. This metric provides insight into the size and support level of HR.

Agency HR Servicing Ratio Trend					
Reporting Period	Fiscal Year 2008	Fiscal Year 2009	Fiscal Year 2012	FY'09 - FY'12 Difference	% Changed
Federal Agencies Mean	114.27	75.77	62.90	-12.87	-16.98%
Federal Agencies Median	66.03	60.65	60.19	-0.46	-0.75%
Standard Deviation	44.93	27.25	14.60	-12.65	-46.43%

Table 4-3 - Agency HR Servicing Ratio Year-to-Year Review

4.4.1 Median Comparison

The analysts conducted a comparison of all 2013 participants to agencies that participated in both 2009 and 2010. The results show the standard deviation decreased from 27.25 to 14.60, a decrease of 12.65 or 46.43%, between 2010 and 2013. The standard deviation shows how far, on average, that agencies results fall from the mean. The reduced standard deviation suggests that the group of agencies that participated in 2013 have a narrower range of servicing ratios than the group of agencies that participated in previous periods.

The median servicing ratio decreased from 60.65 to 60.19, a decrease of 0.46 or 0.75%, between all agencies that participated in 2010 and 2013. This is partially due to the inclusion of new agencies to the study, as well as a declining median for the agencies that participated in all three years of the study. Agencies that participated in all three years of the study reported an increase in agency HR servicing ratio median from 63.85 to 65.53, an increase of 1.68, or 2.63%. Comparing to the median all agency HR Servicing Ratio of 60.19 shows that new agency participants' lower servicing ratios have reduced the mid-point of the data set.

Average Agency HR Servicing Ratio

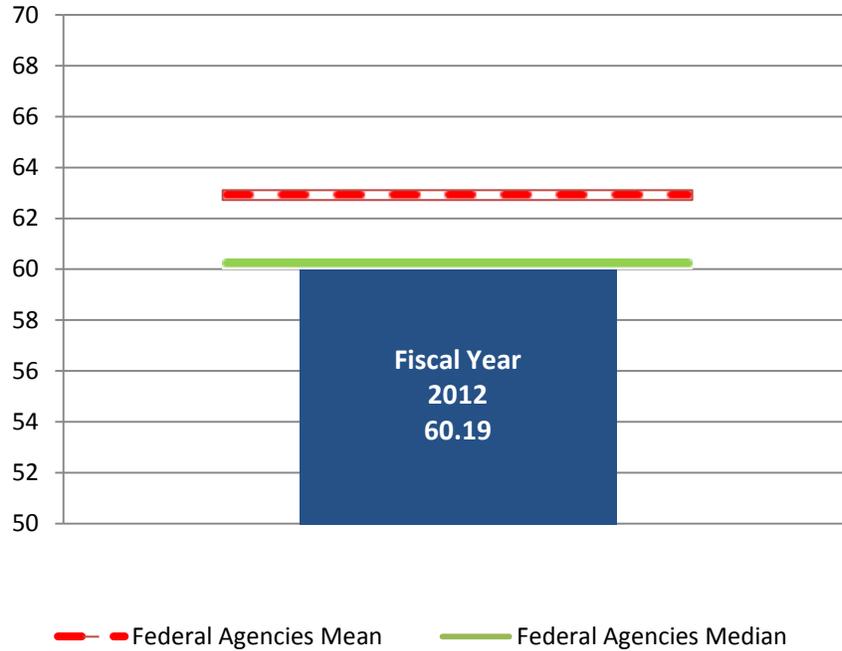


Figure 4-4 - FY 2012 Agency HR Servicing Ratio

Figure 4-4 - FY 2012 Agency HR Servicing Ratio graphically represents Agency HR Servicing Ratio, referencing the Federal Agencies Mean and Median.

4.4.2 Mean Comparison

FY 2008 - 2012 All Agency HR Servicing Ratio

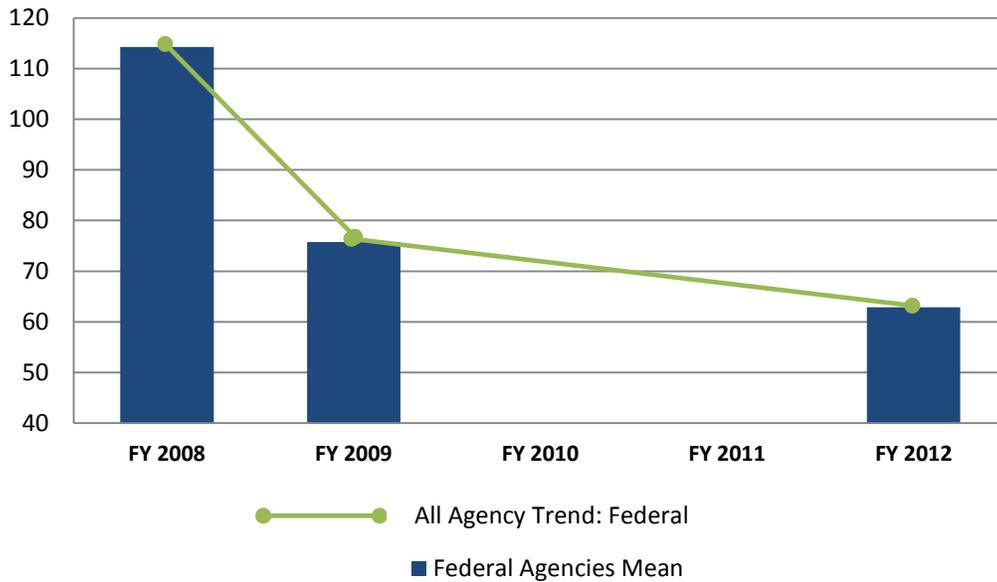


Figure 4-5 - FY 2008 - 2012 All Agency HR Servicing Ratio

Figure 4-5 – FY 2008 – 2012 All Agency HR Servicing Ratio shows the complete servicing ratio results for the each of the three Agency HR Benchmarking studies. Agencies participating in the study varied year to year, as demonstrated in Appendix P. The mean HR servicing ratio decreased from 75.77 to 62.90 employees per Federal HR representative between 2010 and 2013, a decrease of 12.87, or 16.98%. See Appendix Q for complete results.

FY 2008 - 2012 : Same-agency HR Servicing Ratio

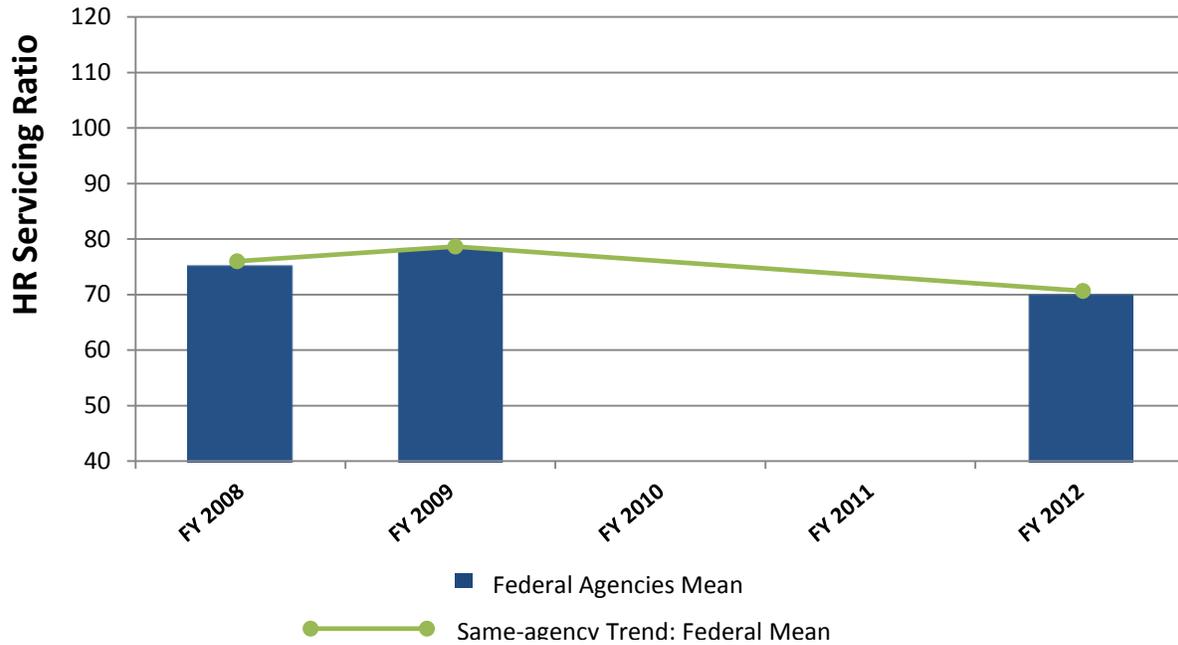


Figure 4-6 - FY 2008 - 2012 Same-agency HR Servicing Ratio

Figure 4-6 – FY 2008 – 2012 Same-agency Servicing Ratio shows trend results for the subset of agencies that participated in each of the three Agency HR Benchmarking studies. The mean HR servicing ratio decreased from 78.34 to 75.30 to between 2010 and 2013 for agencies that participated in each of the three agency HR Benchmarking studies, a decrease of 3.04, or 3.88%. See Appendix Q for complete results of the same-agency analysis.

4.5 HRIT Cost per Employee Served

The HR LOB conducted further analysis in the 2013 study to compare HRIT Costs per Employee Served between agencies that have migrated to approved Federal Shared Service Centers (SSCs) for core HR services to agencies that have not yet migrated for these services.

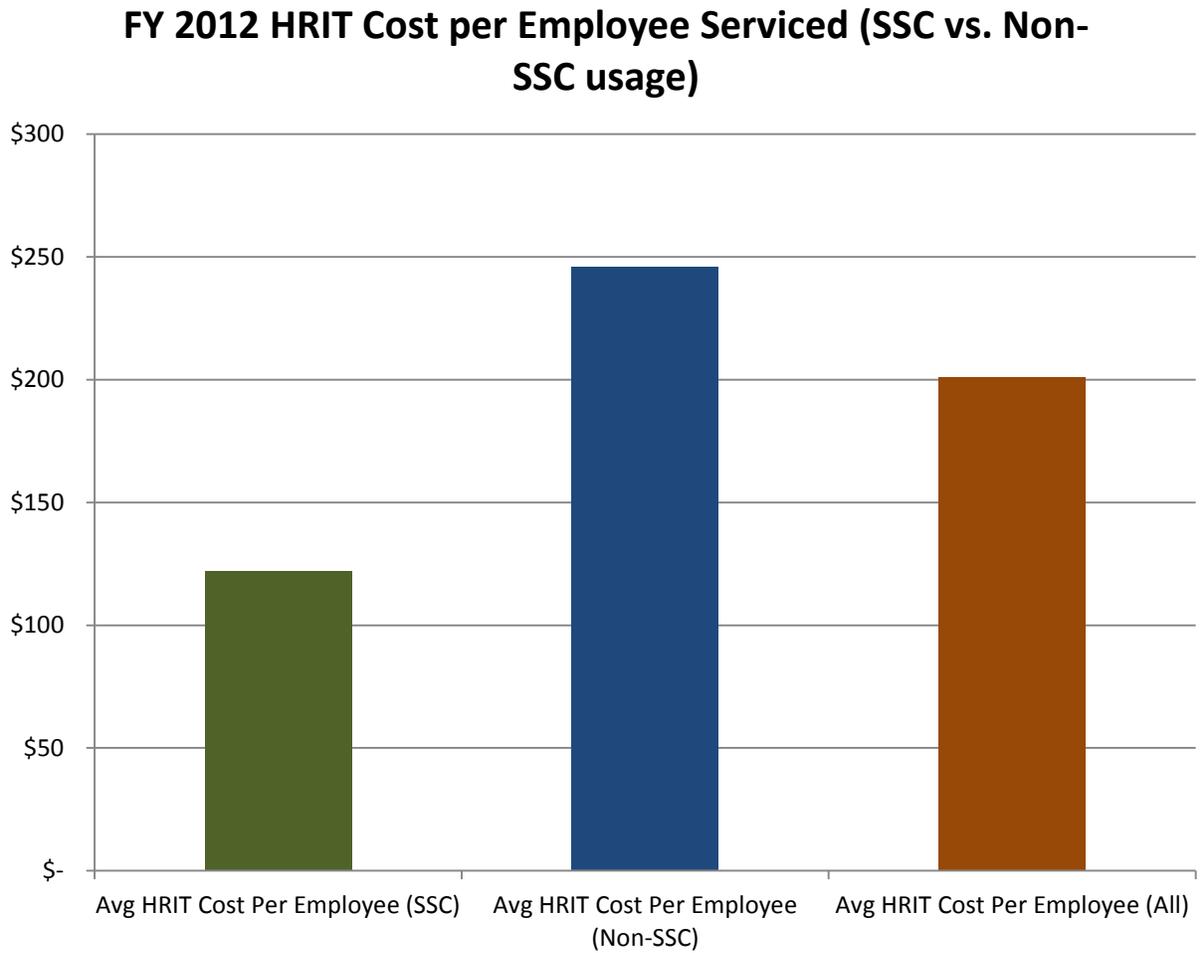


Figure 4-7 - FY 2012 HRIT Cost per Employee Served (SSC vs. Non-SSC usage)

Figure 4-7 - FY 2012 HRIT Cost per Employee Served (SSC vs. Non-SSC usage) graphically represents the comparison between these two Federal populations.

5 Report Summary and Next Steps

5.1 Report Summary

This study provides a valuable snapshot of current HR operational performance within participating agencies. Additionally, the narratives may provide visibility into improvement opportunities by detailing differences in HR organizational structures and processes that similar agencies may leverage. The results show how agency results have changed over time for the two approved measures.

The difference between the HRIT Spend per Employee Served for agencies who have migrated to core HR shared services compared to those agencies that have not is quite dramatic. Agencies that do not utilize core HR shared services generally report 50% greater HRIT Spend per Employee Served. The current study does not collect data in sufficient detail to provide a causal link between the reductions in overall HRIT costs for agencies that obtain HR shared services from approved providers. Additionally, this HR Benchmarking study is not designed to account for HRIT spend for government overall (at agencies and SSCs); consequently, it is unclear whether observed reductions in HRIT costs are true reductions or those costs have shifted to payments for the core HR services received from SSCs. Nonetheless, agencies may examine whether they can leverage the economies of scale provided by Federal HR SSCs to reduce the HRIT Cost for core and non-core services.

Benchmarking is a useful tool for the strategic planning of the HR function and as a starting point for determining desired performance levels. The 2013 HR benchmarking study is the third iteration of analysis performed across the Federal Government. Therefore, agency participation, especially from agencies that participated in 2010, was a critical aspect not only for providing a view of trends over time but also for establishing the baseline of the current state of HR in the Federal Government. Benchmarking also provides data transparency across the Government and allows trends to be established. Information derived from benchmarking can help each agency meet its strategic objectives.

The results of a sustained benchmarking effort can be a valuable tool for agencies to use to produce long-term improvements in both efficiency and effectiveness of HR services. As each agency continues to explore how to best control its HR cost, it is critical to understand how its investment in HR labor, IT, and other costs align with comparable agencies.

The HR LOB will continue to work to expand agency participation in future studies. Participation by prior participants and additional agencies is essential to providing a more comprehensive picture of HR efficiencies in the Federal Government. Taking an in-depth look at the practices that underlie good performance will also assist agencies in leveraging beneficial HR processes across the Federal government.

5.2 Next Steps: 2013 Observations and Improvements

Data Collection Challenges

Agencies participating in the 2013 study have reported several difficulties in collecting the data to complete the Agency HR Benchmarking Questionnaire, including:

- *Difficulty in collecting information* – agencies manage data differently; some agencies manage HR cost and personnel information centrally, allowing them quick access to the information, as well as confidence in its accuracy. Other agencies distribute data ownership to their components, which requires component data calls to collect the information and additional resources to perform quality assurance.
- *Differences in interpretation of measure definitions* – ambiguity in past iterations of the study have allowed individual agencies flexibility in where to allocate costs in the components of the measure (see below) and turnover in agency personnel have exacerbated this issue. Several agencies assigned points of contact for the 2013 study that did not contribute to those agencies' prior efforts.

