HR LOB Shared Service Center Catalog
Department of Defense - Defense Finance and Accounting Services (DFAS)

Contents

1. Functional

In sections 1.1 Core Services and 1.2 Non-core Services, DFAS has provided information on the solutions offered to customers for the following service components through IT systems and back-office support. Service components are self-contained business capabilities that support business processes and assist agencies to accomplish their missions and performance objectives.

For more information on service components, please refer to the Service Component Model version 2.

1.1 Core Services

CORE SERVICES – PERSONNEL ACTION PROCESSING	
Personnel Action Processing - initiates, validates, approves, updates, and documents personnel actions and data.	
Click Here for DFAS' Self-Evaluation for **Personnel Action Processing** Target Requirements	
1.1.1	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
Personnel Action Processing is completed via interface processes as required by the customer.	

CORE SERVICES – PAYROLL PROCESSING	
Payroll Processing - captures, validates, and processes payroll and disbursement data for a given pay period by gathering data on employee time worked and leave taken, calculating gross pay and processing deductions and taxes to calculate net pay.	
Click Here for DFAS' Self-Evaluation for **Payroll Processing** Target Requirements	
1.1.2	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
DCPS processes employees covered under Titles 3, 5, 10, 20, 32, 35, 38 and 42 of the US Code. DCPS is grouped into 26 major functional components, of which most are executed daily or biweekly. 26 major functions are as follows: Accounting	

CORE SERVICES – PAYROLL PROCESSING
Payroll Processing - captures, validates, and processes payroll and disbursement data for a given pay period by gathering data on employee time worked and leave taken, calculating gross pay and processing deductions and taxes to calculate net pay.
Click Here for DFAS' Self-Evaluation for **Payroll Processing** Target Requirements

1.1.2	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.

Check Processing
Conversion
Data Repository
Debt Management
Employee Data Collection (EDC) and Maintenance
Employee Locator
Garnishments
Gross Pay and Labor
History End of Pay Period Processing (HEOPP)
Interfaces
Leave
Leave and Earnings Statement
MASS Transfer DCPS-to-DCPS (D2D)
MASS Update Processing
Pay
Personnel Data System (PDS) Interface
Reference Data
Reporting
Retirement
Retroactive Process (RETRO)
System Security
Time and Attendance (T&A)
Utilities
Vendor Software
W-2s – Consolidated and Reissue

CORE SERVICES – PAYROLL REPORTING
Payroll Reporting - reports on payroll and human resources information by pay period, by quarter, by calendar year, by fiscal year and as requested. These reports are a result of or integral to the payroll process.
Click Here for DFAS' Self-Evaluation for **Payroll Reporting** Target Requirements

1.1.3	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.

Reports provided to customers on an as needed basis.

CORE SERVICES – BENEFITS PROCESSING
Benefits Processing - captures, validates, and processes benefits elections and actions.

1.1.4	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.

Benefits processing is completed through DCPS via centrally managed tables and numerous interface files.

CORE SERVICES – BENEFITS REPORTING
Benefits Reporting - provides the capability to report employee participation in benefits programs.
Click Here for DFAS' Self-Evaluation for **Benefits Reporting** Target Requirements

1.1.5	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.

Reports provided to customers on an as needed basis.

CORE SERVICES – TIME AND ATTENDANCE
Time and Attendance - defines work schedules; records and certifies the time and attendance for employees of an organization.
Click Here for DFAS' Self-Evaluation for **Time and Attendance** Target Requirements

1.1.6	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.

Certified leave and Time and Attendance information is received via interface files from the customer agency and processed accordingly.

Leave Processing performs biweekly validation of T&A ensuring the input conforms to the biweekly schedule. Leave History records are updated with leave accrued, earned, forfeited, and used. Separating or transferring employees are processed for payment of lump sum leave or payoff/forfeiture of some types of leave, and exception reports are produced that are designed to alert the Payroll Office of potential errors that may need resolution prior to certifying the payroll.

Transactions for Time and Attendance (T&A) and work schedule changes are edited and validated. The employee and Labor records are updated with valid transaction data. Reports on invalid and suspended transactions are produced.

CORE SERVICES – MANAGER SELF-SERVICE
Manager Self-service - allows managers to be self-sufficient in initiating actions or updating, retrieving, and analyzing employee and organization information within their sphere of control as a manager or supervisor.
Click Here for DFAS' Self-Evaluation for **Manager Self-Service** Target Requirements

1.1.7	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.

