

# HR LOB Shared Service Center Catalog

## Department of Health and Human Services – Program Support Center (PSC)

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### 1. Functional

In sections 1.1 Core Services and 1.2 Non-core Services, HHS 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.	
<a href="#">Click Here for HHS' Self-Evaluation for Personnel Action Processing Target Requirements</a>	
1.1.1	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<p>HHS currently utilizes Capital HR System (CAP HR) based on PeopleSoft HCM 8.9 (soon to be upgraded to 9.1). CAP HR supports PAR Transaction processing in 4 HR Centers (soon to be expanded to 8 HR Centers), and a centralized Payroll Services Division. The functions for PAR include:</p> <ul style="list-style-type: none"> <li>✦ <b>Position Management</b> – Enable managers and HR Specialists to manage and maintain position data on-line which then is fed into the PAR transactions.</li> <li>✦ <b>Personnel Action Request (PAR)</b> – Enables managers to initiate, review, route, and approve requests for Personnel Actions. Once the HR Specialists receive these requests from the manager, they process the Personnel Action Request.</li> <li>✦ <b>Workflow</b> – Allows the routing of transactions through the appropriate channels to obtain management approval and signature and subsequent processing by the HR Specialist.</li> <li>✦ <b>Security</b> – Controls access to employee records, reports and the functionality of PeopleSoft. Users will only be granted access to the employee records and functions necessary to perform their jobs.</li> <li>✦ <b>Electronic Signature</b> – Approval from OPM to use digital signature.</li> <li>✦ <b>Automatic Actions</b> – Automatically generate transactions such as Within Grade notices and actions, termination for not to exceed appointments, and tenure notices and actions.</li> <li>✦ <b>Mass Processing</b> – Streamline processing of multiple actions. For example award actions and pay increase actions.</li> </ul>	

CORE SERVICES – PAYROLL PROCESSING
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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.	
<a href="#">Click Here for HHS' Self-Evaluation for Payroll Processing Target Requirements</a>	
1.1.2	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<p>HHS currently utilizes Capital HR System (CAP HR) based on PeopleSoft HCM 8.9 (soon to be upgraded to 9.1). CAP HR supports Pay Transaction processing in 4 HR Centers (soon to be expanded to 8 HR Centers), and a centralized Payroll Services Division. The Payroll Services Division provides Customer Service Representative services to all HHS customers. Compute Pay Processing and disbursements are provided by DFAS</p> <p>The HHS functions for Pay include:</p> <ul style="list-style-type: none"> <li>• PeopleSoft Payroll transactions</li> <li>• MyPay self service pay transactions</li> <li>• Outbound and inbound Interfaces to DFAS</li> <li>• Inbound interfaces from MyPay</li> </ul>	

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.	
<a href="#">Click Here for HHS' Self-Evaluation for Payroll Reporting Target Requirements</a>	
1.1.3	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<p>Payroll reporting at HHS comes from 3 major sources:</p> <ul style="list-style-type: none"> <li>• DFAS payroll reports and data feeds</li> <li>• CAP HR queries on PeopleSoft payroll data elements</li> <li>• Business Intelligence Information System (BIIS) Oracle Data Warehouse utilizing Business Objects reporting tool that receives data feeds form DFAS, CAP HR, ITAS, and other sources</li> <li>• Please refer to sections 1.2.11 (Decision Support) and 1.2.17 (Reporting) for detailed information on data universes available and reporting capabilities.</li> </ul>	

CORE SERVICES – BENEFITS PROCESSING	
Benefits Processing - captures, validates, and processes benefits elections and actions.	
<a href="#">Click Here for HHS' Self-Evaluation for Benefits Processing Target Requirements</a>	
1.1.4	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<p>HHS currently utilizes PeopleSoft HCM 8.9 (soon to be upgraded to 9.1) Base Benefits and Benefits Administration to support Benefits Transaction processing in 4 HR centers (soon to be expanded to 8 HR Centers). The HHS functions for Benefits include:</p> <ul style="list-style-type: none"> <li>• PeopleSoft Benefits transactions processed by HR and Payroll Services</li> <li>• MyPay self service benefits transactions initiated by employees</li> <li>• Outbound and inbound Interfaces to DFAS sending and receiving benefits information</li> <li>• Inbound interfaces from MyPay to Cap HR for Health Benefits and Thrift Savings Plan that create benefits transactions that flow from Cap hr to DFAS payroll</li> </ul>	

CORE SERVICES – BENEFITS REPORTING	
Benefits Reporting - provides the capability to report employee participation in benefits programs.	
<a href="#">Click Here for HHS' Self-Evaluation for Benefits Reporting Target Requirements</a>	

1.1.5	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<p>Benefits reporting at HHS comes from 3 major sources:</p> <ul style="list-style-type: none"> <li>• DFAS payroll reports and data feeds</li> <li>• CAP HR queries on PeopleSoft payroll data elements</li> <li>• Business Intelligence Information System (BIIS) Oracle Data Warehouse utilizing Business Objects reporting tool that receives data feeds form DFAS, CAP HR, ITAS, and other sources</li> <li>• Please refer to sections 1.2.11 (Decision Support) and 1.2.17 (Reporting) for detailed information on data universes available and reporting capabilities.</li> </ul>	

<b>CORE SERVICES – TIME AND ATTENDANCE</b>	
Time and Attendance - defines work schedules; records and certifies the time and attendance for employees of an organization.	
<a href="#">Click Here for HHS' Self-Evaluation for Time and Attendance Target Requirements</a>	
1.1.6	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<p>HHS uses the Integrated Time and Attendance System (ITAS), a web based Federal Time and Attendance (T&amp;A) system application that was developed by NIH and is managed by the Program Support Center for the rest of HHS. ITAS is “timekeeping by exception” (meaning if an employee takes no leave or works premium hours...nothing is required to be entered on the electronic timecard). ITAS supports most aspects of tracking and reporting work hours and leave for Federal employees. ITAS provides users access to real-time leave balances and ensures the users accurately record work activity by enforcing Office of Personnel Management rules and regulations for timekeeping specific to Federal Government. ITAS has roles for employees, Timekeepers, Administrative Officers and Managers (Leave Approving officials). It also features and electronic leave request and approval process.</p> <p>Within the next year HHS plans to replace ITAS with Oracle’s Time and Labor and Absence Management modules as part of the overall plan to leverage the enterprise functionality of the Oracle/PeopleSoft suite and decommission stand-alone, stovepipe systems.</p>	

<b>CORE SERVICES – MANAGER SELF-SERVICE</b>	
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.	
<a href="#">Click Here for HHS' Self-Evaluation for Manager Self-Service Target Requirements</a>	
1.1.7	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<p>Manager self service is available in all HHS Core Services:</p> <ul style="list-style-type: none"> <li>• Managers have access to CAP HR to initiate and approve PeopleSoft transactions for PAR, Benefits, and Payroll transactions. Soon to be upgraded 9.1 functions will expand to include position management and other Manager Self-Service features to initiate and approve HR actions and transactions.</li> <li>• Managers have access to ITAS to approve leave requests and timecards, as well as run time and leave reports on their staffs.</li> <li>• Business Intelligence Information System (BIIS) Oracle Data Warehouse utilizing Business Objects reporting tool that receives data feeds form DFAS, CAP HR, ITAS, and other sources</li> <li>• Managers have access to the BIIS data warehouse. A “Dashboard” capability is currently under development to further encourage manager self-service.</li> <li>• Please refer to sections 1.2.11 (Decision Support) and 1.2.17 (Reporting) for detailed information on data universes available and reporting capabilities.</li> <li>• Manager Self Service is a major area slated for improved functionality during the near future upgrade to PeopleSoft 9.1. Examples include improved support for position management and more manager-initiated HR transactions.</li> </ul>	