These two issues have hampered data collection and participation in the 2013 study. The 2013 study began with 21 agencies committed to participate, but due to difficulty in collecting the information, lack of visibility to senior leadership, and resource constraints due to study timing and sequester planning, only 13 agencies completed the data submission.

Broadly defined measures, as well as turnover in agency personnel introduced some error in the calculations provided by agencies – the analysts noticed discrepancies and large year-to-year differences in the results submitted by some agencies. The HR LOB initiated discussions with the appropriate agency POCs, and discovered that some prior data was skewed³ due to a combination of measure definition ambiguity and misunderstanding of the individual components of the measures. This misunderstanding was in large part due to the different personnel collecting the data from year to year.

Study Outcomes

To accurately measure progress against its goals, the HR LOB must collect and analyze data that is sufficiently detailed to show differences in HR costs and personnel. The HR LOB designed the current measures to be broad enough to apply to a variety of agencies whose operating models differ significantly. However, as the study progresses the analysts have determined a need for more granular measurement.

While overall HR Cost per Employee Serviced and HR Servicing Ratio provide a picture of the current overall trends in government HR spending, the HR LOB should examine its impact on cost and operational efficiencies from a transactional HR to strategic Human Capital Management (HCM) perspective. Analysts conducting future iterations of this study may consider revising the current measures to identify differences between core and non-core HRIT

³ Prior year data discrepancies were corrected prior to performing the trend analyses in this report.

spend to demonstrate specific progress that may be attributed to migration to shared services. They may also consider collecting and analyzing information from agencies that differentiates between personnel conducting transactional vs. strategic activities to establish whether HR shared services allow agency HR personnel to shift focus from HR to strategic HCM priorities.

Suggested Improvements

The HR LOB will conduct a lessons learned exercise to gain detailed insight into the challenges the analysts identified in the 2013 study, and to begin a benchmarking program improvement phase. Focus areas will include:

- Document processes to ensure that agencies with various HRIT operating models (ex. data held at HQ, data held by agency components) have guidance for specific activities and sources to collect benchmarking data
- Examine measures to ensure that definitions are detailed enough to ensure that all agencies interpret them in the same manner
- Revise metrics within the two overall measures to enable insight into core vs. non-core HRIT costs and transactional HR vs. strategic HCM personnel

The HR LOB will conduct the lessons learned exercise and program improvement phase prior to the 2015 Agency HR Benchmarking study, and will reach out to MAESC and SAC representatives for their participation.

6 Appendices

Appendix A – Agency HR Benchmarking Definitions - describes the detailed definitions for the two agency HR performance measures.

Appendix B – 2013 Agency Human Resource Benchmarking Questionnaire

Appendix C through O – 2013 Agency Human Resource Benchmarking Results and Agency Narrative Summaries

Appendices C through O contain each agency's 2013 Agency Human Resources Benchmarking Results and a narrative summary written by each of the agencies that participated in the 2013 Agency HR benchmarking study. Each narrative contains:

- Description and mission of the Agency
- Overview of the HR department including the HR functions performed
- A list of all bureau/agencies/components
- Type of special population of employees, if any.
- HR functions that are outsourced, if any
- Additional information about the HR operation that explains the HR organization or operational model
- Any additional information that gives context to your measurement results

Appendix P contains a list of all agency participation over the past iterations

Appendix Q – Same-Agency Analysis contains a review of the HR LOB data based on previous participation.

Appendix A - Agency HR Benchmarking Definitions

Agency Human Resources Cost per Employee Serviced

Measure Category: Cost

Calculation: Agency human resources employee cost / the number of employees serviced

Frequency: Annual

Reporting Period: Fiscal year 2012 (October 1, 2011 through September 30, 2012)

Purpose: Agency Human Resources Employee Cost measures the total cost of Human Resources to the Agency. This measure is one component that Agencies could use to provide insight into the total cost of Human Resources across the Government.

Measure Definitions:

Human Resources Employee: Human Resources employees include individuals that are appropriated full-time, part-time, exempt, and nonexempt individuals (e.g. employees classified as 201s) or staff augmentation contractors who solely perform HR work* as their main job function and report directly to the HR organization. HR Assistants and Information Technology employees supporting HR Information Systems should also be included.

* The work of the HR organization is defined by the ten sub-functions of the Business Reference Model version 2:

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.

Organization and Position Management: Designs, develops, and implements organizational and position structures that create a high-performance, competency-driven framework that both advance the agency mission and serves agency human capital needs.

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. Creates and processes personnel action forms.

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. Creates and processes personnel action forms.

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. Creates and processes personnel action forms. For the purpose of this measure, the Program excluded individuals performing core payroll services.

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.

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. Creates and processes personnel action forms.

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 employee assistance programs; participating in administrative third party proceedings; and determining candidate and applicant suitability.

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.

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. Creates and processes personnel action forms.

Include full-time, part-time, exempt, and nonexempt individuals. Agencies should convert Part-time individuals to a full-time equivalent employee based on the number of hours they work per week (e.g. an employee working 32 hours per week would be considered a .80 full-time equivalent employee.)

A point in time snapshot can be used to determine the count of Human Resources Employees (e.g., as of September 30, 2012). The snapshot date for Human Resources Employees should be the same -- or the same general time frame (e.g., same month) -- as the snapshot date for the Number of Employees Served.

Cost: HR Employee costs include:

- HR employees' salaries and benefits
- Overhead/G&A (may include items such as office supplies, building fees, printing/ mailing costs, etc.) We recommend that agencies utilize their HR budgets or financial systems to obtain cost data. If you are unable to obtain cost data through those two sources, we would recommend that you use the OMB prescribed rates for the civilian full fringe rate and for overhead costs. Please note there are different rates for employees such as Air Traffic Controllers, Firefighters, and Law Enforcement.
- Cost to develop, maintain, and operate HR systems (You may use the cost information you provide in your OMB Exhibit 53 or the information you provided during the most recent HR LOB Cost Benefit Analysis; however please ensure you do not include the salaries of HR IT professionals if you have already accounted for them.) Per the OMB 53 guidelines salaries, benefits, and overhead/G&A for IT employees that work for the HR organization and are responsible for HRIT systems employees should be included in the HRIT cost. If you have already included these employees into your general HR population please ensure you do not also include them in the HRIT cost.
- Outsourcing/Contractor costs. Outsourcing costs are any costs related to services you obtain from either another Federal entity or a private sector organization.

Please do not include costs related to contractors that you consider to be adjunct staff as they should be incorporated into your costs for your HR employees.

Notes: The list above is not an exhaustive list.

Number of Employees Serviced: The number of employees receiving HR services from agency HR employees during fiscal year 2012.

A point in time snapshot of data can be used to determine the number of employees receiving HR services (e.g., as of September 30, 2012). The snapshot date for Number of Employees Serviced should be the same -- or the same general period (e.g., same month) -- as the snapshot date for the Number of Human Resources Employees.

If an agency experiences a headcount increase of 5% or more at any point during the fiscal year, the HR LOB recommends that the agency take its snapshot of data during its headcount peak.

The Program will use this measure for comparison across all agency participants.

Agency Human Resources Servicing Ratio

Measure Category: Workforce

Calculation: Number of employees receiving human resources (HR) services from October 1, 2011 through September 30, 2012 divided by number of Agency HR employees from October 1, 2011 through September 30, 2012.

Frequency: Annual

Reporting Period: Fiscal year 2012 (October 1, 2011 through September 30, 2012)

Purpose: Agency Human Resources Servicing Ratio measures the number of employees receiving HR services from Agency HR employees. This metric provides insight into the size and support level of HR.

Measure Definitions:

Human Resources Employee: Human Resources Employees include individuals that are full-time, part-time, exempt, and nonexempt individuals (e.g. employees classified as 201's) or staff augmentation contractors who solely perform HR work* as their main job function and report directly to the HR organization. HR Assistants and Information Technology employees supporting HR Information Systems should also be included.

* The work of the HR organization is defined by the ten sub-functions of the Business Reference Model version 2:

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.

Organization and Position Management: Designs, develops, and implements organizational and position structures that create a high-performance, competency-driven framework that both advance the agency mission and serves agency human capital needs.

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. Creates and processes personnel action forms.

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. Creates and processes personnel action forms.

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. Creates and processes personnel action forms. The Program excluded individuals performing core payroll services.

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.

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. Creates and processes personnel action forms.

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 employee assistance programs; participating in administrative third party proceedings; and determining candidate and applicant suitability.

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.

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. Creates and processes personnel action forms.

Include full-time, part-time, exempt, and nonexempt individuals. Agencies should convert Part-time individuals to a full-time equivalent employee based on the number of hours they work per week (e.g. an employee working 32 hours per week would be considered a .80 full-time equivalent employee.)

If the number of employees you service and the number of HR employees is consistent throughout the year you may enter the total headcounts based on a snapshot of data (e.g., as of September 30, 2012). The snapshot date for Human Resources Employees should be the same -- or the same general time frame (e.g., same month) -- as the snapshot date for the Number of Employees Serviced.

Number of Employees Serviced: The number of employees receiving HR services from agency HR employees during fiscal year 2012.

A point in time snapshot of data can be used to determine the number of employees receiving HR services (e.g., as of September 30, 2012). The snapshot date for Number of Employees Serviced should be the same -- or the same general period (e.g., same month) -- as the snapshot date for the Number of Human Resources Employees.

If an agency experiences a headcount increase of 5% or more of at any point during the fiscal year, the HR LOB recommends that the agency take its snapshot of data during its headcount peak.

The Program will use this measure for comparison across all agency participants.

Appendix B - 2013 Agency Human Resource Benchmarking Questionnaire

2013 HR Benchmarking Questionnaire

1 Agency HR Cost per Employee Serviced

Calculation	Salaries, benefits, overhead/G&A for HR employees	<input type="text"/>
	HRIT Spend (please reference your OMB 53)	<input type="text"/>
	Annual fees paid to a Federal shared service center	<input type="text"/>
	Other outsourcing costs	<input type="text"/>
	Number of agency employees serviced during a calendar year	<input type="text"/>
	Cost per Employee Serviced	<input type="text"/>

Agencies should use their fiscal year 2012 costs.

2 Agency HR Servicing Ratio

Calculation	Number of agency employees serviced during a calendar year	<input type="text"/>
	Number of agency human resources employees during a calendar year	<input type="text"/>
	Servicing Ratio	<input type="text"/>

Agencies should provide their data based on the number of employees they serviced during fiscal year 2012 and their number of human resources employees during fiscal year 2012.

Appendix C – Department of Agriculture Narrative (USDA)

Description of the Agency

Mission Statement

We provide leadership on food, agriculture, natural resources, rural development, nutrition, and related issues based on sound public policy, the best available science, and efficient management.

Vision Statement

To expand economic opportunity through innovation, helping rural America to thrive; to promote agriculture production sustainability that better nourishes Americans while also helping feed others throughout the world; and to preserve and conserve our Nation's natural resources through restored forests, improved watersheds, and healthy private working lands.

Overview of the HR department including the HR functions performed (these can be based on the BRM sub-functions and described at a high level e.g. perform HR strategy instead of conduct environmental scans).

HR Servicing Operations at USDA include the HR Line of Business functions, as well as work/life programs, recruitment and outreach programs.

If your organization includes multiple bureau/agencies/components please list all that the HR organization supports.

Within USDA, there are several mission areas, comprised of up to four agencies (components) that have aligned functions. For example, Rural Development is the mission area consisting of the Rural Housing Service, the Rural Utility Service, and the Rural Business - Cooperative Service.

Generally, in each of these mission areas, one agency performs virtually all HR servicing functions for all agencies in their mission area. The Natural Resources and Environment mission area, made up of the two largest agencies in USDA, the Forest Service, and the Natural Resources Conservation Service, have greater separation in their function, and maintain their own servicing organizations.

There are three other HR servicing operations to support our Headquarters functions, including a separate one within our Office of the Inspector General.

The Mission Areas and their associated agencies, as well as the Offices that comprise the Headquarters and Departmental Management (serves as USDA's central administrative

management organization) are listed below. Entities with HR servicing operations are underlined; those serviced outside of USDA are in italics.

Farm & Foreign Agricultural Services (FFAS)

Farm Service Agency (FSA)

Farm Service Agency County Offices (FSACO)

Foreign Agricultural Service (FAS)

Risk Management Agency (RMA)

Food, Nutrition, and Consumer Services (FNCS)

Food and Nutrition Service (FNS)

Center for Nutrition Policy and Promotion (CNPP)

Food Safety

Food Safety and Inspection Service (FSIS)

Marketing & Regulatory Programs (MRP)

Animal and Plant Health Inspection Service (APHIS)

Agriculture Marketing Service (AMS)

Grain Inspection, Packers, and Stockyards Administration (GIPSA)

Note: APHIS also provides HR operational support to the Merit System Protection Board (MSPB)

Natural Resources and Environment (NRE)

Forest Service (FS)

Natural Resource Conservation Service (NRCS)

Research, Education & Economics (REE)

Agricultural Research Service (ARS)

Economic Research Service (ERS)

National Agriculture Statistics Service (NASS)

National Institute of Food and Agriculture (NIFA)

Rural Development (RD)

Rural Housing Service (RHS)

Rural Business - Cooperative Service (RBCS)

Rural Utilities Service (RUS)

Departmental Management and Headquarters

Departmental Administration

Office of Human Resource Management (OHRM)

Office of the Administrative Law Judges (OALJ)

Office of the Judicial Officer (OJO)

Office of Operations (OO)

Office of Procurement & Property Management (OPPM)

Office of Small & Disadvantaged Business Utilization (OSDBU)

Office of the Secretary (OSEC)
Office of Advocacy and Outreach (OAO)
Office of Assistant Secretary for Civil Rights (OASCR)
Office of Communications (OC)
Office of Chief Economist (OCE)
Office of the Chief Information Officer (OCIO)
Office of the Executive Secretariat (OES)
Office of the General Counsel (OGC)
Office of Homeland Security & Emergency Coordination (OHSEC)
Office of Budget and Program Analysis (OBPA)

Office of the Chief Financial Officer (OCFO)
National Appeals Division (NAD)

Office of Inspector General (OIG)

While most HR servicing entities maintain some or all of their operations in the DC Metro area, the total quantity of 'HR Personnel', as defined by the benchmarking survey, assigned to the DC area is approximately 25% of all HR personnel. Another 25% of HR personnel are in Albuquerque, NM, Forest Service's centralized administrative location.

The next eight largest areas are Minneapolis, MN, Fort Worth, TX, Kansas City, MO, New Orleans, LA, Vallejo, CA, St. Louis Mo, and Des Moines, IA.

As several agencies have office locations in non-urban areas across the US, there are HR personnel located in many of these locations to support the workforce. In total, there are 200 unique city/state locations with HR personnel, 75% of which have five or fewer people.

Type of special population of employees if any.

There are two special populations of employees at USDA. The first are the approximately 18,000 non-federal employees that are part of the Farm Service Agency's County Office entity. The two main sub-groups are the state/county employees and the county committee members. The latter represent the elected officials who serve on the commissions and are 'hired' to be able to fund per diem/stipends when they meet.

The second special population is the temporary/seasonal workforce (approximately 15,000 personnel) hired during the summer months/fire season and then separated at the end of the season.

Description of any HR functions that are outsourced.

For approximately 2,050 employees in two USDA entities, the Food, Nutrition, and Consumer Services (FNCS) Mission Area and approximately 60% of our Office of the Chief Information

Officer, primary HR services (e.g. Core HRLOB functions and most non-core functions) and some miscellaneous support in areas, such as worker's compensation and reporting, are performed by the Administrative Resource Center (ARC) at the Treasury Department's Bureau of Public Debt. Performance Management, Employee Recognition, and Outreach & Recruitment are among the functions still managed within USDA.

Description of any additional information about your HR operation that explains your HR organization or operational model.

As budget appropriations and authorizations are provided directly to the Mission Areas / components of USDA (and not distributed from a centralized headquarters), these entities conduct business operations, including Human Resource servicing, independent of one another.

In 2009, USDA established the Office of Human Resources Management (OHRM), within the Departmental Administration agency, to facilitate the attainment of the Department's strategic goals and provide a consolidated approach to HR policies & procedures, training/development programs with emphasis on online training courses, enterprise information systems, labor and employee relations oversight, student internships, and work/life programs.

Description of any additional information that gives context to your measurement results.

Nothing to submit.

Appendix D – Department of Commerce Narrative (DOC)

Data was compiled from all human resources (HR) offices within the Department, based upon the workforce as of Pay Period 18, September 8-21, 2012.