Managers have the ability to pull information as needed or can request specific information from provider as needed.

CORE SERVICES – EMPLOYEE SELF-SERVICE
Employee Self-service - allows employees to be self-sufficient in initiating actions or creating, updating, and retrieving information within their sphere of control as an employee.
Click Here for DFAS' Self-Evaluation for **Employee Self-Service** Target Requirements

1.1.8	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.

DFAS offers the use of myPay for all customers serviced. myPay is an online pay account management system that provides paycheck and tax information such as Leave and Earnings Statements (LES) and End-of-year W-2 Wage and Tax Statement Forms. In addition to viewing and printing documents, the system enables customers to make changes to their paycheck and tax information as necessary. Such actions include, but are not limited to, starting or changing direct deposit, changing their tax withholding deductions, and stopping or starting hard-copy

CORE SERVICES – EMPLOYEE SELF-SERVICE
Employee Self-service - allows employees to be self-sufficient in initiating actions or creating, updating, and retrieving information within their sphere of control as an employee.
Click Here for DFAS' Self-Evaluation for **Employee Self-Service** Target Requirements

1.1.8	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
mailings of LES and W-2 forms.	

1.2 Non-core Services

NON-CORE SERVICES – STAFFING
Staffing - fulfills government-wide and agency-specific regulatory requirements to effect a hiring action for specific position(s). Applies assessment tools and methods to evaluate candidates against requirements of the job for which they are being considered.

1.2.1	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NA	

NON-CORE SERVICES – ENTRANCE ON DUTY
Entrance on Duty is the automated collection and distribution of initial employment and work information for Federal employees and contractors. It includes notifications to relevant Federal staff, the exchange of data between pre-employment certification providers, and communication around provisioning.

1.2.2	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NA	

NON-CORE SERVICES – RECRUITING
Recruiting - allows execution of staff acquisition by engaging in marketing, advertising, personal contact, and other outreach activity aimed at building a pool of quality candidates that have potential for meeting the human capital needs of the agency. Recruiting may be aimed at a specific job or it may be more broadly aimed at general agency needs.

1.2.3	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NA	

NON-CORE SERVICES – SEPARATION MANAGEMENT

Separation Management is the automated collection and distribution of employee information pertaining to their separation. It includes notifications to relevant Federal staff, the exchange of data between agencies, their SSC/payroll providers, and between SSCs/payroll providers and OPM, the transfer of knowledge from a separating employee to an agency, and the exit processing which includes collecting Government resources from a separating employee.

1.2.4	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NA	

NON-CORE SERVICES – COMPETENCY MANAGEMENT

Competency Management supports the building of competency libraries, competency frameworks that help define and manage proficiency, and competency processes that support the development, maintenance, and use of competencies across the Federal Government.

1.2.5	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NA	

NON-CORE SERVICES – PERFORMANCE MANAGEMENT

Performance Management - provides consultative support to agencies on the design, development, implementation, and evaluation of performance management programs. May also provide support to managers and supervisors on individual performance management processes and issues.

1.2.6	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NA	

NON-CORE SERVICES – POSITION MANAGEMENT

Position Management - supports the assignment of work and establishment of positions to carry out the organization's mission or program and maintenance of the agency's inventory of positions.

1.2.7	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NA	

NON-CORE SERVICES – POSITION CLASSIFICATION

Position Classification - supports the creation or revision of position descriptions, the evaluation of job requirements against classification standards, and administration of the classification appeal process.

1.2.8	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.

NON-CORE SERVICES – POSITION CLASSIFICATION	
Position Classification - supports the creation or revision of position descriptions, the evaluation of job requirements against classification standards, and administration of the classification appeal process.	
1.2.8	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NA	

NON-CORE SERVICES – WORKFORCE PLANNING	
Workforce Planning is the process of assessing the current workforce and identifying gaps with respect to future work requirements. It also involves the creation of plans and strategies to reduce or eliminate these gaps.	
1.2.9	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NA	

NON-CORE SERVICES – SUCCESSION PLANNING	
Succession Planning is the identification, creation, and development of a pipeline of talent available to fill current and future requirements for agency-identified positions.	
1.2.10	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NA	

NON-CORE SERVICES – DECISION SUPPORT AND PLANNING	
Decision Support and Planning - provides for the identification, gathering and analysis of data for decision making, resolution of problems and business issues and to support predicting of the impact of decisions before they are made or predicting events that require decision making in the present. **This service component includes Workforce Analytics (WA).**	
1.2.11	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NA	

NON-CORE SERVICES – LEARNING ADMINISTRATION	
Learning Administration - supports the administrative and logistical aspects of human resource development. This includes publishing a course catalog, securing a facility, scheduling instructor(s), administering registration, receiving class evaluations, and certifying course completion. **This service component includes Learning Management Systems (LMS)**.	
1.2.12	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.