<b>CORE SERVICES – MANAGER SELF-SERVICE</b>	
<p>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.</p>	
<p align="center"><a href="#">Click Here for HHS' Self-Evaluation for Manager Self-Service Target Requirements</a></p>	
1.1.7	<p>Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.</p>
<p> </p>	

<b>CORE SERVICES – EMPLOYEE SELF-SERVICE</b>	
<p>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.</p>	
<p align="center"><a href="#">Click Here for HHS' Self-Evaluation for Employee Self-Service Target Requirements</a></p>	
1.1.8	<p>Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.</p>
<p>HHS currently utilizes the DFAS MyPay Employee Self Service, web-based system for employee-initiated benefits and payroll transactions. Transactions include:</p> <ul style="list-style-type: none"> <li>• Create federal and state tax withholding</li> <li>• Update bank and electronic funds transfer information</li> <li>• Manage Allotments</li> <li>• Make address changes</li> <li>• Make FEHB changes</li> <li>• Manage Thrift Savings Plan enrollment</li> <li>• View/print On line Leave and Earnings Statement and tax statements (W2's)</li> </ul> <p>HHS is planning to leverage Employee Self Service functions in the soon to be upgraded PeopleSoft 9.1 Cap HR System. Examples include updating employee reported data such as Race and national Origin and other types of information that are associated with the individual employee.</p> <ul style="list-style-type: none"> <li>• <b>ITAS Features (Employee and Manager Self Service)</b> <ul style="list-style-type: none"> <li>– Exception-based system, work schedules are pre-loaded</li> <li>– Automated support for: <ul style="list-style-type: none"> <li>• Employee leave requests and manager approvals</li> <li>• Employee Verify Timecard – optional</li> <li>• Employee Donate leave</li> <li>• Employee and Manager Reports on timecards, leave requests, credit hours</li> </ul> </li> </ul> </li> </ul>	

**1.2 Non-core Services**

<b>NON-CORE SERVICES – STAFFING</b>	
<p>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.</p>	
<p align="center"><a href="#">Click Here for HHS' Self-Evaluation for Staffing Target Requirements</a></p>	
1.2.1	<p>Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.</p>
<p>Provide recruitment and hiring services through the use of OPM's USA Staffing automated recruitment module. Services include (but are not limited to):</p> <ul style="list-style-type: none"> <li>• receiving and maintain applications, and determine and document eligibility and qualification status of applicants;</li> <li>• providing applicant status through the USA Staffing notification feature;</li> </ul>	

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<a href="#">Click Here for HHS' Self-Evaluation for Staffing Target Requirements</a>	
1.2.1	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<ul style="list-style-type: none"> <li>• provide customer helpdesk services to receive and respond to applicant inquiries utilizing automated tracking system;</li> <li>• continually review inquiries and develop frequently asked questions for customers; and</li> <li>• analyze and assess recruitment process for improvement purposes.</li> <li>• As part of the upcoming upgrade to PeopleSoft 9.1, HHS plans to implement Talent Acquisition Manager (TAM) and TAM User Productivity Kit (UPK) in order to better integrate recruiting and staffing functions by leveraging the common application and data features.</li> </ul>	

<b>NON-CORE SERVICES – ENTRANCE ON DUTY</b>	
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.	
<a href="#">Click Here for HHS' Self-Evaluation for Recruiting Target Requirements</a>	
1.2.2	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<ul style="list-style-type: none"> <li>• Utilize e-Induction as an automated forms management system for new federal employee orientation. Coordinate information with Security Office for clearances. Currently, reviewing OPM's on-boarding system to allow automated forms management and more efficient flow into the electronic Official Personnel File (eOPF).</li> <li>• Design and develop customized new hire onboarding solutions incorporating key components such as Benefits, Security, Ethics, Labor Relations, Information Systems, Property Management, Equal Employment Opportunity/Diversity, and Employee Assistance Program.</li> <li>• Provide quality orientation and indoctrination services to new hires in partnership with critical agency and HR components to ensure a holistic informational forum and experience for new employees, contractors, and other new joiner types.</li> <li>• Provide Employee Lifecycle Process analysis, an employee assessment service that is initiated when the new employee enters on duty, and continues periodically during their first two years to glean information on inclusion, linking to the mission, and access to key information needed for their success at HHS and within their organizational component.</li> </ul>	

<b>NON-CORE SERVICES – RECRUITING</b>	
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.	
<a href="#">Click Here for HHS' Self-Evaluation for Recruiting Target Requirements</a>	
1.2.3	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<ul style="list-style-type: none"> <li>• Provide consulting services to customers on excepted service (i.e. persons with disabilities, veterans, and etc.) and competitive service hiring authorities.</li> <li>• Utilize an accelerated hiring process that includes pre-consultation services in filling positions to expedite hiring. Fully trained staff in merit promotion and delegated examining procedures.</li> <li>• Develop hiring documents (i.e. vacancy announcements and certificates) utilizing automated systems. Participate and/or accompany managers to discuss the hiring process with applicants at all levels and</li> </ul>	

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[Click Here for HHS' Self-Evaluation for Recruiting Target Requirements](#)

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

categories (i.e. scientific, administrative, and etc.)

- Provide service level agreements on measuring end to end hiring process based on customer needs.
- Provide outreach services to universities, colleges and other higher learning organizations for recruitment of our temporary summer help and leadership development programs now under the “Internships and Recent Graduates” component of the Pathways Program.

**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.

- Provide Employee Lifecycle Process analysis services, an employee assessment process that is initiated when the new employee enters on duty, continues periodically during their first two years to glean information on inclusion, linking to the mission, and access to key information needed for their success at HHS and within their organizational component, then resumes once an employee announces their planned departure from the agency by way of an Employee Exit survey to glean information on retention issues.
- Provide administrative (data analysis and reporting) and end-user support and training on the EHRP, is our core personnel system-of-record to process departure actions on employees, including terminations, resignations, transfers, retirements, etc.

**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.

[Click Here for HHS' Self-Evaluation for Competency Management Target Requirements](#)

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

- Lead government-wide task groups such as identification of GAO High Risk Human Capital Items; Identification of Mission Critical Occupations, and Mission Critical Competencies Development entitled the Interagency Product Team (IPT). We utilize the internal agency team (APT) to share information from the IPT and gather current models, practices and methodologies from our OPDIVs and STAFFDIVs.
- Conduct major internal focus groups for mission critical agency-wide programs. Information obtained during focus activities can be used to develop guidance material for career development as a road map on the critical competencies and proficiency levels needed, training and development , and as well as provide recommendations for on the job activities that support the building of these competencies.

<b>NON-CORE SERVICES – PERFORMANCE MANAGEMENT</b>	
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.	
<a href="#">Click Here for HHS' Self-Evaluation for Performance Management Target Requirements</a>	
1.2.6	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<i>[No response provided by HHS for this question]</i>	

<b>NON-CORE SERVICES – POSITION MANAGEMENT</b>	
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.	
<a href="#">Click Here for HHS' Self-Evaluation for Position Management Target Requirements</a>	
1.2.7	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
HHS is using "full position management" features in PeopleSoft 8.9 and is planning to significantly expand its use in the upcoming upgrade to PeopleSoft 9.1. Jobs and positions are established, re-used and inactivated. Job and position attributes are assigned, tracked, and reported on. Job and position attributes are associated with persons when transactions are created, so no position data is re-entered. HHS has ongoing data cleansing efforts to ensure valid position data. In 9.1 position management will drive staffing reports and organization charts.	