The Department was established in 1903, and currently employs approximately 47,000 employees worldwide and has a \$7.5 billion budget. Since its inception, its mission has been to promote job creation, economic growth, sustainable development, and improved standards of living for all Americans. The Department partners with businesses, universities, communities, and our Nation's workers every day. The Department touches the daily lives of the American people and companies in many ways, with a wide range of responsibilities in the areas of trade, economic development, technology, entrepreneurship and business development, environmental stewardship, and statistical research and analysis. An example of a few highly visible products and services that the Department delivers include weather forecasts, the decennial census, and patent and trademark protection for inventors and businesses.

The Department consists of the following 12 bureaus: Bureau of Economic Analysis, Bureau of Industry and Security, Bureau of the Census, Economic Development Administration, Economics and Statistics Administration, International Trade Administration, Minority Business Development Agency, National Oceanic and Atmospheric Administration, National Telecommunications and Information Administration, National Institute of Standards and Technology, National Technical Information Service, and the U.S. Patent and Trademark Office.

The Department's HR policy functions are performed by the Office of Human Resources Management (OHRM) within the Office of the Secretary. OHRM is responsible for implementing Government-wide and Department policies, employee programs, and activities in all aspects of HR management and administration. In addition, OHRM administers the Department's Occupational Safety and Health program. OHRM's mission is to develop and manage value-added HR policies and programs, and to provide expert consultation, services, and solutions in an efficient and customer-focused manner. In addition to OHRM, the Department's bureaus/operating units have servicing human resources offices (SHRO's) that provide operational support to their clients. There are five SHROs within the Department: U.S. Patent and Trademark Office (USPTO), National Institute of Standards and Technology (NIST), U.S. Census Bureau (Census Bureau), National Oceanic and Atmospheric Administration (NOAA), and the Department of Commerce Human Resource Operations Center (DOCHROC). In addition, the Office of Inspector General (OIG) has an independent SHRO that provides HR services to its employees, and the Office of Foreign Service Human Capital performs HR services for the Foreign Service only, with some staff dedicated to liaison roles with HR offices that service their civil service employees and locally hired overseas employees. Many bureaus within the Department have unique missions that present unusual personnel challenges. Below are examples of some of the unusual challenges that the USPTO and Census Bureau face.

The most substantial overhaul of U.S. patent law in nearly 60 years, the America Invents Act (AIA), signed into law by President Obama on September 16, 2011, is a patent reform bill that optimizes our Nation's innovation system by promoting clearer and more certain intellectual property rights. This act has a long-term impact on the processes for filing patent applications, and the granting and re-examination of patents. This law provides the USPTO with the tools it needs to effectively expedite application processing, drive down the backlog of unexamined patent applications, and issue higher-quality patents that are less likely to be subject to a court challenge. With the enactment of the AIA, numerous provisions must be carried out quickly and simultaneously, requiring coordination among the various business units as well as other Government agencies on operational matters (for example, hiring personnel, IT updates, and training). The USPTO must implement provisions of the law while continuing to increase the quality of services and decrease the cost of operations. In order to accomplish this, USPTO has been tasked with hiring a great number of Patent Examiners with expertise in a variety of disciplines. USPTO hired 840 Patent Examiners during FY 2011, hired 1,505 during FY 2012, and are expected to hire up to 1,000 during FY 2013.

In support of decennial censuses, the Census Bureau hires approximately 700,000-900,000 employees to collect and process survey data from all residents of the United States and its Territories, every 10 years. Most of these employees are hired under term and temporary appointing authorities and work on an intermittent basis; they occupy temporary field positions as clerks, enumerators, recruiting assistants, crew leaders, crew leader assistants, field operation supervisors, and office operations supervisors. However, even during the non-decennial cycle, the Census Bureau has the ongoing challenge of hiring employees on a cyclical basis to document a variety of surveys. As of September 22, 2012, the Census Bureau employs 6,769 employees to conduct door-to-door interviews. In addition, the Census Bureau is currently in the process of hiring approximately 500 employees for the 2012 Agriculture/Economic census.

The majority of the HR functions within the Department are performed by Federal employees. While some work is outsourced at times to supplement the HR staff within the Census Bureau, no program is fully outsourced. The electronic Official Personnel File (eOPF) is provided through an Interagency Agreement with the Office of Personnel Management, and our payroll provider is the National Finance Center. The Department uses an automated Monster Government Solutions, "Hiring Management Enterprise" system to create and post vacancy announcements to USAJOBS, process resumes, issue merit assignment and competitive certificates, and notify applicants.

In addition, the Department is in the process of migrating all of its SHROs to HR Connect, a technology solution of the U.S. Department of the Treasury, Human Resources Line of Business (HR LOB), Shared Service Center (SSC). HR Connect will provide an enterprise-wide automated HR system and deliver a substantial return on investment to the Department in both cost savings, cost avoidance, and operational efficiencies. The system electronically routes paperless personnel actions for approval, thus greatly reducing processing time and the human error

associated with manual processing. As a result, HR practitioners are partially relieved of cumbersome paperwork and are better able to support their clients. The Census Bureau (non-decennial) migrated to HR Connect during FY 2012. DOCHROC, USPTO, OIG, and NIST are all scheduled to migrate during FY 2013, and NOAA is scheduled to migrate during FY 2014. The difference between the two data calls were mainly due to costs incurred in FY2013 for HR Connect.

Appendix E - Department of Education Narrative (ED)

Description of the Agency

Congress established the U.S. Department of Education (ED) on May 4, 1980, in the Department of Education Organization Act (Public Law 96-88 of October 1979). Under this law, ED's mission is to:

- Strengthen the Federal commitment to assuring access to equal educational opportunity for every individual;
- Supplement and complement the efforts of states, the local school systems and other instrumentalities of the states, the private sector, public and private nonprofit educational research institutions, community-based organizations, parents, and students to improve the quality of education;
- Encourage the increased involvement of the public, parents, and students in Federal education programs;
- Promote improvements in the quality and usefulness of education through Federally supported research, evaluation, and sharing of information;
- Improve the coordination of Federal education programs;
- Improve the management of Federal education activities; and
- Increase the accountability of Federal education programs to the President, the Congress, and the public.

Overview of the HR department including the HR functions performed (these can be based on the BRM sub-functions and described at a high level e.g. perform HR strategy instead of conduct environmental scans).

Human Capital Client Services (HCCS) provides leadership and direction in the formulation and implementation of policies and programs to promote efficient and effective human capital management. HCCS represents the Department on personnel matters with the Office of Personnel Management (OPM), the Congress, other Federal agencies, and the public.

In performing its responsibilities, HCCS:

- Maintains the traditional values of the Federal civil service system including integrity, continuity, nonpartisanship, merit, and equal employment opportunity.

- Provides the Secretary, Deputy Secretary, and other executive level managers with expert human capital management advice and a high level of technical services that further the goals and objectives of the Department.
- Establishes and maintains staff resource information and processing systems that reflect personnel management and resource utilization needs for key officials within the Department.
- Insures that Federal and Departmental human capital goals, policies, and practices are communicated to all levels of management and, where appropriate, to employees.
- Evaluates the effectiveness of human resources programs.

If your organization includes multiple bureau/agencies/components please list all that the organization supports.

We support:

ADVISORY COUNCILS AND COMMITTEES
IMMEDIATE OFFICE OF THE SECRETARY OF EDU
INSTITUTE OF EDUCATION SERVICES
NATIONAL ASSESSMENT GOVERNING BOARD
NATIONAL INSTITUTE FOR LITERACY
OFC OF PLNG, EVAL & PRGM DVPMT COORD BUD
OFFICE FOR CIVIL RIGHTS
OFFICE OF COMMUNICATIONS AND OUTREACH
OFFICE OF ELEMENTARY AND SECONDARY EDUCA
OFFICE OF ENGLISH LANGUAGE ACQUISITION,
OFFICE OF INNOVATION AND IMPROVEMENT
OFFICE OF INSPECTOR GENERAL
OFFICE OF LEGISLATION AND CONGRESSIONAL
OFFICE OF MANAGEMENT
OFFICE OF POSTSECONDARY EDUCATION
OFFICE OF SPECIAL EDUCATION AND REHABILI
OFFICE OF THE CHIEF FINANCIAL OFFICER
OFFICE OF THE CHIEF INFORMATION OFFICER
OFFICE OF THE DEPUTY SECRETARY OF EDUCAT
OFFICE OF THE GENERAL COUNSEL
OFFICE OF THE UNDER SECRETARY (OUS)
OFFICE OF VOCATIONAL AND ADULT EDUCATION
STUDENT FINANCIAL AID

Type of special population of employees if any.

ED services nearly 5,000 employees each fiscal year. Approximately 4% of those are intermittent employees largely made up of committee or board members.

Description of any HR functions that are outsourced.

Benefits processing and consultation
Personnel action processing assistance
Workforce Relations (partially outsourced)
Recruitment and Hiring (partially outsourced)
Information Systems (partially outsourced)

Description of any additional information about your HR operation that explains your HR organization or operational model.

Contractors supporting HR Functions within 'main' ED are Department of Interior, Federal employees.

ED's largest bureau, Federal Student Aid (FSA), has own delegated HR authority and its own HR organizational work units and its supporting contractors. This report is conclusive of all ED population including FSA.

Description of any additional information that gives context to your measurement results.

N/A

Appendix F - Department of Justice Narrative (DOJ)

Description of the Agency

The mission of The Department of Justice (DOJ) is to enforce the law and defend the interests of the United States according to the law; to ensure public safety against threats foreign and domestic; to provide federal leadership in preventing and controlling crime; to seek just punishment for those guilty of unlawful behavior; and to ensure fair and impartial administration of justice for all Americans.

Overview of the HR department including the HR functions performed (these can be based on the BRM sub-functions and described at a high level e.g. perform HR strategy instead of conduct environmental scans).

The Human Resource offices within the agency support the agency's mission of administering justice by developing and implementing policy and programs, providing guidance, and leading efforts to attract, develop, and retain high performing employees.

If your organization includes multiple bureau/agencies/components please list all that the HR organization supports.

It is the responsibility of the Human Resource organizations within DOJ to support the following agency components:

- Antitrust Division
- Associate Attorney General
- Asset Forfeiture Program
- Attorney General
- Bureau of Alcohol, Tobacco, Firearms and Explosives
- Office of Justice Programs
- Civil Division
- Civil Rights Division
- Community Oriented Policing Services
- Community Relations Service
- Criminal Division
- Deputy Attorney General
- Drug Enforcement Administration
- Environment and Natural Resources Division
- Executive Office for Immigration Review
- Executive Office for U.S. Attorneys
- Executive Office for U.S. Trustees

- Federal Bureau of Investigation
- Federal Bureau of Prisons
- Foreign Claims Settlement Commission of the United States
- Interpol – U.S. National Central Bureau
- Justice Management Division
- National Security Division
- Office of Attorney Recruitment & Management
- Office of Federal Detention Trustee
- Office of Inspector General
- Office of the Solicitor General
- Office of Dispute Resolution
- Office of Intergovernmental and Public Liaison
- Office of Information Policy
- Office of Legal Counsel
- Office of Legal Policy
- Office of Legislative Affairs
- Office of Pardon Attorney
- Office of Professional Responsibility
- Office of Public Affairs
- Office of the Tribal Justice
- Office on Violence Against Women
- Parole Commission
- Tax Division
- US Marshals Service

Type of special population of employees if any.

DOJ has a diverse and talented workforce of over 100,000 men and women. We lead the Nation in ensuring the protection of all Americans while preserving their constitutional freedoms. Our unique employee population of both non-union and union employees consists of over 300 job series to include law enforcement personnel and attorneys.

Description of any HR functions that are outsourced.

In an effort to provide optimal human resource service to the agency's 119,065 employees, the following human resource functions maybe outsourced by some of the components or divisions within the agency:

- Policy development
- Personnel recordkeeping management
- HR Strategy

- Organization and Positions Management
- Staff Acquisition
- Performance Management
- Compensation Management
- Benefits Management
- Human Resources Development
- Employee Relations
- Labor Relations
- EAP and Life Management Services
- Separation Management
- Personnel Security/Background Investigations

Description of any additional information about your HR operation that explains your HR organization or operational model.

The Director of HR at the department level provides overall direction to the human resources programs in support of the department's mission. DOJ operates under a decentralized HR Service Delivery method that includes 210 separate component HR offices. Component HR offices operate under the direction of the Component Executive Officer and Component Head. DOJ also maintains a Human Capital Executive Committee with HR officer representatives (department wide HR Directors, Deputy Directors, Assistant Directors), who collaborate together to improve the DOJ workforce.

Description of any additional information that gives context to your measurement results.

The costs appearing in this HR Benchmark study are incurred by the agency to support the ten sub functions of the Business Reference Model (BRM) version 2: HR Strategy, Organization and Position Management, Staff Acquisition, Performance Management, Compensation Management, Benefits Management, Human Resources Development, Employee Relations, Labor Relations and Separation Management

Appendix G - Department of Labor Narrative (DOL)

Description of the Agency

The Department of Labor fosters and promotes the welfare of the job seekers, wage earners, and retirees of the United States by improving their working conditions, advancing their opportunities for profitable employment, protecting their retirement and health care benefits, helping employers find workers, strengthening free collective bargaining, and tracking changes in employment, prices, and other national economic measurements. In carrying out this mission, the Department administers a variety of Federal labor laws including those that guarantee workers' rights to safe and healthful working conditions; a minimum hourly wage and overtime pay; freedom from employment discrimination; unemployment insurance; and other income support.

Overview of the HR department including the HR functions performed (these can be based on the BRM sub-functions and described at a high level e.g. perform HR strategy instead of conduct environmental scans).

Functions:

- I. HR Strategy:
 1. Develops human resource programs and provides Departmental leadership and direct client services for staffing, classification, performance management, and pay administration.
 2. Promotes the Department's efforts to enhance customer service, streamline organizations, and reduce costs, monitors the DOL Agencies' progress on Presidential initiatives.
 3. Performs related program analysis and evaluation and manages supporting automated systems.
- II. Organization and Position Management:
 1. Assists DOL managers in executive management and provides advisory services related to organizational design.
- III. Staff Acquisition:
 1. Assists managers in attracting, developing, and retaining a highly qualified and diverse workforce. Provides recruitment programs and initiatives, orientation for entering employees, and career counseling and progression services and programs.
- IV. Performance Management
 1. Provides Departmental guidance and technical assistance in matters related to employee benefits and direct benefits counseling and services for employees.
- V. Compensation Management
 1. Provides Departmental guidance and technical assistance in matters related to employee compensation services for employees.
- VI. Benefits Management

1. Provides Departmental guidance and technical assistance in matters related to employee benefits and direct benefits counseling and services for employees.
2. Provides leadership in the development of family and work life programs and initiatives.

VII. Human Resource Development:

1. Provide online training capability through a Learning Management System provider utilizing OPM's Go-Learn contract under the e-Training Initiative.
2. Produces the Department's internal communication media, including Labor Exchange and OASAM Newsletter, and disseminates human resource management regulations and program information through paper and electronic media, e.g., LaborNet (the Department's Intranet).
3. Provide facilities and related support services for use in training, meetings, and conferences.

VIII. Employee Relations and Labor Relations:

1. Provides leadership and expert assistance in Departmental employee relations and labor management relations matters. Administers DOL's collective bargaining agreements, provides policy and technical guidance regarding employee and labor relations issues. Represents the Department of Labor in negotiations and proceedings before various third parties.
2. Represents the Department to the Office of Personnel Management and the Merit Systems Protection Board in matters related to human resource issues and related responsibilities.

IX. Separation Management:

1. Provides Departmental guidance and technical assistance in matters related to separation counseling and services for employees.

If your organization includes multiple bureau/agencies/components please list all that the HR organization supports.