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Learning Administration - supports the administrative and logistical aspects of human resource development. This includes publishing a course catalog, securing a facility, scheduling instructor(s), administering registration, receiving class evaluations, and certifying course completion. **This service component includes Learning Management Systems (LMS**).

1.2.12	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NA	

NON-CORE SERVICES – CAREER DEVELOPMENT PLANNING
Career Development Planning - supports the identification of development opportunities and learning needs based on agency needs, individual goals and needs, and/or gaps in competencies, knowledge, skills and abilities. This may be at the individual level or at a department or program level.

1.2.13	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NA	

NON-CORE SERVICES – WORKERS COMPENSATION
Workers Compensation - provides comprehensive workers compensation services including adjudication, case management, counseling, and fraud investigation.
Click Here for DFAS' Self-Evaluation for **Workers Compensation** Target Requirements

1.2.14	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NA	

NON-CORE SERVICES – UNEMPLOYMENT COMPENSATION
Unemployment Compensation - provides services under the unemployment compensation program including claims processing, billing, reporting, and handling appeals.
Click Here for DFAS' Self-Evaluation for **Unemployment Compensation** Target Requirements

1.2.15	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NA	

NON-CORE SERVICES – APPLICATION MANAGEMENT
Application Management - accepts employment applications and captures application information in a manner that makes it available to those who need it; manages and communicates application status; analyzes and assesses application information to determine applicant eligibility for employment.

1.2.16	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.

NON-CORE SERVICES – APPLICATION MANAGEMENT	
Application Management - accepts employment applications and captures application information in a manner that makes it available to those who need it; manages and communicates application status; analyzes and assesses application information to determine applicant eligibility for employment.	
1.2.16	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NA	

NON-CORE SERVICES – REPORTING	
Reporting - retrieves, manipulates, and presents information as needed.	
1.2.17	Please provide information on reports that your system makes available to customers. Please also describe the reporting features that your system offers (e.g. ad hoc, real-time, manager self-service, flexibility, customizability) and any costs or cost structure associated with making non-standard reports available.
NA	

NON-CORE SERVICES – RECORDS MANAGEMENT	
Records Management - provides the capability to store, protect, archive, classify, retrieve and retire documents and information. **This service component includes eOPF.**	
1.2.18	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NA	

NON-CORE SERVICES – PROCESS TRACKING	
Process Tracking - allows the monitoring of activities within and/or across business cycles. **This service component includes Workflow.**	
1.2.19	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NA	

NON-CORE SERVICES – CASE/ISSUE MANAGEMENT	
Case/Issue Management - manages the life cycle of a particular claim or investigation including the creation, routing, tracing, assignment and closing of a case; also supports collaboration among case handlers.	
1.2.20	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NA	

NON-CORE SERVICES – LABOR COST ALLOCATION	
Labor Cost Allocation - attaches labor costs to accounting codes.	
Click Here for DFAS' Self-Evaluation for **Labor Cost Allocation** Target Requirements	
1.2.21	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NA	

NON-CORE SERVICES – EMPLOYEE RELATIONS	
Employee Relations - provides support to management for a variety of employee relations matters including disciplinary action, adverse action, administrative action, action related to unacceptable performance, alternative dispute resolution, grievance, third-party decisions and appeals, suitability, reasonable accommodation, and termination. Provides training to employees on standards of conduct.	
1.2.22	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NA	

NON-CORE SERVICES – LABOR RELATIONS	
Labor Relations - provides support to management and/or agency on a variety of labor relations matters including mediation, arbitration, alternative dispute resolution, filings, and compliance with statutory labor-management relations obligations. Provides training on labor relations topics.	
1.2.23	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NA	

NON-CORE SERVICES – PAYROLL ADMINISTRATION	
Payroll Administration - determines eligibility and calculates values for pay and leave and other compensation. The pay data resulting from this service is used as an input to the Payroll Processing service.	
Click Here for DFAS' Self-Evaluation for **Payroll Administration** Target Requirements	
1.2.24	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NA	

NON-CORE SERVICES – BENEFITS COUNSELING	
Benefits Counseling - advises individuals on a wide range of benefit options, eligibility and impacts. Provides information, counseling, assistance, and advocacy to employees regarding their benefits and entitlements.	
1.2.25	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.