<b>NON-CORE SERVICES – POSITION CLASSIFICATION</b>	
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.	
<a href="#">Click Here for HHS' Self-Evaluation for Position Classification Target Requirements</a>	
1.2.8	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<ul style="list-style-type: none"> <li>• Offer fully trained staff to provide consulting services to customers on position management and position description (PD) development.</li> <li>• Provide advice and assistance on developing a variety of position descriptions from students to Senior Executives. Prepare agency-wide standard PDs to expedite the hiring process.</li> <li>• Design and develop enhanced automated solutions (PD Library) to maintain, store, and access electronic position descriptions.</li> <li>• Provide administrative (data analysis and reporting) and end-user support and training on the PD Library to HR staff and program end-users.</li> </ul>	

<b>NON-CORE SERVICES – WORKFORCE PLANNING</b>	
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.	
<a href="#">Click Here for HHS' Self-Evaluation for Workforce Planning Target Requirements</a>	
1.2.9	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<ul style="list-style-type: none"> <li>• Lead government-wide task groups such as identification of GAO High Risk Human Capital Items; Identification of Mission Critical Occupations, and Mission Critical Competencies Development entitled the Interagency Product Team (IPT). We utilize the internal agency team (APT) to share information from the</li> </ul>	



**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.

[Click Here for HHS' Self-Evaluation for Workforce Planning Target Requirements](#)

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

- IPT and gather current models, practices and methodologies from our OPDIVs and STAFFDIVs.
- Conduct major internal focus groups for mission critical agency-wide programs. Information obtained during focus activities can be used to develop guidance material for career development as a road map on the critical competencies and proficiency levels needed, training and development , and as well as provide recommendations for on the job activities that support the building of these competencies. Provide data gathering and analytics reporting services for decision making, resolution of problems, business issues, in support of trend analysis and forecasting based on current trends.
- Provide quarterly Human Capital Snapshot reports are prepared and distributed to the HC POCs throughout HHS which contains key data elements in understanding the current workforce.
- Provide administrative (data analysis and reporting) and end-user support and training on the EHRP Business Intelligence Information system to HR staff and program end-users.
- The major tool HHS uses for Workforce Planning is the recently developed the Business Intelligence Information System (BIIS) data warehouse. More information on BIIS is provided below in section 1.2.11 (Decision Support)
- HR Report Specialists utilize enterprise and custom data sources for reporting and analysis. HHS managers utilize the new **Executive Dashboard** to make faster, more informed decisions through the use of the dashboards with drill-down capabilities.

**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.

[Click Here for HHS' Self-Evaluation for Succession Planning Target Requirements](#)

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

Offer training and development sessions conducted in conjunction with the submission of an HHS Succession Plan. This includes:

- tactical approach for managers and supervisors in understanding and supporting the development of their next tier leadership,
- process and program documentation, and
- standard operating procedures to maintain organizational learning as attrition occurs.

**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.

- Provide data gathering and analytics reporting services for decision making, resolution of problems, business issues, in support of trend analysis and forecasting based on current trends.
- Provide quarterly Human Capital Snapshot reports are prepared and distributed to the HC POCs throughout HHS which contains key data elements in understanding the current workforce.



**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.

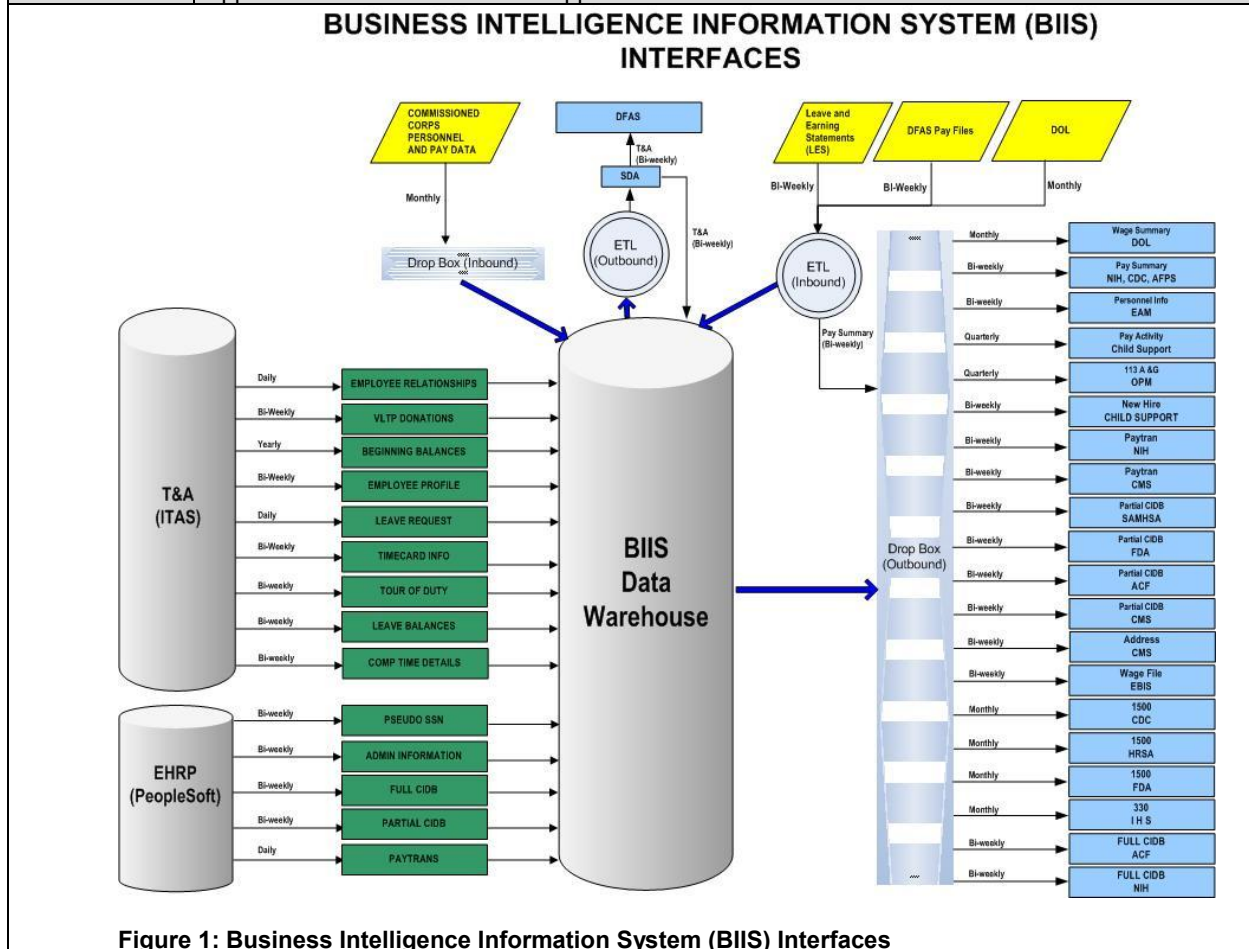
- Provide administrative (data analysis and reporting) and end-user support and training on the EHRP Business Intelligence Information system to HR staff and program end-users.
- The Business Intelligence Information System (BIIS) data warehouse as the primary point of enterprise data storage and retrieval.
- HHS provides the following value-added services in addition to its core services to meet the unique needs of its customers:
  - **Comprehensive BIIS Data Access:** Gain access to expansive data sources to generate your own reports, including payroll, time and attendance\*, personnel, and recruiting data
  - **Reporting on Customized Data Sources:** Integrate data sources outside of BIIS to create reports based on customized datasets
  - **Executive Dashboard Development:** Enable senior management to make faster, more informed decisions through the use of executive dashboards with drill-down capabilities
  - **Custom Report Development:** Leverage custom reports that are designed and built by DESOM to meet your unique business needs
  - **Reporting Universes available:**
    - Personnel Universe
    - T&A Universe
    - Pay Universe
    - Budget Universe
    - Recruitment Universe
    - Retirement Universe
    - ERLR Universe