The major components of the U.S. Department of Labor are as follows (alphabetic):

Acronym	Agency Name
ALJ	Office of Administrative Law Judges
ARB	Administrative Review Board
BLS	Bureau of Labor Statistics
BRB	Benefits Review Board
EBSA	Employee Benefits Security Administration
ECAB	Employees' Compensation Appeals Board
ES-OFCCP	Office of Federal Contract Compliance Programs
ES-OLMS	Office of Labor-Management Standards
ES-OMAP	Office of Management, Administration, and Planning
ES-OWCP	Office of Worker's Compensation Programs
ES-WH	Wage Hour Division
ETA	Employment and Training Administration
ILAB	Bureau of International Labor Affairs
JC	Job Corps
MSHA	Mine Safety and Health Administration
OASAM	Office of Asst Sec for Administration and Management
OASP	Office of the Assistant Secretary for Policy
OCFO	Office of Chief Financial Officer
OCIA	Office of Congressional & Intergov Affairs
ODEP	Office of Disability Employment Policy
OIG	Office of the Inspector General
OPA	Office of Public Affairs
OSBP	Office of Small Business Programs
OSHA	Occupational Safety and Health Administration
OSEC	Office of the Secretary of Labor
SOL	Office of the Solicitor
VETS	Veterans Employment and Training Services
WB	Women's Bureau

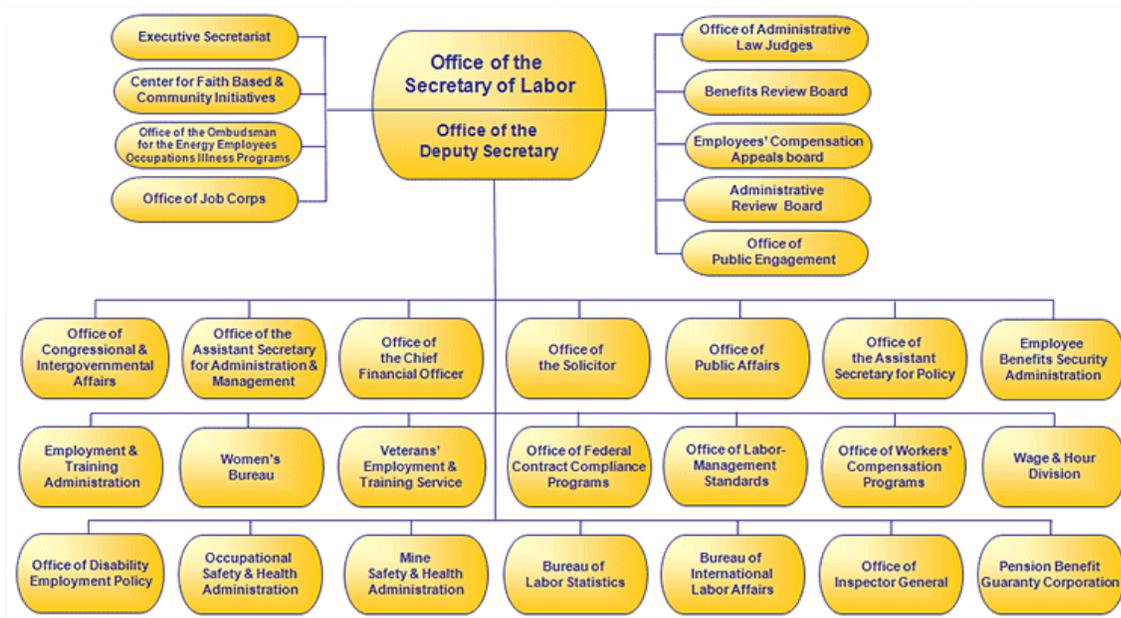


Figure 6-1 - The Organizational Chart for the U.S. Department of Labor (as of December 31, 2009)

Figure 6-1 shows the organizational chart and major components of the Department of Labor.

Type of special population of employees if any.

Bureau of Labor Statistics BLS Part-Time Economic Assistants

There are approximately 360 Bureau of Labor Statistics part-time field employees who collect data for the Consumer Price Index.

Pricing calendar and scheduled tour of duty:

The Consumer Price Index (CPI) pricing calendar establishes the 36 discrete pricing periods (3 per month) that require collection activity during the year. Based upon this pricing calendar, individual tours of duty are constructed for each BLS part-time Economic Assistant (EA) to assure that, in the aggregate, collections are across all of the days in the 36 pricing periods. The individual tour of duty documents the specific work days and specific times that the EA is scheduled to work.

Description of any HR functions that is outsourced.

None.

Description of any additional information about your HR operation that explains your HR organization or operational model.

Approximately, 16,500 employees make up the U.S. Department of Labor's workforce, which are located in over 400 duty locations worldwide. They are serviced by 15 Human Resources Offices (both in Washington DC and Regional cities). Outside of the National Office, the HR division of the Office of the Assistant Secretary for Administration and Management (OASAM) Regional Offices provide HR support and activities for the other various DOL agencies. The overall servicing ratio is 1 to 54.

Description of any additional information that gives context to your measurement results.

None.

Appendix H – Department of State Narrative (DOS)

Description of the Agency

Mission Statement: Advance freedom for the benefit of the American people and the international community by helping to build and sustain a more democratic, secure, and prosperous world composed of well-governed states that respond to the needs of their people, reduce widespread poverty, and act responsibly within the international system.

--- Department of State/USAID Strategic Plan Fiscal Years 2007-2012

Personnel: The Department of State is the lead institution for the conduct of American diplomacy and its mission is carried out through six regional bureaus overseas and 26 functional and management bureaus. Abroad, the Department operates 275 embassies, consulates, and other posts. In each Embassy, the Chief of Mission (usually an Ambassador) is responsible for executing U.S. foreign policy goals and coordinating and managing all U.S. Government functions in the host country.

At the close of FY 2012 the Department had 32,233 employees. Foreign Service Officers and Civil Servants work together to achieve the goals and implement the initiatives of American foreign policy. They are assisted by Locally Employed Staff (LES) who contribute local expertise and provide continuity as they work with their American colleagues to perform vital services for U.S. citizens. As of September 2012, there were 45,351 LES.

Collectively, these three populations of employees pose unique challenges to the Department of State as it manages and provides HR services worldwide.

This analysis will address Foreign and Civil Servants in their roles of Human Resource (HR) service providers and as recipients of HR services. Locally Employed Staff (LES) will not be addressed in this analysis. LES reflect unique Department of State personnel and hiring considerations that are not subject to the HR Line of Business (HRLoB) Target Requirements.

Note: The Department of State has previously excluded the LES from HRLoB Shared Service Center consideration because they have compensation and servicing requirements that are different from American direct hire employees. Thus the analysis will address “American Direct Hires,” or personnel who are in the Civil Service (CS) or the Foreign Service (FS), located either domestically or overseas, and are American citizens. The Department utilized the HRLoB Business Reference Model (BRM) V2 to assess the provision of HR services.

Overview of the HR department including the HR functions performed (these can be based on the BRM sub-functions and described at a high level e.g. perform HR strategy instead of conduct environmental scans).

HR Bureau: During FY 2012, fifteen offices constituted the HR Bureau that is headed by the Director General of the Foreign Service and the Director of Human Resources (DGHR) assisted by one Principal Deputy Assistant Secretary (PDAS) and three Deputy Assistant Secretaries. The HR Bureau provides corporate-wide HR policy, strategic planning, administrative and IT services that support both the Civil and Foreign Service personnel systems.

It should be noted that other bureaus within the Department provide HR services in support their organization's mission. Nearly all FS specific HR services are performed within the HR Bureau.

If your organization includes multiple bureau/agencies/components please list all that the HR organization supports.

HR Service Strategy: The Department has implemented a tiered HR service delivery model based upon best practice implementations from private industry and government. Such a model requires the Department to consolidate transactional, administrative and other routine services in a single self-service web portal (Tier 0) and an HR Service Center (Tier 1) which provides a single point-of-contact for customers. More complex HR processes are consolidated among nine (Tier 2) HR Service Providers (HRSPs). Corporate HR (Tier 3) consists of policy making, HR program design, data management and exception/waiver processing, among other department-wide functions. Approximately 80% of all HR inquires/issues are resolved at the first two tiers of the service model.



What Does HR Service Delivery Look Like?

The HR Shared Service model provides ONE point of contact for all inquires

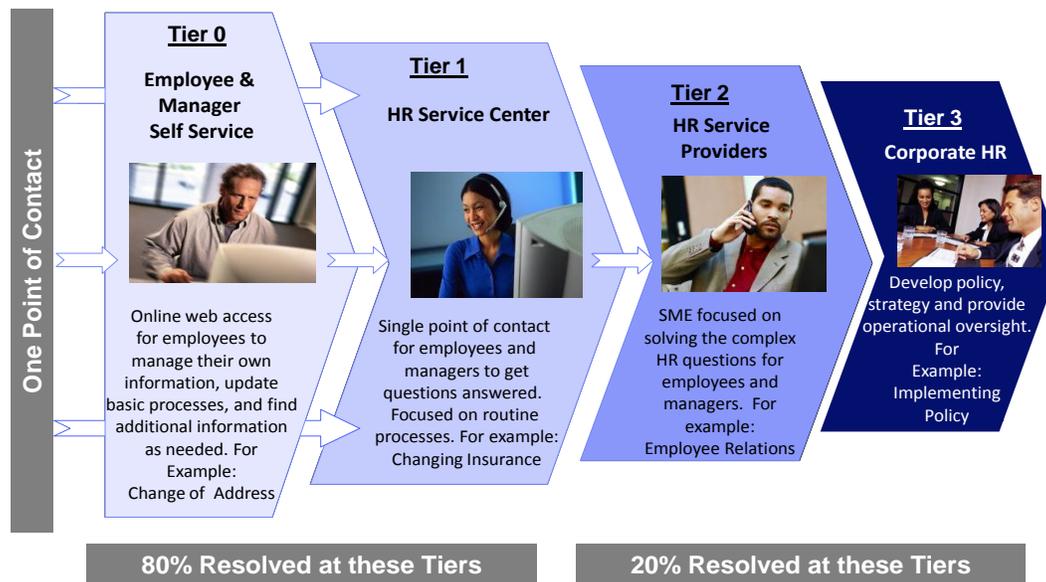


Figure 6-2 - Department of State HR Service Delivery

Domestic HR services are delivered through two primary mechanisms: 1) the HRSPs provide distributed HR services at the Tier 2 level; and 2) the HR Bureau provides corporate HR services at the Tier 3 level.

Human Resource Service Providers (HRSPs): The HRSPs collectively provide the range of specific HR services within the Department. Nine service providers and their client bureaus exist. Activities addressed by HRSPs would include, but not limited to, such activities as processing personnel actions, managing vacancy announcements, activating positions, recruitment, classification and more traditional HR-related work.

Corporate HR: The HR Bureau is composed of fifteen offices. It is headed by the Director General of the Foreign Service and Director of Human Resources (DGHR). Two of these fifteen HR Bureau offices are HR Service Providers (HR/SS and HR/HRSP). The balance of the offices address corporate HR issues such as policy making, budgeting, IT services, and address most of the Foreign Service HR services. In a tiered service delivery model, Corporate HR (Tier 3) is the final arbiter of issues escalated through the lower tiers.

Note: Twenty-six bureaus of the Department are responsible for position management which Corporate HR establishes governing policy.

Use of HRLoB BRM: The Department used the HRLoB BRM V2 as a basis for analyzing the HRSPs, the client HR personnel located within the Executive Offices of the bureaus serviced by the HRSPs, and most of the offices of the HR Bureau. The instrument was used to determine how they allocated their FTEs (based on 40 hours of 2087 hours) across the BRM sub-functions and its constituent processes. Given the dual personnel systems existing at the Department of State, the analysis also separated FTEs devoted to Civil Service from FTEs devoted to Foreign Service. No effort was made to extend the BRM analysis to “Overseas” HR operations.

Human Resource Officers at Post: Career Foreign Service personnel serve as either generalists or specialists. Foreign Service Officers, by definition are generalists, and are part of the diplomatic corps. Foreign Service specialists, however, provide staff services in the day-to-day operations of U.S. Diplomatic posts abroad.

Type of special population of employees if any.

The Department of State hires a number of individual falling into special populations. Individuals within these populations may also provide various types of HR services.

Reemployed Annuitants: The Department of State hires many former and retired employees under reemployed annuitant status. In particular, the Department appoints many retired Foreign Service officers to Civil Service appointments on a part-time, intermittent, or temporary basis. These appointments are attractive to retirees, in part, because the retirees may continue to receive their annuity as specified in 22 U.S.C. 4064. The general rule is that a reemployed annuitant may serve no more than 1,040 hours per year.

Eligible Family Members (EFMs): Overseas, in response to job announcements issued from Foreign Service posts, EFMs may qualify for a Family Member Appointment (FMA). This is a Department of State mechanism used to employ US Citizen EFM of direct hire Foreign Service, Civil Service, or uniformed service members assigned to post and under Chief of Mission authority.

To qualify for a FMA appointment, the candidate must be a U.S. citizen spouse or an unmarried dependent child at least 18 years old, but under age 21, on the travel orders of an American Foreign or Civil Service employee or uniform service member permanently assigned to a U.S. Foreign Service post abroad and under Chief of Mission authority. In addition, the candidate must not currently receive a Foreign Service or Civil Service retirement annuity.

Locally Employed Staff (LES): The LES represent a large component of the Department’s overseas workforce but are not included in this analysis.

Description of any HR Functions that are outsourced:

None.

Description of any additional information about your HR operation that explains your HR organization or operational model.

The Department of State operates under a dual personnel system. The Civil Service personnel rules are governed by Title 5 U.S.C. and the Foreign Service personnel rules are governed by the Foreign Service Act of 1980, as amended.

Description of any additional information that gives context to your measurement results.

Assumptions:

- FY 2012 data are being used.
- Personnel counts are taken at the close of FY 2012 (September 30, 2012).
- Overhead costs are computed from OMB- M-06-22 “Cost Savings Achieved through E-Government and Line of Business Initiative.”
 - Fringe Benefits: 0.3285 of base salary
 - Liability Insurance: 0.007 of base salary
 - Overhead: 0.12 of (base salary + fringe benefits)
Note: Overhead does not include items such as office supplies, building fees, printing/ mailing costs, etc.
- HRIT Costs: \$18,829,500
- HR Contractor Costs: No data are available that captures HR contractor costs.
- Counting HR Service Providers in accordance with HRLoB BRM sub-functions
 - All individuals falling within the HRSPs of the Department of State.
 - All individuals providing HR services falling within the Bureau Executive Offices.
 - All individuals falling within the HR Bureau providing HR corporate services.
 - “Overseas” personnel, defined as American Direct Hires and residing “at post,” and classified by their Foreign Service skill code, shall be counted as HR service providers.
 - “Overseas” personnel, defined as American Direct Hires and residing “at post” will be considered recipients of HR services.
- Adjustments for status of employment: Minor adjustments must be made to salary costs based on the nuances of the reporting system in considering Part-time, Intermittent, and Temporary (PIT) appointments.
 - These adjustments are reflected in Full Time Equivalents (FTEs based on 40 of 2080 hours).
 - PITS are estimated to be at 0.333 FTE, with appropriate costing adjustments taken.
 - Reemployed annuitants are estimated to be at 0.25 FTE, with appropriate costing adjustments taken.

Data:

Data reported via this instrument were generated from the Global Employment Management System (GEMS) for FY 2012. GEMS is considered the HR system of record for all domestic and overseas American direct-hire employees, including Foreign and Civil Service personnel. GEMS is a fully-operational *PeopleSoft* integrated human resources system, implemented on April 19, 1999, to support human resources management business processes in the Department of State. GEMS was designed to track the progress of a personnel action from its initial request until it is completely processed and made a part of the employee's permanent job history record. In January 2012, the GEMS application was upgraded to *PeopleSoft*, v9.1.

Appendix I - Department of the Interior Narrative (DOI)

Description of the Agency:

The Department of the Interior's (DOI) strategic mission is to be the Federal Government's principal conservation agency. For more than 160 years, DOI has managed the vast lands and resources for which they are responsible; protected and provided access to the nation's significant natural and cultural resources; provided scientific and other information about those resources; and honored commitments to American Indians, Alaska Natives and affiliated Island communities. The Department is a dynamic organization with a diverse, complex, and multi-faceted mission that impacts national and international business and economy, and natural and historic resources.

Overview of the HR department including the HR functions performed (these can be based on the BRM sub-functions and described at a high level e.g. perform HR strategy instead of conduct environmental scans).