NON-CORE SERVICES – BENEFITS COUNSELING
Benefits Counseling - advises individuals on a wide range of benefit options, eligibility and impacts. Provides information, counseling, assistance, and advocacy to employees regarding their benefits and entitlements.

1.2.25	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NA	

NON-CORE SERVICES – HEALTH AND FITNESS
Health and Fitness - supports the physical well-being of an organization's employees. This may include health, wellness, and fitness programs and education.

1.2.26	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NA	

NON-CORE SERVICES – WORKFORCE RESHAPING
Workforce Reshaping - considers the current personnel inventory and reallocates workforce as applicable.

1.2.27	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NA	

NON-CORE SERVICES – ORGANIZATIONAL DESIGN
Organization Design - supports the creation or revision of an agency's organization structure and reporting relationships.

1.2.28	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NA	

NON-CORE SERVICES – ASSESSMENT MODEL
Assessment Model - identifies or develops assessment tools and criteria to be used to determine the best qualified candidates for a particular job or job group.

1.2.29	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NA	

NON-CORE SERVICES – HUMAN RESOURCES DEVELOPMENT NEEDS ASSESSMENT

Human Resources Development Needs Assessment - works collaboratively with the agency to support the identification of development needs and recommendations regarding human resource development programs and priorities.	
1.2.30	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NA	

NON-CORE SERVICES – HUMAN RESOURCES DEVELOPMENT PROGRAM DEVELOPMENT	
Human Resources Development Program Development - supports training needs analysis, design, development, and evaluation of human resource development learning opportunities. This may include a single learning opportunity or a group or series of learning opportunities.	
1.2.31	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NA	

NON-CORE SERVICES – HUMAN RESOURCES DEVELOPMENT PROGRAM DELIVERY	
Human Resources Development Program Delivery - provides the learning opportunity to enhance an employee's competencies, knowledge, skills, and abilities to support individual professional development and/or agency needs. This may include a single learning opportunity or a group or series of learning opportunities.	
1.2.32	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NA	

NON-CORE SERVICES – HUMAN CAPITAL PROGRAM REVIEW AND ASSESSMENT	
Human Capital Program Review and Assessment - supports the evaluation of HC and HR programs via an assessment of whether objectives have been met.	
1.2.33	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NA	

END OF FUNCTIONAL CATEGORY

2. Business

In sections 2.1 through 2.6, DFAS has provided an overview of its organizational structure, business practices for migration management, customer service and support, performance management, financial management, and alignment to OPM and HR LOB objectives.

2.1 Organization

ORGANIZATION – SERVICE DELIVERY MODEL	
2.1.1	Please describe your service delivery model. A service delivery model explains how an organization manages and improves the delivery of services offered to customers through systems, processes, and infrastructure.
Discussed with customers as needed based on customer requirements.	

ORGANIZATION – ORGANIZATIONAL STRUCTURE	
2.1.2	Please describe your SSC organizational structure.

DFAS Civilian Pay consists of two payroll offices located in Indianapolis and Cleveland. The payroll offices are supported by the Civilian Pay Mission Area and Information Technology, all of which report to separate leadership chains.

The payroll offices' primary mission and functions are as follows:

The mission of Civilian Pay Operations includes processing pay, entitlements, and leave for civilian employees in the Executive Branch of the Federal Government, adhering to current statutory and regulatory requirements; defining system and process requirements to implement new statutory, regulatory, and policy initiatives; and defining system and process requirements to convert new customers to the DFAS pay environment.

Payroll offices are supported by the Civilian Pay Mission Area.

IT supports Civilian Pay Operations via the following:

Mission: Provide software engineering support to the organization's military and civilian pay systems. This includes being responsible for planning, designing and controlling the Automated Information Systems supported within the directorate to ensure the systems are adequately maintained and function efficiently and accurately within their existing operational environments. Divisions within the Payroll Services Directorate will not only provide system management and system development functionality to support these systems, but will also continually strive to improve the efficiencies of the organizational processes and the systems they support.