The following chart shows the data sources and feeds out of the BIIS system:

**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.



**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).**

[Click Here for HHS' Self-Evaluation for Learning Administration Target Requirements](#)

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

- Offer online training in our Learning Management System (LMS) through our partners at HHSU.
- Offer Supervisor 101 which is classroom instructor-led training through our leadership development programs at the headquarters level.
- Provide cross-agency curriculum development review that helps to identify all of the leadership development training available throughout HHS in attempts to reduce or alleviate redundancies, and provide opportunities for collaboration in identifying other training pipelines for HHS employees.

**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).**

[Click Here for HHS' Self-Evaluation for Learning Administration Target Requirements](#)

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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**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.

[Click Here for HHS' Self-Evaluation for Career Development Planning Target Requirements](#)

1.2.13	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
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*[No response provided by HHS for this question]*

**NON-CORE SERVICES – WORKERS COMPENSATION**

Workers Compensation - provides comprehensive workers compensation services including adjudication, case management, counseling, and fraud investigation.

[Click Here for HHS' 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.
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- Provide a web-based automated tool Safety and Health Information Management System (SHIMS) that will allow employees, supervisors, and agency coordinators to electronically file and respond to reports of unsafe working conditions/ hazardous work environments, and worker's compensation claims.
- Provide SHIMS end-user training to HR staff, employees, supervisors, and agency coordinators.

Provide SHIMS administrative support (record maintenance, reporting services) to agency

- coordinators and staff as needed.

**NON-CORE SERVICES – UNEMPLOYMENT COMPENSATION**

Unemployment Compensation - provides services under the unemployment compensation program including claims processing, billing, reporting, and handling appeals.

1.2.15	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
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*[No response provided by HHS for this question]*

**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.	
<a href="#">Click Here for HHS' Self-Evaluation for Application Management Target Requirements</a>	
1.2.16	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<p>Provide recruitment and hiring services through the use of OPM's USA Staffing automated recruitment module. Services include (but are not limited to):</p> <ul style="list-style-type: none"> <li>receiving and maintain applications, and determine and document eligibility and qualification status of applicants;</li> <li>providing applicant status through the USA Staffing notification feature;</li> <li>provide customer helpdesk services to receive and respond to applicant inquiries utilizing automated tracking system;</li> <li>continually review inquiries and develop frequently asked questions for customers; and</li> <li>analyze and assess recruitment process for improvement purposes.</li> </ul>	

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.
<p>The Business Intelligence Information System (BIIS) is a robust HHS reporting platform that leverages HHS-wide human resources data to support its customers in making better decisions about their workforce</p> <ul style="list-style-type: none"> <li>Customers gain the ability to report on extensive personnel, time and attendance, payroll, and workman compensation information "on-demand"</li> <li>Secure, self-service access enables customers to leverage over 300 pre-programmed or "canned" reports</li> <li>HHS customers also have the opportunity to build their own custom or "ad hoc" reports through BIIS</li> <li>Customers receive data from BIIS to generate reports through their own reporting systems</li> <li>Examples of Standard Reports: <ul style="list-style-type: none"> <li>EEO/MD 715 Reports</li> <li>113 A and 113 G Reports</li> <li>Monthly Reports</li> <li>DFAS Reports</li> <li>ITAS Reports</li> <li>Audit Reports</li> <li>Personnel/Payroll Reports</li> <li>OWCP Reports</li> <li>Highlights Reports</li> </ul> </li> <li>HHS offers the following standard services to meet the core reporting needs of its customers: <ul style="list-style-type: none"> <li><b>Standard Report Access:</b> Leverage hundreds of pre-programmed reports that cover a broad spectrum of workforce reporting needs</li> <li><b>Quick-Turn Reporting Capabilities:</b> Reduce the amount of time and resources required to respond to requests for information on your workforce, including FOIA, EEO, and Pension Benefit Requests</li> </ul> </li> </ul>	

<b>NON-CORE SERVICES – RECORDS MANAGEMENT</b>	
Records Management - provides the capability to store, protect, archive, classify, retrieve and retire documents and information. <b>This service component includes eOPF.</b>	
1.2.18	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<ul style="list-style-type: none"> <li>• Provide administrative, maintenance, and reporting services on the electronic Official Personnel Folder (OPF), a file containing records that cover a civilian federal employee's employment history.</li> <li>• Provide end-user training for HR staff, to include navigation and functionality.</li> </ul>	

<b>NON-CORE SERVICES – PROCESS TRACKING</b>	
Process Tracking - allows the monitoring of activities within and/or across business cycles. <b>This service component includes Workflow.</b>	
1.2.19	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<ul style="list-style-type: none"> <li>• HHS utilizes the robust features of PeopleSoft Workflow in the CAP HR/EHRP System to initiate, review, and approve transactions.</li> <li>• Workflow incorporates full row-level security and meets all audit requirements</li> <li>• Enhancements in the soon to be upgraded 9.1 will include expansion of workflow to employee and manager self service.</li> <li>• Several bolt-on systems that provide rudimentary workflow functions will be subsumed by PeopleSoft 9.1 after the upgrade.</li> </ul>	

<b>NON-CORE SERVICES – CASE/ISSUE MANAGEMENT</b>	
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.
<ul style="list-style-type: none"> <li>• HHS is currently using third party and HHS-developed bolt on systems to provide case management support</li> <li>• The functions supported include Employee Relations, Labor Relations, Recruitment, and Retirement Counseling/Estimates</li> <li>• As part of the upcoming upgrade to PeopleSoft 9.1, these systems will be decommissioned and replaced with PeopleSoft functionality</li> <li>• This is part of the HHS strategy to leverage the “enterprise” features in PeopleSoft and replace stove-pipe systems with a single application and database</li> </ul>	

<b>NON-CORE SERVICES – LABOR COST ALLOCATION</b>	
Labor Cost Allocation - attaches labor costs to accounting codes.	
1.2.21	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<ul style="list-style-type: none"> <li>• The ITAS Time and Attendance System supports Labor Distribution which allows the Manager/Approving Official to create, modify, and assign both Federal and Non-Federal staff to a project by assigned funding source.</li> <li>• They can also end a project and add hours to an existing project.</li> </ul>	

<b>NON-CORE SERVICES – LABOR COST ALLOCATION</b>	
Labor Cost Allocation - attaches labor costs to accounting codes.	
1.2.21	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<ul style="list-style-type: none"> <li>• Staff can enter their hours worked on-line for each project.</li> <li>• ITAS is expected to be replaced by PeopleSoft Time and Labor in the near future which features a robust ability to track time by project.</li> </ul>	