Human resource strategy, policy, planning and guidance is promulgated through the Department of the Interior Office of Human Resources in the Office of the Secretary, and continues to focus on recruitment and retention, leadership development, performance management and recognition, data integrity, and automation. Located within the Department of the Interior, the Interior Business Center (IBC) supports the DOI Offices and Bureaus as well as federal agencies outside the Department, as a Shared Service Center, providing HR business management systems and services. Through the HR Line of Business, the IBC offers the Federal Personnel & Payroll System (FPPS). The FPPS provides a full range of HR, payroll, and time and attendance services. The FPPS is IBC's enterprise integrated HR/payroll information management and transaction processing system supporting employees in 40 agencies. The FPPS was developed in-house and is maintained in-house. The IBC also offers time and attendance support through web based applications (FPPS T&A, Quicktime and webTA (Kronos application)). Two of the web-based T&A application systems were also developed and maintained in house. The third application is supported through a partnership between IBC HRD and an established vendor. The IBC also offers a data center, and data warehouse for analytics, reporting, and auxiliary client systems and data repository.

If your organization includes multiple bureau/agencies/components please list all that the HR organization supports.

The IBC provides HR services to internal-DOI customers, internal-IBC customers and external (non-DOI, non-IBC) customers. For purposes of this report, this narrative will focus on DOI and IBC customer bases only. The IBC's HR IT services are provided to all Department of the Interior Bureaus which includes:

- Bureau of Indian Affairs

- Bureau of Land Management
- Bureau of Ocean Energy Management, Regulation and Enforcement
- Bureau of Reclamation
- National Park Service
- Office of Surface Mining
- Fish and Wildlife Service
- U.S. Geological Survey
- Departmental Offices (includes Office of the Secretary, Solicitor's Office, Office of the Inspector General, Chief Information Office, Office of the Special Trustee, Office of Emergency Management)
- The IBC's non-HR IT services are provided only to internal IBC employees.

Type of special population of employees if any.

The Department of Interior employs temporary fire fighters each year. The numbers of temporary fire fighter positions varies drastically from year to year, based on the amount and severity of wild land fires that occur throughout the United States each year. The DOI also employees temporary seasonal student employees and volunteers. The IBC HR IT services provide support to these firefighters and other temporary employees for personnel action processing, time keeping systems, and payroll processing.

Description of any HR functions that are outsourced:

Employee Assistance Program (EAP) services are provided by a single contractor for DOI employees. The contracting officer representative (COR) is on the HQ DOI HR staff with assistant CORs in each bureau and staff office. Unemployment Compensation Claims Processing, Billing and Reporting (TALX) for all IBC-serviced DOI and IBC customers.

Description of any additional information about the Agency's HR operation that explains the HR organization or operational model:

Continued implementation of initiatives to resolve long standing issues unique to the agency, including Fire Management Specialist qualifications, the Alaska National Interest Lands Conservation Act (ANILCA), and Fire Fighter (FF) /Law Enforcement Officer (LEO) Retirement System Reviews. In addition to its many initiatives, unforeseen events such as the Deepwater Horizon oil spill in particular, have required the Department to step up and take proactive steps to quickly address emergency staffing needs, and resolve pay cap issues.

Description of any additional information that gives context to your measurement results.

Nothing additional.

Appendix J - Department of Transportation Narrative (DOT)

Description of the Agency

The Department of Transportation (DOT) was established by an act of Congress on October 15, 1966, the Department's first official day of operation was April 1, 1967. The mission of the Department is to: *Serve the United States by ensuring a fast, safe, efficient, accessible and convenient transportation system that meets our vital national interests and enhances the quality of life of the American people, today and into the future.*

Overview of the HR department including the HR functions performed (these can be based on the BRM sub-functions and described at a high level e.g. perform HR strategy instead of conduct environmental scans).

DOT's HR functions performed are as follows:

- HR Strategy
- Organization and Position Management
- Staff Acquisition
- Performance Management
- Compensation Management
- Benefits Management
- Human Resources Development
- Employee Relations
- Labor Relations
- Workers' Compensation
- Separation Management

The Departmental Office of Human Resource Management (HRM) provides leadership and direction in human resource management (HRM) by developing policies and programs that improve organizational performance. This includes ensuring that HRM programs provide effective and efficient use of human capital throughout the Department.

Functions:

- Develops and implements, in cooperation with the Operating Administrations (OAs), both short and long term human capital plans that support DOT's strategic plan objectives and performance targets, and oversees the reporting, and evaluation of progress and results.
- Develops, implements, and evaluates departmental HRM policies and programs to support organizational performance in such areas as recruiting and staffing, position classification, employee compensation, career development, workforce diversity,

labor and employee relations, executive resource planning, performance management, employee benefits, and work and family life.

- Concurs in the selections of OA's Human Resource Directors.
- Recommends performance objectives and provides performance feedback on those performance objectives to the rating officers of OAs' Human Resource Directors.
- Consults with customers, including DOT senior management officials, on improving organizational performance through HRM policies, programs, and initiatives.
- Provides policy advice, technical guidance, and oversight review for all HRM policies and programs, including workforce planning, competency management, and succession planning.
- Provides for the collection, analysis, and dissemination of workforce and ceiling allocation information to management officials.
- Serves as Chairperson of the Departmental Human Resource Management Council; Chairperson of the Departmental Federal Personnel and Payroll System (FPPS) Change Control board; and facilitates the sharing of pertinent governmental and departmental human resource management activities and best practices.
- Conducts personnel operational programs for the Office of the Secretary or other designated organizations, including recruitment and placement, performance management, position classification, suitability adjudication and management of executive resources.
- Develops departmental policy with regards to, and conducts alcohol and drug programs, including random testing.
- Provides employee wellness services, including employment information, counseling, health and fitness programs, and a wide variety of related activities.
- Conducts learning and development programs, including classroom training, self-help study, distance learning, and computer-based training.
- Maintains contact with customers to assess degree to which services satisfy customer expectations and to ascertain new or changing requirements.
- Administers employee surveys, as required by National Defense Authorization Act for Fiscal Year 2004, and acts as the DOT focal point for coordinating and preparing required departmental internal human resource reports.
- Represents DOT on interagency committees and task forces that develop and approve human resources policy. (Chief Human Capital Officers Council; HR Line of Business; Multi-Agency Executive Strategy Committee; other OPM councils and user groups; etc.)
- Provides advice to the Department in regards to matters related to the development, enhancement, maintenance, and future development of HR Information Systems. (i.e., Federal Personnel and Payroll System (FPPS), Data Mart, Workers Compensation Information System, electronic Official Personnel Folder, Employee Express, HR Line of Business system initiatives.)

Each DOT Bureau/OA has HR Offices which develop, publish, and enforce OA-specific HR policy and performs the full range of HR LOB functions and sub-functions for their organization.

If your organization includes multiple bureau/agencies/components please list all that the HR organization supports.

OAs have been added and removed over the years, and the size of the workforce has fluctuated with these and other changes. Today DOT has over 57,000 employees in the Office of the Secretary, the Surface Transportation Board, the Office of the Inspector General and 10 OAs:

- Federal Aviation Administration (FAA)
- Federal Highway Administration (FHWA)
- Federal Motor Carrier Safety Administration (FMCSA)
- Federal Railroad Administration (FRA)
- Federal Transit Administration (FTA)
- Maritime Administration (MARAD)
- National Highway Traffic Safety Administration (NHTSA)
- Pipeline and Hazardous Materials Safety Administration (PHMSA)
- Research and Innovative Technology Administration (RITA)
- Saint Lawrence Seaway Development Corporation (SLSDC)

Type of special population of employees if any.

The FAA's human resources management system is exempt from Title 5 for compensation and related matters. This extends into their executive system which is completely separate from the rest of government. To support those flexibilities, the FAA has their own policy office that creates policies to meet their human capital requirements. This process is further complicated by their union's unique ability to negotiate pay and the technical nature of their jobs, e.g., Air Traffic Control Specialists, Aviation Safety Inspectors, Aerospace Engineers, etc. As they deploy NexGen, activities have begun to escalate to attract and retain appropriate technical skills for a very complex national air system.

The FAA's hiring is complex due to the multiple sources for mission critical occupations such as Air Traffic Control Specialists. They hire veterans, retired military controllers, collegiate training initiative students and members of the general public. Their process for initial testing, medical and security screening as well as interviews is extensive and exhaustive. Their compensation system and pay setting is quite complex due to the union's right to negotiate pay and the complexities of their training requirements and career ladders. Due to these complexities, FAA owns and manages its own automated staffing solution.

Strategic planning in the form of the FAA Flight Plan is integral to FAA’s pay setting and they expend considerable resources in contributing to the Organizational Excellence portion of the Flight Plan.

Several OAs have large numbers of bargaining unit members:

Operating Administration	Employees	Bargaining Unit Members
FAA	47,739	36,379
FMCSA	1,104	403
FRA	874	689
FTA	564	190
MARAD	844	363
NHTSA	595	273
OST	795	310
RITA	709	490
SLSDC	129	89

- The FTA employs 40 interns annually.
- RITA staff are distributed among their headquarters (Washington, DC), the Volpe National Transportation Systems Center (Cambridge, MA), and the Transportation Safety Institute (Oklahoma City, OK).
- The Maritime Administration (MARAD) staff is distributed among their headquarters (Washington, DC) and numerous field offices.

Description of any HR functions that are outsourced.

Some OA HR Offices provide HR services to one another via intra-agency agreements:

- The FHWA provides program management services for Monster/QuickHire to OST and all of the OAs, except for the FAA and the OIG.
- The OST provides program management and system development services to all of the OAs and HR services to the RITA headquarters staff.

The FTA employed contract staff to facilitate and promote their Leadership Development and Mentoring Programs, develop and support supervisory training curricula, and provide training.

The FHWA, PHMSA, OST, and RITA employed contract staff to supplement their HR support staff.

The RITA/Volpe Center employed contract staff to provide expert HR consulting, executive/managerial coaching, career planning, facilitation, and mentoring program support, and workforce planning, Learning and Development team and recruitment support.

The OST employed contract staff to support their performance management/workforce analysis efforts and to assist in the implementation of DOT's eGov initiatives.

Description of any additional information about your HR operation that explains your HR organization or operational model.

The FAA has non-Title 5 personnel rules in effect and has a large labor relations department due to the high number of union employees it supports.

The FHWA HR Office services employees in all 50 states as well as in Puerto Rico. To provide effective service, the FHWA has three HR offices around the USA.

The FAA HR Office services employees in all 50 states as well as in Puerto Rico. To provide effective service, the FAA has 12 HR offices and two shared service centers around the USA.

Each OA receives its own budget appropriation which adds to the complexity of the budget process and funding of DOT departmental HR programs.

Description of any additional information that gives context to your measurement results.

DOT employees provide a wide range of critical services to the public and hold positions in extremely varied functions. Their work runs the gamut from rule-making at the policy level to large systems design; coordination with state agencies; on-the-ground examination of the nation's trucking and railroad fleets; certification of transportation professionals; oversight of the transportation of hazardous materials; education; and direct management of the nation's air traffic around the clock. This variety of work adds complexity to managing talent and forecasting the future talent requirements for the Department as a whole, even as DOT strategy increases the need for "inter-modal" work, cooperation, and possibly increased future mobility across OAs.

The Department of Transportation is a large, diverse organization that employs a number of methods to achieve the best HR results for each of its Operating Administrations and Offices while embracing best practices and economies of scale by taking on and implementing the various eGov initiatives as they become active.

Appendix K - Department of Veterans Affairs Narrative (VA)

Description of the Agency

The Department of Veterans Affairs (VA), established as an independent agency under the President by Executive Order 5398 on July 21, 1930, was elevated to the Cabinet level on March 15, 1989 (Public Law No. 100-527).

The Department's mission is to serve America's Veterans and their families with dignity and compassion and to be their principal advocate in ensuring that they receive medical care, benefits, social support, and lasting memorials promoting the health, welfare, and dignity of all Veterans in recognition of their service to this Nation.

Overview of the HR department including the HR functions performed (these can be based on the BRM sub-functions and described at a high level e.g. perform HR strategy instead of conduct environmental scans).

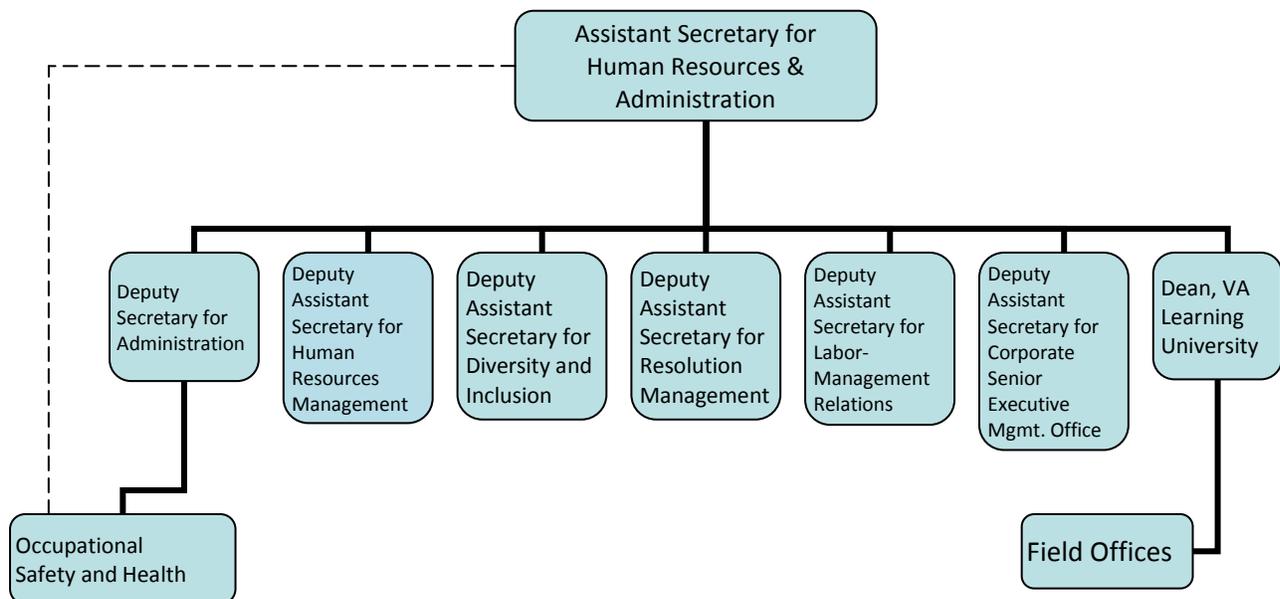


Figure 6-3 - VA Organizational Structure

The Assistant Secretary for Human Resources and Administration (HR&A) provides direction and oversight to seven major program areas headed by the Deputy Assistant Secretaries for Administration, Human Resources Management, Diversity and Inclusion, Resolution Management, and Labor-Management Relations, and Corporate Senior Executive Management Office; and the Dean of the VA Learning University. With the assistance of these officials, the Assistant Secretary is responsible for directing both policy and operational functions in these program areas. The Assistant Secretary serves as the Department's Designated Agency Safety and Health Official and is responsible for administering the Occupational Safety and Health and

Workers' Compensation programs. The Assistant Secretary also serves as the Department's Chief Human Capital Officer, advising and assisting the Secretary in carrying out VA's responsibilities for selecting, developing, training, and managing a high quality workforce in accordance with merit systems principles.

This includes the fundamental human resources functions of:

- Policy Development
- Staffing (Recruitment and Placement)
- Position Classification
- Compensation
- Workforce Planning
- Employee Relations
- Employee Work-Life and Benefits
- Career Transition
- Oversight and Effectiveness
- HR Development
- HR Systems
- Veterans Employment and Outreach

OFFICE OF HUMAN RESOURCES MANAGEMENT

The Office of Human Resources and Management (OHRM) sets policies and guides the way in which employees are managed throughout the Department. OHRM provides tools and systems employees use to keep track of their time, pay, benefits and leave. OHRM also provides leadership on human capital management which includes: training for HR professionals' work-life balance, workforce planning, hiring and recruiting practices and leadership on transforming the role of the Human Resource professional within the Department.