(1) DCPS Analysis and Design 1. Provide system management, system analysis and system design functions for the tables, retirement, conversions, and documentation areas of DCPS.

(2) DCPS Analysis and Design 2. Provide system management, system analysis and system design functions for the interfaces, leave, time/attendance and pay areas of DCPS.

(3) DCPS Systems Support. Provide release management, configuration management, database administration, JCL, audits, and IAM functions in support of DCPS.

(4) DCPS Software Engineering. Provide software engineering support for DCPS.

ORGANIZATION – WORKFORCE MANAGEMENT	
2.1.3	Please provide information on workforce management practices currently used to ensure the availability of critical skill sets within your workforce.

ORGANIZATION – WORKFORCE MANAGEMENT	
2.1.3	Please provide information on workforce management practices currently used to ensure the availability of critical skill sets within your workforce.

Discussed with customers as needed based on customer requirements.

ORGANIZATION – SUCCESSION PLANNING	
2.1.4	Please provide information the succession planning process and/or practices currently in place for critical positions in your organization.

DFAS has developed a robust succession planning program. Civilian pay positions are critical agency assets and are heavily weighted in the program with the development of high-potential leaders fully supported by DFAS leadership.

ORGANIZATION – GOVERNANCE	
2.1.5	Please describe your governance structure including boards, workgroups, and other bodies. Describe the functions and responsibilities of each main component. Describe the touch points for customer representation and participation in your governance structure. If applicable, please explain how governance structures or processes differ by customer type (e.g., large versus small agencies).

The Configuration Control Board (CCB) is comprised of voting and non-voting members. CCB members may designate a representative to serve on the Board if unavailable. Voting members are as follows:

- CCB Chair (from Operations, appointed by the Director, Standards and Compliance who only votes in the case of a tie): Tie breaker
- Civilian Pay Director DFAS-Indianapolis: Voting
- Civilian Pay Director DFAS-Cleveland: Voting
- Information Assurance Manager or delegate: Advisory
- System Manager: Advisory
- Configuration Control Board Secretary: Advisory
- Technical Project Officer (TPO), Central Design Authority (CDA) (TSO): Advisory
- Agency Human Resources Representative: Advisory
- Customer Agency/Service Representative: Voting

CCB meetings are open to additional stakeholders as appropriate to issues under discussion (such as subject matter experts (SME), Civilian Pay policy, or testing representatives).

In general, all CCB members have a basic responsibility to adequately prepare for, attend, and actively participate in all scheduled meetings. This requires a commitment to perform the assigned duties and functions of the CCB, including reasonable attendance at CCB meetings. Alternates for members will be identified and approved in advance by the CCB chair.

Further details regarding the governance structure will be addressed based on customer requirements.

ORGANIZATION – CHANGE CONTROL PROCESS	
2.1.6	Please describe your change control process. Include information on steps for customer agency-initiated change requests, prioritization methodology, release schedule and notification procedures, and other information. In your response, please highlight points of customer involvement in the process.

Configuration Control Board (CCB)
Purpose/functions: to promote a smooth and harmonious enhancement of the DCPS over time accomplished by ensuring that a structured process is used to consider and prioritize proposed discretionary system changes and incorporate them in to a specified release of DCPS changes. The CCB will review change requests, perform impact analysis of proposed changes, reach consensus decisions and communicate these to the DCPS

ORGANIZATION – CHANGE CONTROL PROCESS	
2.1.6	Please describe your change control process. Include information on steps for customer agency-initiated change requests, prioritization methodology, release schedule and notification procedures, and other information. In your response, please highlight points of customer involvement in the process.

community. The CCB will also be notified of System Change Requests (SCRs) that were scheduled for a release but subsequently were removed from scheduled release.

The CCB is established to serve the following purposes:
- Authorize changes and/or additions of items to functional baseline
- Represent the interests of all groups who may be affected by changes to the functionality of baselines
- Evaluate and approve, disapprove, or defer proposed system changes
- Rank approved proposed system changes
- Propose timeline for enhancements and changes to the functionality baseline
- Monitor and ensure implementation of approved changes

2.2 Migration Management

MIGRATION MANAGEMENT – PREVIOUS MIGRATION EXPERIENCE	
2.2.1	Please list and describe previous migrations you have completed. Include information such as employee populations, number of records, migration project duration, technical requirements, whether completion dates and budget targets were met, and other relevant information.