<b>NON-CORE SERVICES – EMPLOYEE RELATIONS</b>	
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.	
<a href="#">Click Here for HHS' Self-Evaluation for Employee Relations Target Requirements</a>	
1.2.22	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<ul style="list-style-type: none"> <li>• Assist in workforce reshaping efforts in collaboration with the OPM, GAO and/or our DAS.</li> <li>• Prepare Human Capital Snapshot reports for workforce planning purposes, which depict a picture of the current workforce.</li> <li>• Support restructuring and reorganization efforts through the use of mitigation strategies to reduce on-rolls, such as offering early retirement and buyout incentives (VERA/VSIP)</li> <li>• Employ change-management strategies by encouraging teambuilding, strategic planning, re-skilling when possible, and other services as needed.</li> </ul>	

<b>NON-CORE SERVICES – LABOR RELATIONS</b>	
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.	
<a href="#">Click Here for HHS' Self-Evaluation for Labor Relations Target Requirements</a>	
1.2.23	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
[No response provided by HHS for this question]	

<b>NON-CORE SERVICES – PAYROLL ADMINISTRATION</b>	
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.	
<a href="#">Click Here for HHS' Self-Evaluation for Payroll Administration Target Requirements</a>	
1.2.24	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<p>HHS currently utilizes Capital HR System (CAP HR) based on PeopleSoft HCM 8.9 (soon to be upgraded to 9.1). CAP HR supports Pay Administration and transaction processing in 4 HR Centers (soon to be expanded to 8 HR Centers), and a centralized Payroll Services Division. The Payroll Services Division provides Customer Service Representative services to all HHS customers.</p> <p>The HHS functions for supporting Pay Administration include:</p> <ul style="list-style-type: none"> <li>• PeopleSoft HR transactions</li> </ul>	

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.	
<a href="#">Click Here for HHS' Self-Evaluation for Payroll Administration Target Requirements</a>	
1.2.24	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<ul style="list-style-type: none"> <li>PeopleSoft Pay transactions</li> <li>PeopleSoft Benefits transactions</li> <li>MyPay self service pay transactions</li> </ul> <p>These transactions support the HR and Payroll specialist' functions to set pay - which then flow to DFAS as inputs for the payroll processing function.</p>	

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.	
<a href="#">Click Here for HHS' Self-Evaluation for Benefits Counseling Target Requirements</a>	
1.2.25	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<p>Offer the following automated web-based solutions to assist Federal employees in making informed decisions for themselves and their families.</p> <ul style="list-style-type: none"> <li>Government, Retirement, and Benefits, Inc. (GRB) Assist™, to provide accurate estimates needed to make informed retirement decisions. GRB Assist™ increases productivity and lowers cost by providing the framework for organizing and managing a high volume case load.</li> <li>Employee Benefit Information system (EBIS) for employee to calculate retirement estimate from their desk-top computer.</li> <li>Consumer Checkbook is available for employee to compare various health insurance.</li> <li>TALK-The Work Number™ - a fast and simple automated employment verification service through a 3<sup>rd</sup> party service provider.</li> </ul>	

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.
<p><b>HHS' Federal Occupational Health (FOH) Service</b>, works in strategic partnership with federal agencies to design and deliver comprehensive occupational health services that improve the health, safety, and productivity of federal employees. Services include health and wellness programs, health clinics, fitness centers, employee assistance programs, work/life management, and environmental health and safety.</p> <p>These services are currently provided to Federal Agencies:</p> <ul style="list-style-type: none"> <li><a href="#">Automated External Defibrillator (AED) Services</a> - The AED program from Federal Occupational Health integrates life-saving equipment into a comprehensive program that ensures the highest level of responder preparedness.</li> <li><a href="#">Clinical Services</a> - Clinical health and wellness services improve and maintain the health of federal employees. These services help managers meet federal regulatory requirements and increase the overall productivity of the federal workforce.</li> <li><a href="#">Environmental Health Service</a> - Environmental Health Services uses an integrated approach that helps agencies comply with Occupational Safety and Health Administration and environmental health regulations.</li> <li><a href="#">Wellness/Fitness</a> - Wellness and fitness services offer numerous benefits to employees, resulting in reduced absenteeism and healthcare costs, greater job satisfaction, and improved morale and productivity.</li> </ul>	



<b>NON-CORE SERVICES – HEALTH AND FITNESS</b>	
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.
<ul style="list-style-type: none"> <li>• <a href="#">Employee Assistance Program</a> - The Employee Assistance Program (EAP) helps employees and managers develop the skills and confidence needed to deal with challenges and opportunities at work and in life.</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Work/Life</a> - The Work/Life Program from Federal Occupational Health provides a flexible range of options to help boost productivity by providing resources and tools to help employees ease the tension between their work and personal priorities.</li> </ul>

<b>NON-CORE SERVICES – WORKFORCE RESHAPING</b>	
Workforce Reshaping - considers the current personnel inventory and reallocates workforce as applicable.	
<a href="#">Click Here for HHS' Self-Evaluation for Workforce Reshaping Target Requirements</a>	
1.2.27	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<ul style="list-style-type: none"> <li>• Review and analyze workload capacity to ensure allocations are appropriate and in keeping with customer's service level agreements.</li> <li>• Adjust allocations as and whenever necessary.</li> <li>• Review and analyze workforce competencies to ensure they are appropriate to meet our mission requirements.</li> <li>• Ensure staff is cross-trained in various areas to facilitate customer workload surges.</li> <li>• Assist in workforce reshaping efforts in collaboration with the OPM, GAO and/or our DAS.</li> <li>• Prepare Human Capital Snapshot reports for workforce planning purposes, which depict a picture of the current workforce.</li> <li>• Support restructuring and reorganization efforts through the use of mitigation strategies to reduce on-rolls, such as offering early retirement and buyout incentives (VERA/VSIP)</li> <li>• Employ change-management strategies by encouraging teambuilding, strategic planning, re-skilling when possible, and other services as needed.</li> </ul>	

<b>NON-CORE SERVICES – ORGANIZATION DESIGN</b>	
Organization Design - supports the creation or revision of an agency's organization structure and reporting relationships.	
<a href="#">Click Here for HHS' Self-Evaluation for Organization Design Target Requirements</a>	
1.2.28	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<ul style="list-style-type: none"> <li>• Provide consulting services to customers on position management.</li> <li>• Provide advice on organizational structures to maximize the performance and meet mission requirements.</li> <li>• Currently developing an automated Position Management System that will more efficiently review vacancies and potential structures in organizational development.</li> <li>• Collaborate with OPDIV/STAFFDIV on strategic planning, 360 assessments, team building session, and other consulting services.</li> <li>• Offer Train-the-Trainer course (for technical experts, system trainers, and system administrators) on the PeopleSoft Organization Design or Org Structure module.</li> <li>• Offer basic –to-intermediate training course on the PeopleSoft Organization Design or Org Structure module for basic HR end-users; includes navigation, functionality, and additional reference material.</li> <li>• Offer system administrative and maintenance services (includes data maintenance and reporting services) for the PeopleSoft Organization Design or Org Structure module.</li> </ul>	

**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.

[Click Here for HHS' Self-Evaluation for Assessment Model Target Requirements](#)

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

- Offer Train-the-Trainer course (for technical experts, system trainers, and system administrators) on the PeopleSoft assessment module.
- Offer basic –to-intermediate training course on the PeopleSoft assessment module for basic HR end-users; includes navigation, functionality, and additional reference material.
- Offer system administrative and maintenance services (includes data maintenance and reporting services) for the PeopleSoft assessment module.