OHRM Services

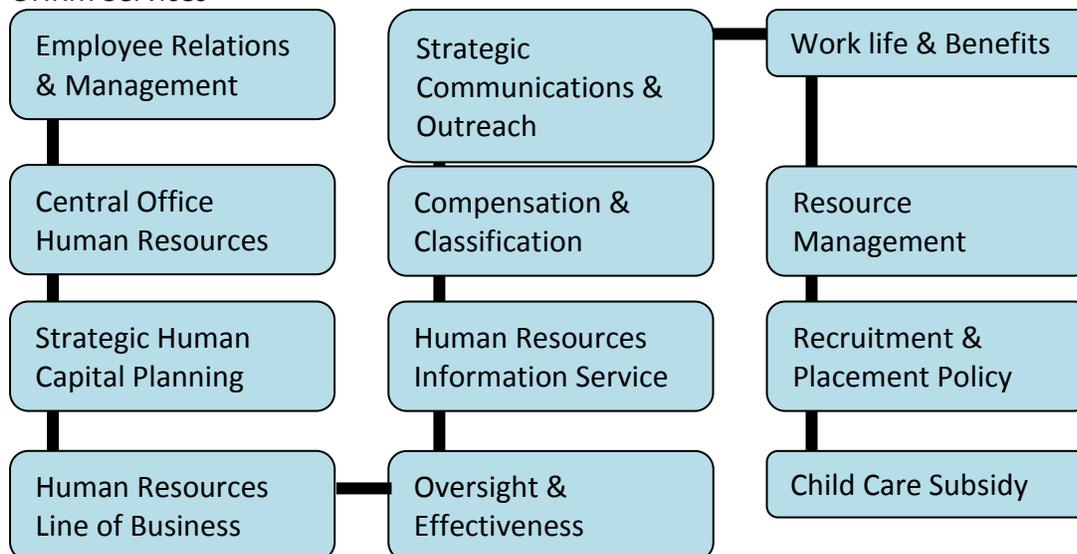


Figure 6-4 - OHRM Services

Figure 6-4 details the services provided by the Department of Veterans Affairs Office of Human Resources and Management.

If your organization includes multiple bureau/agencies/components please list all that the HR organization supports.

- National Cemetery Administration (NCA)
- Veterans Health Administration (VHA)
 - VA's Veterans Integrated Service Networks (VISNs)
- Veterans Benefits Administration (VBA)
- VA Staff Offices

Type of special population of employees if any.

The total VA workforce is approximately 323,966⁴ in number, excluding contractors. Within VA, the Veterans Health Administration has the largest workforce, with 284,034 workers. The Veterans Benefits Administration has the second-largest work population with 20,865. The National Cemetery Administration has 1,717 workers. The balance represents the distribution of workers assigned to Staff Offices, Acquisition & Materials Management and Canteen Services.

The delivery of Human Resources services is on a decentralized basis and executed through approximately 145⁵ separate HR Offices located in facilities dispersed throughout the United

⁴ VA Employment – By Organization and Pay Plan Report COIN PAI P-46B

⁵ Mr. Scott Henry

States and its possessions. As of September 30, 2012, there were 4,391⁶ VA HR professionals on staff.

VA's special population employee consists of:

- Title 38 - VA has a separate employment system under Title 38 U.S.C. for appointment of Physicians, Dentists, Podiatrists, Optometrists, Nurses, Nurse Anesthetists, Physician Assistants, and Expanded-Function Dental Auxiliaries (EFDAs). These appointments are made on the basis of an individual's qualifications and professional attainments in accordance with standards that have been established by the Secretary. Title 38 employees are paid under specific pay schedules. Appointments may be either full-time permanent, temporary full time, part time, or intermittent. Most full-time appointments under Title 38 are subject to a 2-year probationary period. A functional statement is provided that spells out the duties and responsibilities of the employee. The functional statement is updated when a change in duties occurs.
- Hybrid - Title 38 hybrid employees are employed under a combination of both Title 5 and Title 38 personnel systems. Currently, Title 38 hybrid positions include Certified/ Registered Respiratory Therapist, Physical Therapist, Occupational Therapist, Pharmacist, and Licensed Practical/Vocational Nurse. Hybrids are covered by Title 38 for appointment, advancement, and certain pay matters, and Title 5 for performance appraisal, leave, hours of duty, adverse actions, probationary period, reemployment rights, reduction-in-force, and retirement rules (except part-time service is calculated under Title 38 retirement rules). A functional statement is provided that spells out the duties and responsibilities. The functional statement is updated when a change in duties occurs.
- Fee Basis – Under Title 38, VA may engage Fee Basis employees to provide clinical and consulting services (including scientific consulting) to the VA. The Under Secretary for Health may delegate the authority to set compensation of consultants, attendings and others employed on a fee basis to facility directors. These fees shall conform, insofar as possible, with practices prevailing within the profession concerned. Per annum ceiling limitations are imposed by the Under Secretary for Health on such pay, and are revised from time to time as necessary in the public interest for both patient care and treatment.

Mission critical occupations include:

- 0201 - Human Resource Specialist
- 0602 - Medical Officer
- 0610 - Nurse

⁶ Proclarity (PAID) System

- 0621 - Practical Nurse
- 0644 - Medical Technologist
- 0647 - Diagnostic Radiologic Technologist
- 0660 - Pharmacist
- 0675 - Medical Records Technician
- 0996 - Veterans Claims Examining
- 1102 - Contracting
- 2210 - Information Technology Management
- 4754 - Cemetery Caretaking

Description of any HR functions that are outsourced.

In an effort to provide optimal human resource service to VA's employees, certain human resource functions are outsourced by some of the components or divisions within the agency. (All HR functions for VA's Office of the Inspector General (OIG) are outsourced to the Bureau of Public Debt. Payroll support for these employees is provided by the National Finance Center.)

- Electronic Official Personnel Folder (eOPF) – An E-Government initiative developed for all federal agencies by the Office of Personnel Management to manage and administer the official personnel folder process and to provide employee access to their individual file through a secure internet connection.
- MyPay - An innovative and automated system, MyPay allows you to control and electronically manage certain discretionary pay information items and view, print and save leave and earning statements (LESs) and W-2s.
- USA Staffing - Web-enabled software that completely automates the recruitment, assessment, referral, and applicant notification processes.

Description of any additional information about your HR operation that explains your HR organization or operational model.

HR&A supports the work of every office within the Department, and serves a central and catalytic role in VA's efforts to improve workforce performance on behalf of Veterans and their families. Important goals for HR&A include:

- Supporting VA employee career development through HR&A's ADVANCE initiative, created to invest in people development, workforce engagement and talent management for the delivery of high-quality healthcare, benefits and other services to Veterans and their families.
- Establishing and maintaining Human Resource policies and support programs.
- Encouraging a culture that fully understands the benefits and rewards of a diverse workforce.

- Supporting Veteran employment and retention by establishing HR&A's Veterans Employment Service Office (VESO). VESO provides tools and programs for Veteran applicants, and engages cross-departmentally to support Veteran hiring at VA.
- Providing career tools and development programs that add value and provide opportunities for all employees through VA Learning University (VALU), which delivers high quality, cost-effective continuous learning and development that enhances leadership, occupational proficiencies, and personal growth.

Description of any additional information that gives context to your measurement results.

At the Department of Veterans Affairs (VA) human capital is our number one asset. Currently, VA's workforce is over 320,000 strong and responsible for carrying out service to Veterans and their families with complete devotion and commitment. In order to achieve the momentum necessary for sustained transformation, we must develop new competencies, acquire the best talent and promote VA as an employer of choice. VA's leaders must continue to embrace intelligent risk taking and remain receptive to innovative ideas, as they guide the workforce toward a high-performance organizational culture. In such a culture, people are inspired to "go the extra mile" to get the job done.

Each employee within VA is dedicated to ensuring that the men and women who have served this country are treated with the respect and dignity that they deserve. In turn, VA must remain dedicated to our investment and development of human capital. This Strategic Human Capital Plan describes our current environment, lays out the challenges we face and concentrates on the strategies, many underway, to meet those challenges and advance VA's transformation into a modern 21st century organization.

Appendix L - General Services Administration Narrative (GSA)

Description of the Agency

The U.S. General Services Administration (GSA) was established by President Harry Truman on July 1, 1949, to streamline the administrative work of the federal government. GSA consolidated the National Archives Establishment, the Federal Works Agency, and the Public Buildings Administration; the Bureau of Federal Supply and the Office of Contract Settlement; and the War Assets Administration into one federal agency tasked with administering supplies and providing workplaces for federal employees.

GSA's original mission was to dispose of war surplus goods, manage and store government records, handle emergency preparedness, and stockpile strategic supplies for wartime. GSA also regulated the sale of various office supplies to federal agencies and managed some unusual operations, such as hemp plantations in South America.

Today, through its two largest offices – the Public Buildings Service and the Federal Acquisition Service – and various staff offices, GSA provides workspace to more than 1.1 million federal civilian workers in over 2,100 American communities, oversees the preservation of more than 460 historic buildings, leases over 200,000 vehicles for federal agencies, and facilitates the purchase of high-quality, low-cost goods and services from quality commercial vendors, offering approximately 11 million products and services to other federal agencies and providing a total market impact of over \$55 billion.

The mission of GSA is to deliver the best value in real estate, acquisition, and technology services to government and the American people. In doing so, GSA is focused on six priorities:

- **Delivering Better Value and Savings.** By using the purchasing power of the federal government, we will drive down prices, deliver better value, and reduce costs to our customer agencies. As a result, these agencies can focus their resources and attention on their core missions. We will also step up our efforts to save agencies money by creating 10 new ways that the entire government can purchase resources smarter and more efficiently. In addition, we are looking to maximize the value of our real estate assets and reduce our federal footprint. At the same time, we are looking to help our partner agencies find the space and services they need to serve the American people.
- **Serving our Partners.** GSA will ensure that doing business with us is as easy and reliable as possible by simplifying and streamlining our processes and systems. We are dedicated to providing an excellent customer experience for our partner agencies and vendors. GSA will create a culture of continuous improvement by always searching for better ways to meet our customers' needs and expectations.

- **Expanding Opportunities for Small Businesses.** Delivering the best value for government and the American people requires taking advantage of all resources. Central to that approach is expanding opportunities for small businesses throughout the country. GSA will share ideas and best practices across the organization and with our customer agencies. We are working with the small business community, including businesses owned by veteran, women, minority, and disadvantaged entrepreneurs, to strengthen partnerships and support the success of our vendors.
- **Making a More Sustainable Government.** Going green saves green, and we are committed to a sustainable government that reduces energy and water use in federal buildings, responsibly disposes of electronic waste, and greens the federal fleet. GSA will also continue to work with businesses to make sustainable products and services readily available and affordable to our partner agencies. GSA has begun including life-cycle costs into our planning and decision making. We are also beginning the widespread implementation of innovative technologies and best practices from sources such as our own Green Proving Ground. Through our efforts, we can reduce our government's environmental and fiscal footprints.
- **Leading with Innovation.** GSA is a leader of innovation in public service. For example, GSA was the first government agency to move to the cloud and to offer a process to streamline security of cloud services for the entire federal government. We are promoting an innovative, flexible, open workplace that will shrink the federal footprint while also serving as a model for federal offices for the future. In the coming year, we will continue to develop innovative cost-saving solutions that will be shared across the government.
- **Building a Stronger GSA.** We must provide our own employees with the same high-quality service and support that we provide our partner agencies. Within GSA we need to give our employees the very best training and resources available so that they can deliver our mission as efficiently as possible. We will emphasize collaboration and cooperation across our business lines and throughout the agency so that our customers are receiving the best service from GSA. We will guarantee that when we do something, we do it once and do it well.

Finally, with all of these priorities in mind, GSA has a responsibility to the American people to carry out all of our activities, from our biggest purchases to our most routine leases, with integrity and the highest level of performance.

The Agency serves more than 60 federal agencies through 11 regional offices. GSA is organized into the sixteen service and staff offices as described below.

- The Public Buildings Service (PBS): PBS provides superior workplace solutions for federal employees and superior value to taxpayers. PBS engages private-sector architects, construction managers, and engineers through the internationally recognized Design and Construction Excellence program to design and build award-winning, energy-efficient courthouses, land ports of entry, and federal office buildings. PBS maintains a portfolio of more than 8,100 leases and more than 1,500 owned federal buildings. PBS also provides real property disposal services to dispose of excess federal property.
- The Federal Acquisition Service (FAS): FAS provides acquisition expertise and uses innovative techniques to deliver a variety of services, products, and solutions to federal agencies. FAS offers information technology solutions, telecommunications services, assisted acquisition services, travel and transportation management solutions, motor vehicles and fleet services, government purchase cards, office supplies, tools, and equipment. FAS provides federal agencies with personal property management services to help them dispose of their excess and surplus personal property, promoting recycling through reuse.
- The Office of Citizen Services and Innovative Technology (OCSIT): OCSIT provides government-wide leadership, electronic tools, and expertise to support federal agency efforts in order to provide citizen-driven information and services. OCSIT integrates multiple government information and service delivery channels, including the Web portal of the U.S. government, USA.gov, and its Spanish-language counterpart, GobiernoUSA.gov. OCSIT is a catalyst for transparency, citizen engagement, and collaboration with among federal agencies.
- The Office of Government-wide Policy (OGP): OGP provides expertise, leadership, and service to federal agencies through policy development and analysis for sustainability, acquisition, asset management, information management, and transportation management. OGP supports government-wide operational excellence by providing innovative guidance and promoting best practices that drive efficiency, sustainability, and performance improvement. OGP supports interagency management councils to encourage collaboration and efficiency and strengthens the government-wide acquisition workforce through the Federal Acquisition Institute.
- Staff Offices: The staff offices support the entire GSA enterprise. They ensure GSA is prepared to meet the needs of customers, on a day-to-day basis and in crisis situations. GSA has two independent staff offices: the Office of the Inspector General and the Civilian Board of Contract Appeals; and ten GSA staff offices which include: the Office of Congressional and Intergovernmental Affairs, the Office of the Chief Financial Officer, the Office of the Chief Information Officer, the Office of the Chief People Officer, the Office of General Counsel, the Office of Emergency

Response and Recovery, the Office of Communications and Marketing, the Office of Civil Rights, the Office of Administrative Services, and the Office of Small Business Utilization).

Overview of the Human Resources (HR) department including the HR functions performed (these can be based on the Business Reference Model (BRM) sub-functions and described at a high level e.g. perform HR strategy instead of conduct environmental scans).

The Office of the Chief People Officer (OCPO) manages GSA's programs, policies, and operations for the agency's over 12,000 employees. The OCPO contributes to GSA's business success by providing human capital management strategies, policies, advice, information, services and solutions that are consistent with merit system principles.

As part of GSA's Human Capital Strategic Plan, the OCPO works to:

- Ensure strategic and organizational alignment,
- Ensure continuity and quality of executive leadership,
- Compete for and retain a workforce that is talented and effectively deployed,
- Promote a diverse workforce,
- Create a culture that motivates employees for high performance,
- Promote a culture and climate of knowledge sharing and continuous learning, and improvement
- Provide a working environment where employees can be most productive.

The OCPO offers all services outlined in the Human Resources Line of Business (HRLOB) Reference Model to its internal customers. Internal customers receive personnel action processing across all functions, core compensation management (e.g., payroll processing, time and attendance), benefits management (including counseling), HR strategy guidance (e.g., workforce planning, reporting), organization and position management (e.g., classification), staff acquisition, performance management, HR development and training, employee relations, executive resources, and separation management support. In addition, the OCPO's customers can use self-service tools such as Employee Express to make address, tax and a variety of benefits changes.

Additionally, under a cross-servicing arrangement, the OCPO provides human resources system support to approximately 9,400 employees from the Office of Personnel Management, the Export-Import Bank of the United States, the Railroad Retirement Board, the National Credit Union Administration, and various presidential boards and commissions.

To improve strategic and organization alignment and enhance the OCPO's flexibility in providing HR services to the Agency, all GSA regional HR personnel were consolidated into the OCPO in September 2009. The resulting organization includes the primary functions outlined below:

The Office of the Chief People Officer provides overall leadership, management and direction for the CPO organization. The Chief People Officer is an active member of GSA's Executive Leadership team.

The Office of Human Resources Services provides a full range of human capital management solutions in such areas as staffing, labor relations, training, performance management and organizational development.

The Office of Human Capital Management provides leadership, policy and national implementation support to GSA's strategic management of human capital.

The Office of Information Management provides information management support to the OCPO; manages the development and maintenance of GSA's Comprehensive Human Resources Integrated System (CHRIS), and manages the Consolidated Processing Center (CPC).

The Office of Executive Resources provides human resources services in support of GSA's Senior Executives.