DFAS has successfully migrated over 400,000 employees as a result of the ePayroll initiative and currently services approximately 1.2 million employees in total. All migration work is worked in conjunction with OPM and can be discussed with ePayroll customers as required. Specific migration details, questions, or concerns may be addressed directly with ePayroll customers on as needed basis, based on customer requirements.

MIGRATION MANAGEMENT – MIGRATION METHODOLOGY	
2.2.2	Please describe your migration methodology. Consider including information on requirements and design, business transformation, data migration, testing/quality assurance, change management, and risk management.

Discussed with customers as needed based on customer requirements.

MIGRATION MANAGEMENT – PROJECT MANAGEMENT	
2.2.3	Please describe your approach to migration project management. Consider including information on project staffing, earned value management (EVM) including cost and schedule control, and scope management.

Discussed with customers as needed based on customer requirements.

2.3 Customer Support

CUSTOMER SUPPORT – CUSTOMER RELATIONSHIP MANAGEMENT	
2.3.1	Please describe your customer service organization. Include information on your approach to and/or processes for: - managing customer relationships - handling customer service issues and complaints - communicating important updates to customers - measuring customer satisfaction

CUSTOMER SUPPORT – CUSTOMER RELATIONSHIP MANAGEMENT	
2.3.1	Please describe your customer service organization. Include information on your approach to and/or processes for: - managing customer relationships - handling customer service issues and complaints - communicating important updates to customers - measuring customer satisfaction
Customer service is a top priority for DFAS. Customer service specifics will be discussed with customers as needed based on customer requirements.	

CUSTOMER SUPPORT – HELP DESK	
2.3.2	Please describe your help desk support structure and levels of responsibility for issue resolution. Additionally, provide information on your help desk hours of operation, call volume capacity, performance results, issues tracking process, etc.
Discussed with customers as needed based on customer requirements.	

CUSTOMER SUPPORT – TRAINING SUPPORT	
2.3.3	Please provide information on training offered for your applications. Include information on types of training (see bullets below), how often training is made available, and costs or cost structure for training, if applicable. - classroom courses with live instructors - computer-based training (online courses, simulations, etc.) - train-the-trainer program - user manuals, guides, and other training materials
Discussed with customers as needed based on customer requirements.	

2.4 Performance Management

PERFORMANCE MANAGEMENT – SERVICE LEVEL AGREEMENTS	
2.4.1	Please list and describe the performance metrics and minimum acceptable levels of performance that are included in your SLAs with customers. Additionally, please describe any provisions for accountability in your SLAs if service levels or performance standards are not met.
Discussed with customers as needed based on customer requirements.	

PERFORMANCE MANAGEMENT – CONTINUOUS IMPROVEMENT	
2.4.2	Please describe your approach to performance management including information on how performance results are used to improve processes and practices.
Discussed with customers as needed based on customer requirements.	

2.5 Financial Management

FINANCIAL MANAGEMENT – FUNDING UPGRADES AND MODERNIZATION

2.5.1	Please describe your approach for funding upgrades and modernization.
Discussed with customers as needed based on customer requirements.	

2.6 Business Alignment

BUSINESS ALIGNMENT – ENTERPRISE ARCHITECTURE	
2.6.1	Please describe how you use enterprise architecture to develop, expand, and/or improve the services you offer to your customers.
Discussed with customers as needed based on customer requirements.	

BUSINESS ALIGNMENT – OPM HR LOB OBJECTIVES	
2.6.2	Please describe how your strategy and business practices are aligned to HR LOB goals and objectives.
DFAS actively participates in all HR LOB events and strives to improve services offered to customers each and every day. All HR LOB goals, Improved Management, Operational Efficiencies, Cost Savings/Avoidance, and Improved Customer Service are addressed while striving to meet new customer demands.	

BUSINESS ALIGNMENT – OPM HIRING REFORM	
2.6.3	Please describe how you support OPM Hiring Reform.
DFAS is fully committed to supporting the OPM Hiring Reform through current and upcoming hiring initiatives employed within the agency. DFAS has ensured that the hiring initiatives have dedicated senior leadership visibility and guidance, ensuring the hiring of highly skilled individuals to meet DFAS staffing needs and to support mission objectives.	

END OF BUSINESS CATEGORY