**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.

[Click Here for HHS' Self-Evaluation for Human Resources Development Needs Assessment Target Requirements](#)

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

- Conduct HR needs assessment survey to solicit feedback from staff leadership to identify priorities, set goals, and establish clear objectives.
- Design, develop, and launch needs assessment survey to identify training courses needed for HR operational staff based on standard criteria of the Graduate School for HR operations certification programs.
- Analyze, compile, and incorporate results into illustrative executive briefing material, along with recommendations for attaining training objectives and linking training to individual and overall performance measures.

**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.

[Click Here for HHS' Self-Evaluation for Human Resources Development Program Development Target Requirements](#)

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

- Develop customized solutions to increase program effectiveness and operational efficiency.
- Measure key indicators, and provide Human Capital program management ROI analysis.
- Provide thorough data analysis using the Metrics-that-Matter tool for program improvement.
- Design/develop course material for critical leadership development programs, including the Supervisor 101 training which encompasses key components of HR operations; e.g., federal recruitment and hiring, labor/employee relations, payroll and benefits, leave administration and time and attendance.

**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.

[Click Here for HHS' Self-Evaluation for Human Resources Development Program Development Target Requirements](#)

1.2.31	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
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- Collaborate with technical experts of each subject area to ensure material is accurate, properly cited, and meet the requirements of the target audience.
- Have certified instructors on-hand to design, develop, and deliver customized training materials as needed for leadership and other development programs.
- Learning Management System (LMS) is our automated web-based training portal for employees.
- Training opportunities are posted in this portal for access by all employees.
- Course software is launched from the LMS to provide a more secure environment for employees to take advantage of training opportunities at their pace.

**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.

[Click Here for HHS' Self-Evaluation for Human Resources Development Program Delivery Target Requirements](#)

1.2.32	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
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- Design/develop course material for critical leadership development programs, including the Supervisor 101 training which encompasses key components of HR operations; e.g., federal recruitment and hiring, labor/employee relations, payroll and benefits, leave administration and time and attendance.
- Collaborate with technical experts of each subject area to ensure material is accurate, properly cited, and meet the requirements of the target audience.
- Certified instructors are on-hand to design, develop, and deliver other training materials as needed for leadership development programs.

**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.

[Click Here for HHS' Self-Evaluation for Human Capital Program Review and Assessment Target Requirements](#)

1.2.33	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
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- Prepare the annual Human Capital Management Report (HCMR) for HHS.
- Develop customized solutions to increase program effectiveness and operational efficiency.
- Measure key indicators, and provide Human Capital program management ROI analysis.
- Provide more detailed data analysis using the Metrics-that-Matter tool for program improvement.

**END OF FUNCTIONAL CATEGORY**



## 2. Business

In sections 2.1 through 2.6, HHS 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.

The HHS HRLOB Service Delivery Model features Tier 0 through Tier 3 support that is completely customizable based on customer needs. The Tiers encompass the spectrum from employee/manager self service to experienced HR experts. Back office support for routine processing and Centers of Excellence with deep knowledge of HR functions are part of the offering. A graphic depicting the HHS Service Delivery Model is below:

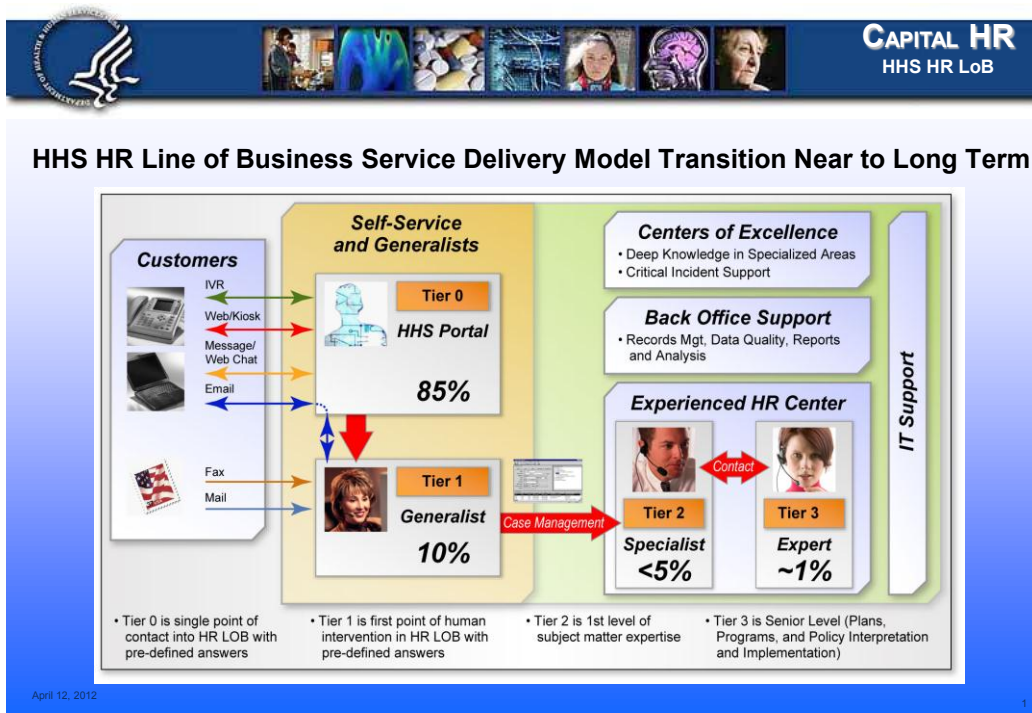


Figure 2: HHS HR LOB Business Service Delivery Model Near to Long Term

#### ORGANIZATION – ORGANIZATIONAL STRUCTURE

2.1.2 Please describe your SSC organizational structure.

Following is a chart showing the current HHS structure for supporting HR functions and systems. OHR is planning to add four new HR Centers within the next year. The four new Centers will be: Centers for Disease Control (CDC), Center for Medicare and Medicaid Services (CMS), Food and Drug Administration (FDA), Health Resources and Services Administration (HRSA). The Client Services Center will be renamed the National Capital Region (NCR).