The Office of Program Performance provides management support services that help the OCPO focus its resources on delivering the best possible performance results including strategic and business planning, resource management, competitive sourcing, emergency management, contracting support, and communications

In FY 2012, GSA undertook an agency-wide organizational review, part of which analyzed support functions and identified actions to improve alignment and enable more effective delivery of products and service to our customers at a lower overall cost. One result of this effort will be the consolidation of functions and associated full time equivalents (FTE) performing HR functions in the services and other staff offices into the OCPO.

If your organization includes multiple bureau/agencies/components please list all that the HR organization supports.

Not applicable.

Type of special population of employees, if any.

GSA's Public Building Service (PBS) provides effective, mobile, sustainable workplace solutions for federal agencies at the best value for the American taxpayer. PBS is one of the largest and most diversified public real estate organizations in the world. Its portfolio consists of approximately 375 million rentable square feet in almost 9,700 owned and leased assets across the United States, in all 50 states, 6 U.S. territories and the District of Columbia. The PBS inventory includes space such as office buildings, courthouses, land ports of entry, warehouses, laboratories and child-care centers. Over 460 are historic buildings listed and eligible for listing

in the National Register of Historic Places. Historic buildings account for over 60 million square feet, approximately 30% of GSA's owned inventory. In these assets, PBS houses over 1.1 million federal workers in 2,100 American communities. In Fiscal Year 2011, the PBS owned portfolio replacement value was \$69.8 billion; direct revenue was \$9.4 billion and lease payments to the private sector were \$5.2 billion. PBS' key functions are: design and construction; leasing; facilities management; disposal; and, historic preservation. Key initiatives are reducing the federal footprint, smart buildings and acting as a green proving ground.

GSA's Federal Acquisition Service (FAS) has a total market impact of over \$55 billion annually, offering a continuum of innovative solutions in the areas of technology, motor vehicle management, travel and transportation solutions, personal property disposition, and acquisition and supply-chain solutions for a wide range of products and services. FAS' procurement and online acquisition tools and solutions support the federal government's mission-critical requirements, and comply with federal laws, regulations and policies. FAS serves Federal, State & local governments and the military and offers volume discount prices on over 11 million commercial products and services from thousands of industry partners. FAS's key functions are: travel and motor vehicle management, acquisition management, strategy management, IT services, general supplies and services, and customer and stakeholder outreach. Some key initiatives include: Federal Strategic Sourcing Initiative (FSSI) solutions, Integrated Awards Environment (IAE), and supply transformation.

To enable PBS and FAS to contribute to GSA's long term business success requires a large number of employees with expertise in building management, contracting, realty, administration/program management and information technology management.

Description of any HR functions that are outsourced.

Not applicable.

Description of any additional information about your HR operation that explains your HR organization or operational model.

The Office of Personnel Management (OPM) designated GSA as an HRLOB Shared Service Center in 2010.

As part of the GSA consolidation effort noted previously, the HR Information Technology functions performed in the OCPO are being realigned into the Office of the Chief Information Officer.

In FY 2012 through 1st Quarter FY 2013, GSA requested and received approval from the Office of Personnel Management to offer Voluntary Early Retirement Authority (VERA) and/or Voluntary Separation Incentive Payment (VSIP) programs to employees who occupy select positions in specific organizations.

Description of any additional information that gives context to your measurement results.

None.

Appendix M - Office of Personnel Management Narrative (OPM)

Description of the Agency

The mission of the Office of Personnel Management is to “**Recruit, Retain and Honor a World-Class Workforce to Service the American People**”. To accomplish this mission the Agency:

- Leads the way in making the Federal government the model employer and in doing so becomes the model agency.
- Partners with our stakeholders – Congress, unions and management groups, agencies and the public – to develop and implement effective and relevant human resources solutions to build a high-performing workforce.
- Advances the President’s goal of recruiting, hiring and retaining the most qualified candidates for Federal service.
- Advises and assists agencies on strategic human resources management.
- Works with Congress and other stakeholders on developing effective compensation, work/life and benefits packages.
- Monitors merit-based human resources practices to ensure all Federal employees operate in a fair and discrimination-free environment, promoting recruitment practices that help agencies draw from the rich diversity of the American workforce, recognizing multi-generational differences, and encouraging practices that provide a welcoming environment in the workplace.
- Promotes effective and efficient human resources programs and practices across government through reform, innovation, and collaboration with stakeholders.
- Ensures executive branch agencies’ accountability for compliance with the merit system principles, Federal laws and regulations, including veterans’ preference.
- Ensures the suitability, trust worthiness and/or eligibility for a security clearance for Federal applicants, employees, appointees, active military personnel and contractor staff by conducting background investigations which are used as a basis for these determinations by Federal agencies.
- Administers retirement, health benefits, long-term care and life insurance, dental and vision and flexible spending account programs for Federal employees, retirees and their beneficiaries and maintains the integrity of these programs.
- Leads by example by becoming the change we want to see.

Overview of the HR Office including the HR functions performed (these can be based on the BRM sub-functions and described at a high level; e.g., perform HR strategy instead of conduct environmental scans).

The OPM Human Resources Office (OPM HR) provides the full range of human resources management services to the OPM community. The organization is comprised of four major groups: 1) Office of the Deputy Associate Director which provides overall direction and

leadership to the organization; 2) Staffing and Classification Group which is responsible for recruiting and staffing and classification; 3) Employee and Labor Relations and Benefits Group manages the internal employee relations, labor relations, benefits and work life programs for the agency; and the Program Development and HR Systems Group which administers the agency's accountability and audit programs, develops and advises on internal agency HR policy, manages the agency's automation systems to include the HR Data System (CHRIS) and e-OPF and provides personnel processing and records management services for all agency employees.

If your organization includes multiple bureau/agencies/components, please list all that the HR organization supports.

N/A

Type of special population of employees if any.

The Office of Personnel Management consists of nearly 6,000 employees nationwide in five major Divisions and a number of major Office components. The workforce is predominantly full time permanent but the agency also employs a contingent of intermittent and part time staff in our reimbursable program areas.

Description of any HR functions which are outsourced.

The only HR functions that are outsourced are Employee Assistance Program services for OPM employees nationwide and some large scanning services for e-OPF. While the agency does contract with GSA to use their automated HR data system, the work is performed by in-house staff.

Description of any additional information about your HR operation that explains your HR organization or operational model.

The staff of the OPM Human Resources Office (OPM HR) provides the full range of human resource services to the managers and employees of the Office of Personnel Management nationwide. The Agency has one HR Office with staff located in Washington, DC, and Boyers, PA. The staff in Boyers, PA, provides onsite HR services to employees of the agency's Federal Investigative Services and Retirement Services that have large employee populations at that site. During FY 12 the HR Office reorganized to more closely align the staff in the two locations. We have been successful in meeting a variety of Government wide human capital goals and standards and are continuously reviewing our processes to identify ways to streamline how we do business and to use automation more efficiently and effectively.

Description of any additional information that gives context to your measurement results.

Data provided reflects employees on our rolls as of 9/30/12. HR Staff numbers reflect those employees engaged in performing HR services as described in the guidance provided. Costs for HR staff include salaries, benefits and overhead costs to reflect operational expenses such as training, awards, printing, equipment, travel and supplies. Costs related to outsourcing reflect EAP services. We had inadvertently not included this information in previous reports.

Appendix N – United States Nuclear Regulatory Commission Narrative (NRC)

Description of Agency

The U.S. Nuclear Regulatory Commission (NRC) was created as an independent agency by Congress in 1974 to ensure the safe use of radioactive materials for beneficial civilian purposes while protecting people and the environment. The NRC regulates commercial nuclear power plants and other uses of nuclear materials, such as in nuclear medicine, through licensing, inspection and enforcement of its requirements. The mission of the NRC is to license and regulate the nation's civilian use of byproduct, source and special nuclear materials to ensure adequate protection of public health and safety, promote the common defense and security, and protect the environment.

Overview of the HR department including the HR functions performed (these can be based on the BRM sub-functions and described at a high level e.g. perform HR strategy instead of conduct environmental scans).

The Office of the Chief Human Capital Office (OCHCO) provides overall leadership and management of agency human capital planning and human resources (HR) planning, policy, and program development. OCHCO functions consist of the following:

- Leads in the development of the agency's strategic human capital plan.
- Develops and implements the HR strategic plan, performance plan, and operating plan consistent with agency-wide programmatic goals and objectives.
- Assists and advises NRC management in the planning and implementation of human capital goals consistent with agency policies and mission.
- Establishes accountability for achievement of human capital goals; monitors performance and provides feedback.
- Delivers human resources services in support of NRC's strategic management of human capital.
- Plans and implements NRC policies, programs, and services to provide for employment services and operations, employee and labor relations, organizational development, and workforce information and analysis.
- Administers and manages the NRC work life services program.
- Provides advice and support for the planning, development, implementation, oversight, and evaluation of HR information systems.
- Conducts formulation, justification, and execution activities for agency human capital budget.

If your organization includes multiple bureau/agencies/components please list all that the HR organization supports.

N/A

Type of special population of employees if any.

The NRC has a large population of employees in engineering and scientific positions, many of whom require focused recruitment efforts and a highly specialized technical training in order to perform inspections of nuclear power plants and other licensees.

Description of any HR functions that are outsourced

NRC-OCHCO does not outsource any of its HR functions entirely. The agency contracts with the Department of Interior (DOI) to use their HRMS system which consists of HR, Payroll and Recruitment. The NRC outsources certain specialized functions, such as counseling for the Employee Assistance Program and sign language interpreters. In general, work is largely performed by in-house staff which is sometimes augmented by contract support.

Description of any additional information about your HR operation that explains your HR organization or operational model

The NRC consists of nearly 4,000 employees located around the United States. NRC Headquarters is located in Rockville Maryland that supports a majority of NRC employees. NRC also has four regional offices in Illinois, Pennsylvania, Texas and Georgia. The majority of HR staff is located at our Rockville Headquarters site. Each regional office has their own dedicated Human Resources staff to assist regional employees, and the Technical Training Center is located in Chattanooga, Tennessee.

Description of any additional information that gives context to your measurement results.

In the last five years, NRC has ranked within the top five best mid-size federal agencies to work for as determined by data from OPM's Federal Employees Viewpoint Survey. For years 2009 and 2010 the NRC was voted the best agency to work for.

Appendix O – United States Securities and Exchange Commission Narrative (SEC)

Description of the Agency

The mission of the U.S. Securities and Exchange Commission (SEC) is to protect investors, maintain fair, orderly, and efficient markets, and facilitate capital formation. This responsibility includes:

- Interpreting federal securities laws;
- Issuing new rules and amending existing rules;
- Overseeing the inspection of securities firms, brokers, investment advisers, and ratings agencies;
- Overseeing private regulatory organizations in the securities, accounting, and auditing fields; and
- Coordinating U.S. securities regulation with federal, state, and foreign authorities.

The SEC consists of five presidentially-appointed Commissioners, with staggered five-year terms. The agency's functional responsibilities are organized into five Divisions and 20 Offices, each of which is headquartered in Washington, DC. The Commission's staff is located in Washington and in 11 Regional Offices throughout the country.

Overview of the HR department including the HR functions performed (these can be based on the BRM sub-functions and described at a high level e.g. perform HR strategy instead of conduct environmental scans).

The Office of Human Resources (OHR) provides leadership and support to ensure the recruitment, development and retention of a competent, effective and diversified workforce for the SEC. OHR is responsible for administering all human resource activities including recruitment, classification, compensation, employee and labor relations, employee benefits, work life programs, performance management, staff and organizational development, training, timekeeping, personnel transaction processing and record maintenance. The Office interprets laws, executive orders, rules and regulations, provides technical and professional assistance, advice and guidance to ensure accountability and compliance in all Human Capital initiatives. OHR accomplishes these responsibilities through its seven functional groups described below.

I. STAFF ACQUISITION

The Staff Acquisition group manages end-to-end hiring to include outreach and recruitment initiatives, provides classification and position management services, directs staffing and hiring

programs and ensures compliance with regulatory and statutory requirements. As part of that effort, Staff Acquisition is responsible for:

- Recruitment and hiring of full range of SEC positions from full-time to student interns
- Managing organizational changes through proper position management and classification
- Classifying new positions, conducting desk audits, studying occupations within the agency and maintaining the agency's position descriptions
- Managing disability and diversity recruiting plans
- Coordinating hiring offer requests to include pay setting, incentive approval, and leave accrual
- Providing employee life cycle support such as monitoring status for changes in tenure, processing temporary promotions, updating education codes, etc.

II. TOTAL REWARDS

The Total Rewards group focuses on developing an integrated total rewards strategy to attract, motivate and retain an engaged and productive workforce. The Office is responsible for the traditional transactions for payroll and benefits; however, it continues to build approaches to move beyond those services to become an employer of choice in the federal sector. The Total Rewards group accomplishes its mission by:

- Providing the full range of human resources management for Senior Officers and Schedule C employees
- Managing the SEC compensation program
- Administering the performance management and incentive award processes
- Providing traditional and supplemental health benefits to SEC staff
- Directing payroll operations and employee reimbursement programs
- Overseeing the time and attendance function
- Managing the agency work/life benefits

III. EMPLOYMENT PRACTICES

The Employment Practices group defines, maintains, and supports management and employment practices that assure workplace fairness and stability in compliance with federal employment regulations and collective bargaining agreements. The office is responsible for dealings among employees, their representatives, and management to promote conflict resolution, cooperation, mutual respect and innovation.

Employee Relations

Employee Relations (ER) is responsible for providing legal and technical expertise, advice and guidance to management and employees on employee-related issues. ER works with

management on formal actions as well as providing advice and counsel to management and employees to prevent and resolve problems. ER's primary goal is to maintain employer-employee relationships that contribute to satisfactory productivity, motivation and morale. ER provides the following services:

- Advice and counsel as well as preparation of any conduct or performance based actions;
 - Advice and counsel to both managers and employees on workplace issues; and
 - Administering the telework program, the reasonable accommodation program, the leave donor program, the leave bank program, and the worker's compensation program.

Labor Relations

Labor Relations (LR) is responsible for facilitating the relationship between management and the union. LR provides legal and technical expertise and advice on the requirements of the Federal Service Labor Management Relations Statute, case law and the Collective Bargaining Agreement (CBA) between the SEC and the National Treasury Employees Union (NTEU). LR works with senior leaders, managers, supervisors, and union officials to accomplish the SEC's mission by:

- Negotiating with NTEU on management-initiated changes, new conditions of employment, the CBA and pay and benefits;
- Researching case law, precedents and prevailing best practices to render pragmatic legal advice to management;
- Drafting and coordinating responses to grievances filed under the CBA negotiated grievance procedure;
- Responding to NTEU requests for information;
- Providing NTEU with notice and an opportunity to bargain on any proposed changes to the conditions of employment affecting bargaining unit employees;
- Researching and drafting responses to negotiability appeals filed before the Federal Labor Relations Authority;
- Representing the SEC before the Federal Services Impasses Panel;
- Coordinating with and providing legal guidance to the Office of General Counsel on cross-cutting labor issues;
- Representing management's interests at meetings with union representatives;
- Administering the CBA; and
- Drafting official responses on labor issues to Congress and other executive agencies.

IV. HUMAN CAPITAL STRATEGY

The Human Capital Strategy (HCS) group is responsible for developing the SEC's human capital strategy, assisting the SEC in implementing that strategy, and reporting on the SEC's progress toward achieving its strategic human capital goals. HCS, in partnership with SEC managers, accomplishes its mission by:

- Increasing organizational effectiveness and organizational health, through planned engagements in the organization's processes or operations.
- Providing direct consulting services to address chronic or acute organizational development issues (e.g., improve employee morale, assist with restructuring an office).
- Developing or improving SEC-wide or division/office level HC tools and processes (e.g., a better performance management system, a selection test for attorneys).
- Providing tools, systems, and reports for analyzing workforce supply and demand to determine gaps and risk to meet the agency mission.
- Coordinating workforce planning inquiries and activities across the SEC.
- Developing and disseminating succession planning strategies to divisions and offices.
- Offering executive coaching to further leadership development of managers

V. HUMAN CAPITAL MANAGEMENT

The Human Capital Management (HCM) group is responsible for providing tailored human capital consulting and support for SEC divisions and offices based on their unique business needs, while supporting the Commission's human capital plans and initiatives. To accomplish this mission, the HCM group performs the following:

- Partners with SEC divisions and offices to provide strategic guidance and align human capital practices with organizational business needs;
- Coaches managers on their responsibilities in effectively managing their workforce through the entire employee lifecycle;
- Serves as a first line resource to customers to identify their needs, troubleshoot issues, and integrate OHR resources as needed to deliver a comprehensive solution
- Facilitates shared understanding of human capital needs and solutions to promote effective and consistent human capital management across the Commission;
- Serves as a feedback loop to OHR to communicate impact of HR programs and services and inform human capital planning.