**ORGANIZATION – ORGANIZATIONAL STRUCTURE**

2.1.2 Please describe your SSC organizational structure.

Current HHS HRLOB Organization Structure

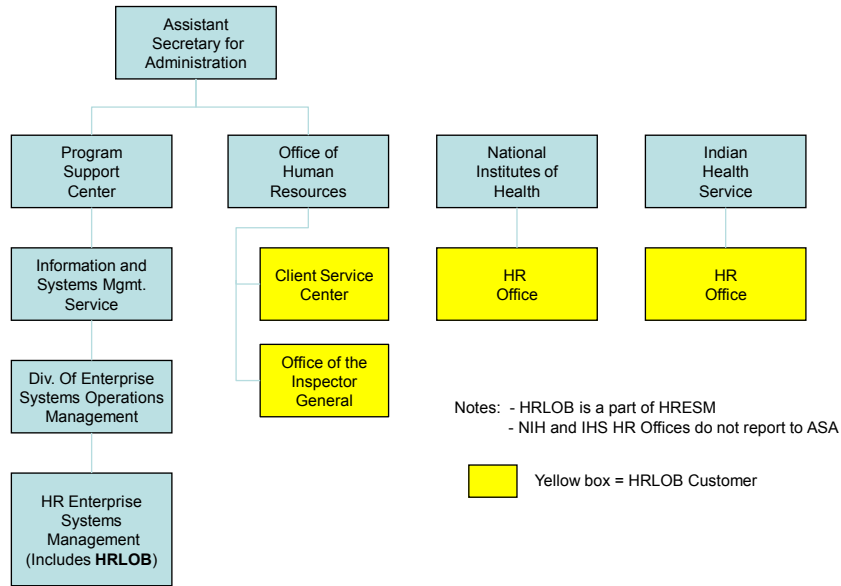
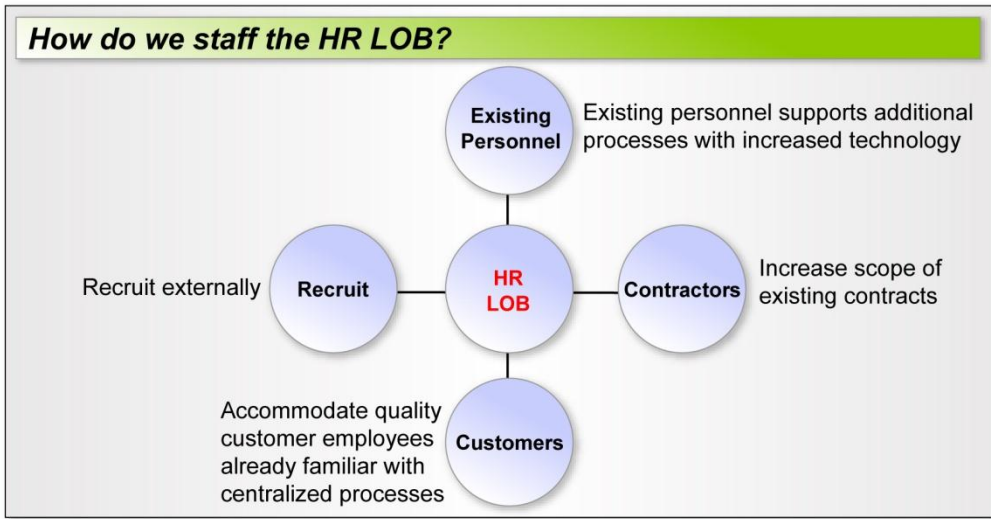


Figure 3: Current HHS HR LOB Organization Structure

**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.

This section outlines the staffing model for HHS' HR LOB program. The model allows HHS to leverage key human capital resources from its existing management and personnel base, as well as explore the possibility of on-boarding other strategic recruits in order to achieve a world-class customer service delivery model.



**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.

**Figure 4: How HR LOB is Staffed**

**Existing Personnel**

Staffing the HHS HR LOB with existing members of the HHS family plays an integral role in the success of the program. To support new customers the HHR HR LOB team will implement an internal recruitment campaign concentrated on targeting talented internal players wanting to be a part of a new internal organization. The majority of the leadership positions will be filled by internal recruitment methods, and many current HR employees will bring much needed functional and shared services operational expertise to the HHS HR LOB. Leveraging the skills of knowledgeable employees from the major operating divisions at the HRC is significant to this transition, and will have a very tangible impact on the success of change management initiatives.

**Customer Employees**

The first approach is to identify quality customer employees possessing a working knowledge of the near-term processes being centralized. Staffing the HR LOB with the right people requires determining the required number and skills sets of employees needed, and the structure of the organization. When staffing begins, knowledgeable staff from a newly acquired customer base will be a suitable fit for the new organizational structure. The HHS HR LOB will work closely with new customers to identify talent interested in transfer, review appropriate supporting documentation, and will implement a robust, accelerated process to select quality employees to join the HHS HR LOB team. In order for a model like this to be effective and successful, it will be necessary to institutionalize processes across the center that will provide uniform employee and customer experiences

**Recruit Externally**

After a complete skills inventory has been completed to assess the abilities of internal talent, HHS will make the decision to do external recruitment to support a new customer. Recruitment will need to occur for positions which are unable to be filled from within the existing HR organization. To ensure the full extent of savings is realized, the number of full-time employees recruited externally to fill these positions will need to be deducted from the existing HR organization through natural attrition.

**Contractors**

After all near-term staffing solutions have been exhausted, it may be determined contractors are needed to meet the staffing requirements for a new customer. Upon the completion of a thorough assessment of existing contracts, existing contracts that may be leveraged to support the HHS HR LOB staffing model will be determined. To alleviate the workload associated with contracts management, the number of active contracts will be minimized.

**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.

HHS HRLOB parent organization has a Succession Plan Strategy that is critical to the organization’s ability to fulfill the mission and provides an effective process for recognizing, developing and retaining top talent while providing reinforcement to critical positions.

The Succession Plan Strategy includes:

- A **progressive plan** that helps executive leadership identify **critical positions** across the organization
- A mechanism for **identifying talent development needs** to achieve **continuity of operations** and consistent service delivery
- The foundation of the organization’s Talent Management strategy that **directs and tracks successor readiness** for assuming critical position responsibilities

**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).

All of the major HHS HRLOB systems utilize a governance structure that feature Change Control Boards (CCBs). Following is the EHRP/CAP HR governance structure that is a model for the other system CCBs:

The EHRP Change Management Process describes the procedures used to review and approve Change requests to the production and test instances of EHRP implementations. These changes are reviewed by the EHRP CCB, and communicated to the HR IT Working Group, throughout their development life cycle to achieve organizational program goals.

**1 Organizational Structure, Roles and Responsibilities**

The EHRP Change Control Board is made up of several constituents. These constituents and their responsibilities in the EHRP change management process are defined below:

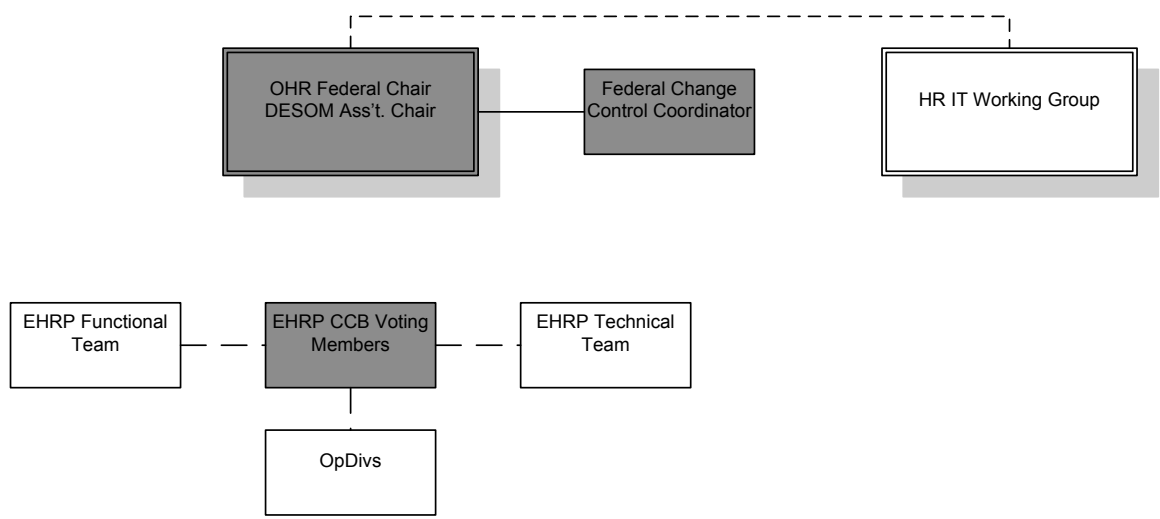
Constituent	Responsibility
OHR Chair	<ul style="list-style-type: none"> <li>▪ Represents OHR, and where necessary is the escalation point to the business owner for the EHRP system.</li> <li>▪ He/she will vote only when there is a tie among the board members for the approval of a particular change request. (NOTE: If the OHR Chair feels additional consultation is needed with OHR executive-level stakeholders, then he/she will serve as the point of escalation as indicated above.)</li> <li>▪ Participates as a liaison between the EHRP CCB and the HR IT Working Group.</li> <li>▪ Convenes and facilitate EHRP Change Control Board Meetings.</li> <li>▪ Provides formal decisions and/or escalations on issues that cannot be reasonably resolved by the EHRP CCB voting membership.</li> </ul>
DESOM Assistant Chair	<ul style="list-style-type: none"> <li>▪ Represents DESOM Operations, Maintenance and Development resources, and where necessary escalation point to DESOM Management.</li> <li>▪ Provides input, including alternatives and suggestions, on all levels of effort assessments, release packaging and release plan strategic alternatives.</li> </ul>
EHRP Change Control Coordinator	<ul style="list-style-type: none"> <li>▪ Coordinates the EHRP Change Control Board Meetings, including distribution of meeting materials and minutes.</li> <li>▪ Coordinates the resources, scheduling of changes and releases.</li> <li>▪ Communicates approved changes, reason for changes, and system availability impacted by planned maintenance and unscheduled events.</li> <li>▪ Coordinates with IT Technical Team regarding the actual changes that need to be implemented.</li> <li>▪ Performs initial review of change requests and confirms the data, in parallel with assessment by the IT Technical Team, to arrive at basic understanding, before they are submitted for formal vote.</li> <li>▪ Acts as the Release Manager for the EHRP CCB.</li> </ul>
EHRP CCB Voting Members	<ul style="list-style-type: none"> <li>▪ Participates in EHRP Change Control Board Meetings.</li> <li>▪ Represents their organization during the formal voting process on proposed changes to the EHRP applications or environments.</li> </ul>
Initiator	<ul style="list-style-type: none"> <li>▪ The person who initiates the change, (who may/may not also be the Requestor who fills out the change request).</li> </ul>
Requestor	<ul style="list-style-type: none"> <li>▪ The person that actually submits the Change request (who may/may not also be the original Initiator).</li> </ul>