VI. LEARNING AND DEVELOPMENT (SEC University)

SEC University is responsible for conducting training needs assessments and developing, implementing and evaluating employee learning and development programs for all employees

across the Commission. This includes leadership and general management courses, professional/technical training and core, mission support, IT and mandatory training. SEC University provides learning using various delivery methods including various forms of distance learning.

The College of Securities and Investor Protection (CSIP) is responsible for determining the mission-focused training needs of Divisions and Offices and to provide technical/professional training and development to meet those needs. This includes courses and programs that are focused on:

- Financial markets, systems, products and services, risk assessment, business accounting, statistics, fraud detection and litigation.
- Exam and enforcement laws, rules, policy and procedures.
- Continuing education needs of credentialed employees in the fields of accounting, law, economics, business, finance, and statistics.

The College of Leadership Development (CLD) is responsible for assessing the leadership and management development needs of the organization and to address those needs with learning and development programs for employees across the Commission. CLD designs, develops, delivers and evaluates:

- A ladder of leadership courses that covers various leadership roles throughout a career.
- Supplemental leadership elective courses to support leadership development for all employees.
- 360 feedback for managers and supervisors.

The College of Core Curriculum and Mission Support (CCCMS) is responsible for assessing the core curriculum and mission support learning needs of the organization. This includes training and development programs such as:

- Contract oversight representative (COR).
- Project management.
- Information technology.
- Budget and finance.
- EEO and diversity inclusion.
- Ethics and mandatory training.

VII. BUSINESS OPERATIONS

The Business Management Group (BMG) is responsible for managing the business operations of OHR. The BMG is comprised of the following branches:

Planning and Administration Branch

The Planning and Administration Branch is responsible for managing the day-to-day operations of OHR and providing operational support services to the Commission staff. To accomplish this mission, the Planning and Administration Branch:

- Organizes and manages OHR resources within the defined scope, time, and cost constraints (i.e., budget formulation and execution, financial management, contracts management, etc.)
- Organizes and manages information regarding policy and process and disseminates to key stakeholders (i.e., policy oversight and administration, business process improvement and internal controls, etc.)
- Creates and manages OHR strategic communications to inform customers and staff of OHR initiatives (i.e., internal and external communications, management of OHR websites, etc.)
- Provides for the identification, gathering and analysis of data for decision making, resolution of problems and business issues (i.e., audit remediation, project management, etc.)
- Supports the determination of long-term goals and the identification of the best approach for achieving those goals (i.e., OHR Strategic Planning and reporting, etc.)
- Provides operational support services to internal and external customers (i.e., space management, education administration, records management, COOP and Vital Records, general OHR administration, etc.)

Human Resources Information Systems (HRIS) Branch

The HRIS Branch is responsible for providing technology solutions to expand the technical capabilities of the HR systems and applications, and developing solutions to meet the requirements of the increasingly complex HR needs of the SEC. To accomplish this mission, the HRIS Branch:

- Provides the capability to store, protect, archive, classify, retrieve and retire documents and information
- Controls the organization's hardware environment, software environments and documents
- Allows the monitoring of activities within and/or across business cycle
- Supports the interchange of information between SEC and OHR systems and applications

If your organization includes multiple bureau/agencies/components please list all that the HR organization supports.

Regional Offices

Atlanta, GA
Boston, MA
Chicago, IL
Denver, CO
Fort Worth, TX
Los Angeles, CA
Miami, FL
New York, NY
Philadelphia, PA
San Francisco, CA
Salt Lake City, UT

Headquarters – Washington, D.C.

Division of Enforcement
Office of Compliance, Inspections and Examinations
Office of Administrative Law Judges
Division of Corporation Finance
Office of the Chief Operating Officer
Office of the Chairman (Executive Staff)
Division of Investment Management
Office of Acquisitions
Office of the Chief Accountant
Office of Credit Ratings
Office of Ethics Counsel
Office of Equal Employment Opportunities
Office of Financial Management
Office of General Counsel
Office of Human Resources
Office of International Affairs
Office of Investor Education and Advocacy
Office of the Inspector General
Office of Information Technology
Office of Minority and Women Inclusion
Office of Public Affairs
Office of the Secretary
Office of Support Operations
Division of Risk, Strategy, and Financial Innovation
Division of Trading and Markets

Type of Special Population of employees if any.

SEC Mission Critical Occupations

Information Technology Specialist - Positions that support the SEC infrastructure as well as compliance, examination and enforcement programs involving the organizations regulated by the SEC.

Securities Compliance Examiner – Positions range from reviewing a mutual fund's portfolio or a broker-dealer's sales activities to reviewing the financials of a multi-million dollar company. Examiners conduct inspections of firms by performing background research and on-site examinations which include interviews with key personnel, tours of the operations and review and analysis of the firm's records and operations. Examiners search for indications that securities laws have been violated or that the firm's compliance procedures and controls are weak.

Accountant – Positions are a wide variety of work, ranging from examining financial statements in public filings and finding solutions to the most difficult and controversial accounting issues to rule-writing and participating in enforcement investigations.

Attorney – Positions resolve complex legal issues which include:

- Oversight and supervision of the U.S. securities markets (e.g., exchanges and other self-regulatory organizations) and securities market participants (e.g., broker dealers).
- Enforcement activities related to violations of the federal securities laws.
- Corporation finance activities related to investor information and disclosure requirements.
- Investment adviser regulation and regulatory policy for mutual funds and other investment companies.

Description of any HR functions that are outsourced.

OHR does not outsource any of its functions. OHR uses contractor services to provide administrative support in needed areas.

Description of any additional information about your HR operation that explains your HR organization or operational model.

N/A

Description of any additional information that gives context to your measurement results.

N/A

Appendix P – Agency Participation

The HR LOB invited 25 agencies to participate in the 2013 Agency HR Benchmarking Study. Participation for the past three benchmarking iterations is indicated below.

Agency	Fiscal Year 2008	Fiscal Year 2009	Fiscal Year 2012
Consumer Financial Protection Bureau	Not Invited	Not Invited	Invited
Department of Agriculture	Invited	Invited	Participated
Department of Commerce	Invited	Participated	Participated
Department of Defense	Invited	Invited	Invited
Department of Education	Participated	Participated	Participated
Department of Energy	Participated	Participated	Invited
Department of Health and Human Services	Invited	Invited	Invited
Department of Homeland Security	Invited	Invited	Invited
Department of Housing and Urban Development	Participated	Invited	Invited
Department of Justice	Participated	Participated	Participated
Department of Labor	Invited	Participated	Participated
Department of State	Participated	Participated	Participated
Department of the Interior	Invited	Participated	Participated
Department of Transportation	Participated	Participated	Participated
Department of Veteran's Affairs	Participated	Participated	Participated
General Services Administration	Invited	Participated	Participated
National Archives and Records Administration	Not Invited	Not Invited	Invited
National Credit Union Administration	Not Invited	Not Invited	Invited
Intelligence Community	Invited	Invited	Invited
Office of Personnel Management	Participated	Participated	Participated
Small Business Administration	Not Invited	Not Invited	Invited
United States Department of the Treasury	Invited	Invited	Invited
United States Environmental Protection Agency	Invited	Participated	Invited
United States Nuclear Regulatory Commission	Not Invited	Not Invited	Participated
United States Securities and Exchange Commission	Not Invited	Not Invited	Participated

Table 6-1 - 2013 Agency HR Benchmarking Study Participation

Appendix Q – Same-Agency Analysis

		FY 2008		FY 2009		FY 2012	
Name		FY 2008 Cost Per Employee	FY 2008 Servicing Ratio	FY 2009 Cost Per Employee	FY 2009 Servicing Ratio	FY 2012 Cost Per Employee	FY 2012 Servicing Ratio
All	Total Federal Agencies Mean	\$1,652.99	114.27	\$1,796.13	75.77	\$1,945.85	62.90
	Total Federal Agencies Median	\$2,099.97	66.03	\$2,664.04	60.65	\$2,862.55	60.19
	Standard Deviation	\$1,330.33	44.93	\$1,352.08	27.25	\$1,064.23	14.60
	Agency A	\$1,908.69	63.87	\$2,802.38	58.55	\$2,862.55	66.58
	Agency B	\$3,327.38	67.74	\$3,296.35	69.14	\$3,486.77	64.47
	Agency C	\$3,282.64	58.27	\$3,944.83	57.69	\$3,359.58	51.77
	Agency D	\$1,127.31	112.35	\$1,190.23	108.14	\$1,438.82	99.98
	Agency E	\$2,111.46	64.31	\$2,357.51	57.89	\$2,241.45	60.11
	Agency F	\$980.56	175.75	\$994.20	93.60	\$1,034.51	73.78
3-year Participants	3-year Federal Agencies Mean	\$1,550.55	75.30	\$1,696.53	78.34	\$1,790.96	70.03
	3-year Federal Agencies Median	\$2,010.07	66.03	\$2,579.95	63.85	\$2,552.00	65.53
	3-year Standard Deviation	\$1,013.70	46.25	\$1,165.14	21.62	\$1,012.85	16.64
% Change	Federal Agencies Mean	6%	34%	6%	-3%	8%	-11%
	Federal Agencies Median	4%	0%	3%	-5%	11%	-9%
	Standard Deviation	24%	-3%	14%	21%	5%	-14%

Table 6-2 - HR Benchmarking Same-Agency Participation Analysis

Agencies that participated in all three years of the HR LOB Survey are compared to all participant results in the table above. Of particular note is the standard deviation percent change for 2008. This is due to the large increase in variability in the overall data set introduced by including additional agencies in each iteration of the study. Variability in the overall sample of all participating agencies is much higher than in the smaller sample of only those agencies that have participated in all studies.

HR Cost per Employee Serviced Comparison

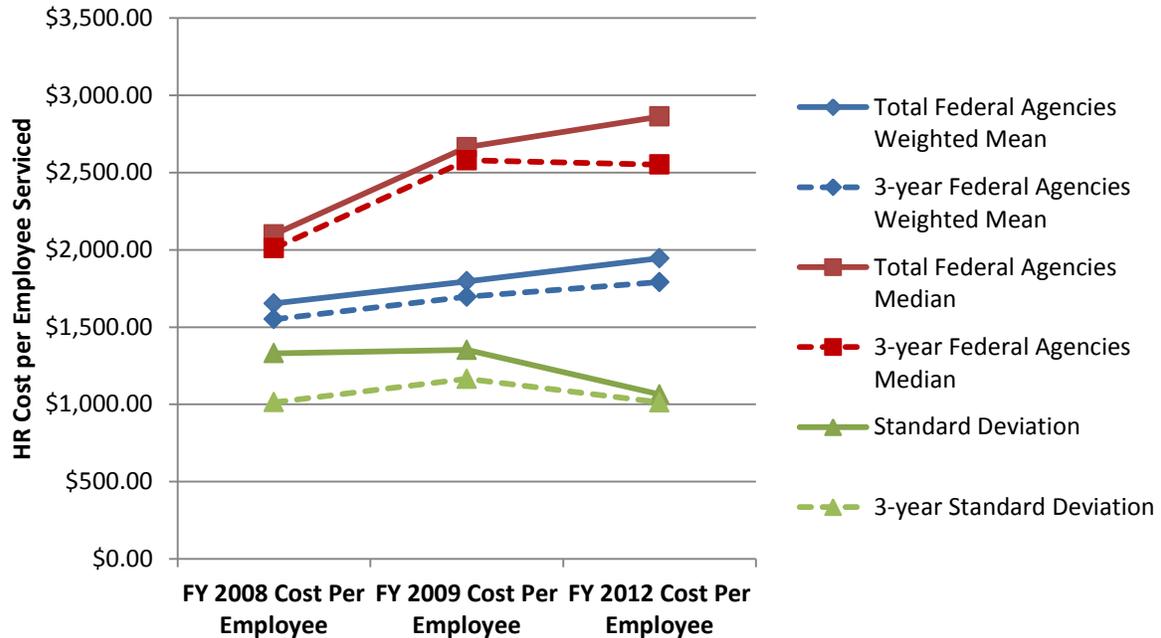


Figure 6-5 - HR Cost Per Employee Serviced Comparison

The analysts conducted additional analyses to determine the degree to which year-to-year differences were a result of changes in participating agencies. Two data set comparisons of interest are the divergence of the Standard Deviation in FY 2008 and the divergence of the Federal Median in FY 2012.

When the analysts compared the results of the total agency participants to the 3-year participants, they found lower means, medians, and standard deviations for the 3-year participants. While some variability is due to the shifting roster of study participants, this may be indicative of efficiencies recognized by those agencies that participated in all three studies. Consistency in agency participation in future studies will ensure a more stable baseline of data.

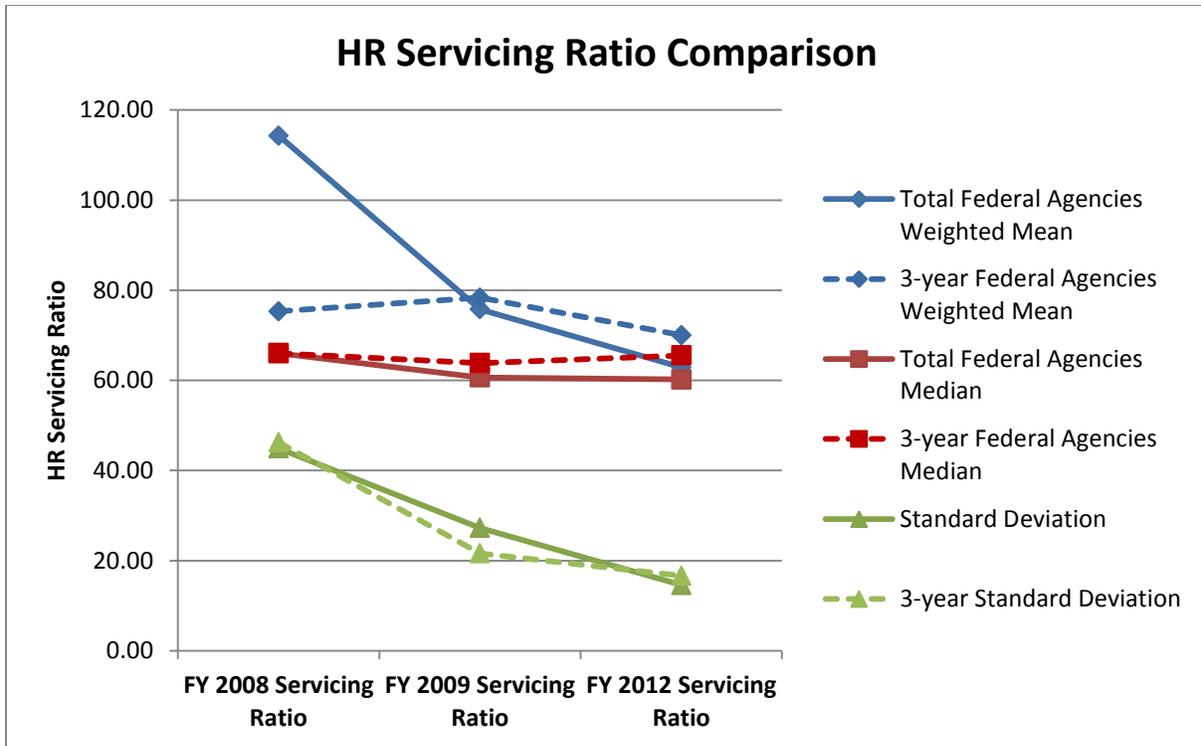


Figure 6-6 - HR Servicing Ratio Comparison

In contrast to the Cost per Employee Served comparison above, the analysts found more consistent data and corresponding results when examining the Servicing Ratio between all participating agencies and only those that participated in all three years. The analysts found only one outlier in the FY 2008 Mean measurement: a 45% change from FY 2008-2012. When the analysts logically examined the data, they found that the two groups exhibit converging results for each metric in the 2013 study.