**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).

<p>EHRP Technical Team</p>	<ul style="list-style-type: none"> <li>▪ Participates in EHRP Change Control Board Meetings.</li> <li>▪ Manages the functionality of the production environment to meet all Department-level and end-user requirements.</li> <li>▪ Generates Internal Change Requests as necessary; logs change requests into current CCB Tools.</li> <li>▪ Where necessary, performs an initial review of change requests, to determine LOE and impact on Release Plan prior to being submitted for formal vote.</li> <li>▪ Evaluates all change requests to assess impact to unit testing, user acceptance testing, production requirements and technical and business transformation, as well as all processes relating to EHRP and EHRP interfaced systems, applications and environments.</li> <li>▪ Ensures unit and integration testing of approved change requests has occurred prior to implementation.</li> <li>▪ Provides recommendations to the EHRP CCB in coordination with end-users of EHRP applications.</li> </ul>
<p>HRESM Functional Team</p>	<ul style="list-style-type: none"> <li>▪ Plays a crucial role in determining process and system inter-dependencies and relationships providing functional input into the scoping of the impact of change requests.</li> <li>▪ Participates in functional testing and regression testing for change requests.</li> <li>▪ Provides information on progress of the status and implementation of approved change requests.</li> </ul>

DASHR, OCIO, OF, OpDivs, HHS Planning



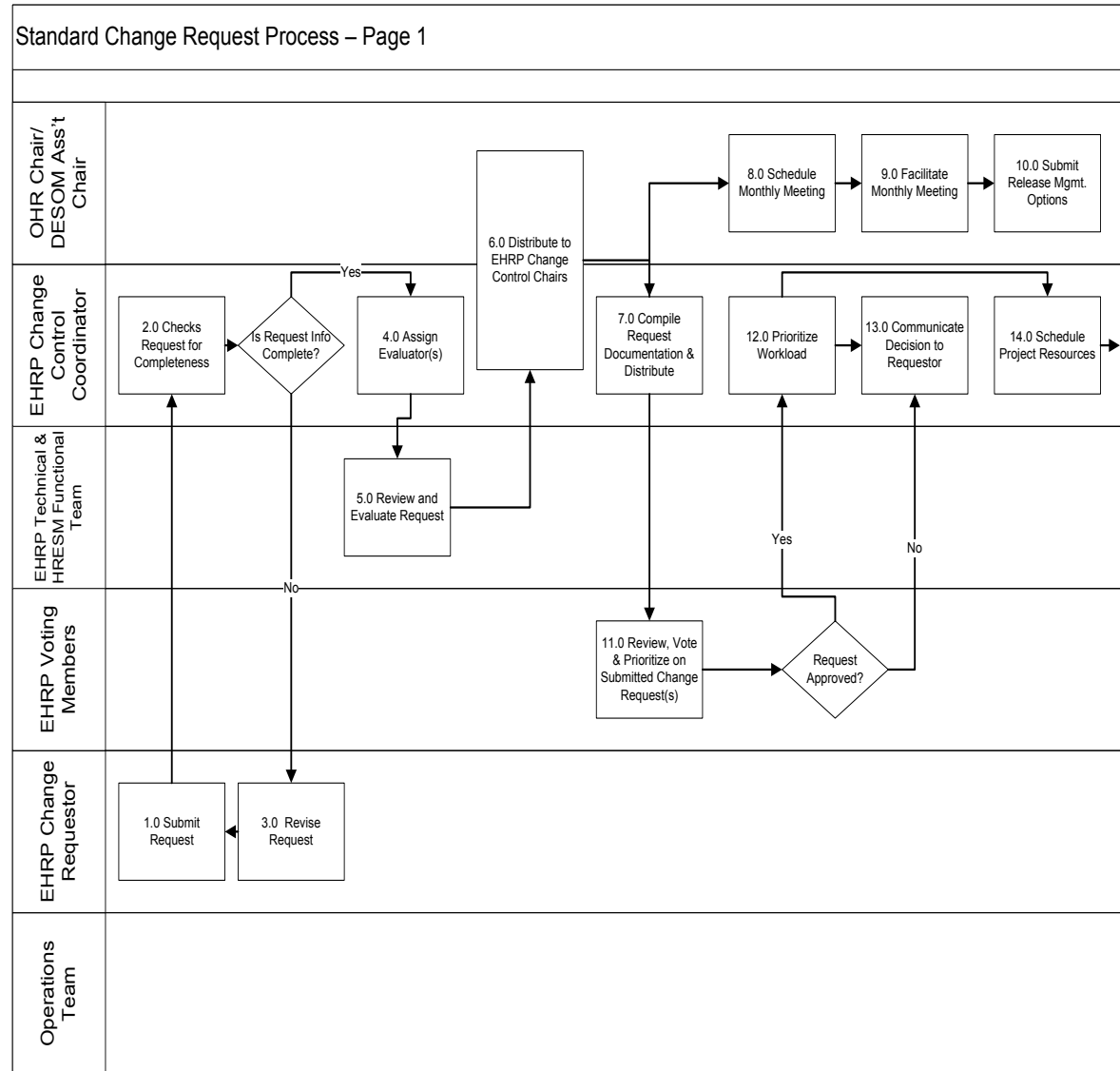
**Figure 5: EHRP/CAP Change Control Board Governance Structure**

**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.

HHS has a Change Control Process and a Change Control Board that reviews every system change request. This Board approves or disapproves changes and ranks the approved requests. A change that is organization-specific that does not benefit the entire enterprise may incur a charge to that organization.

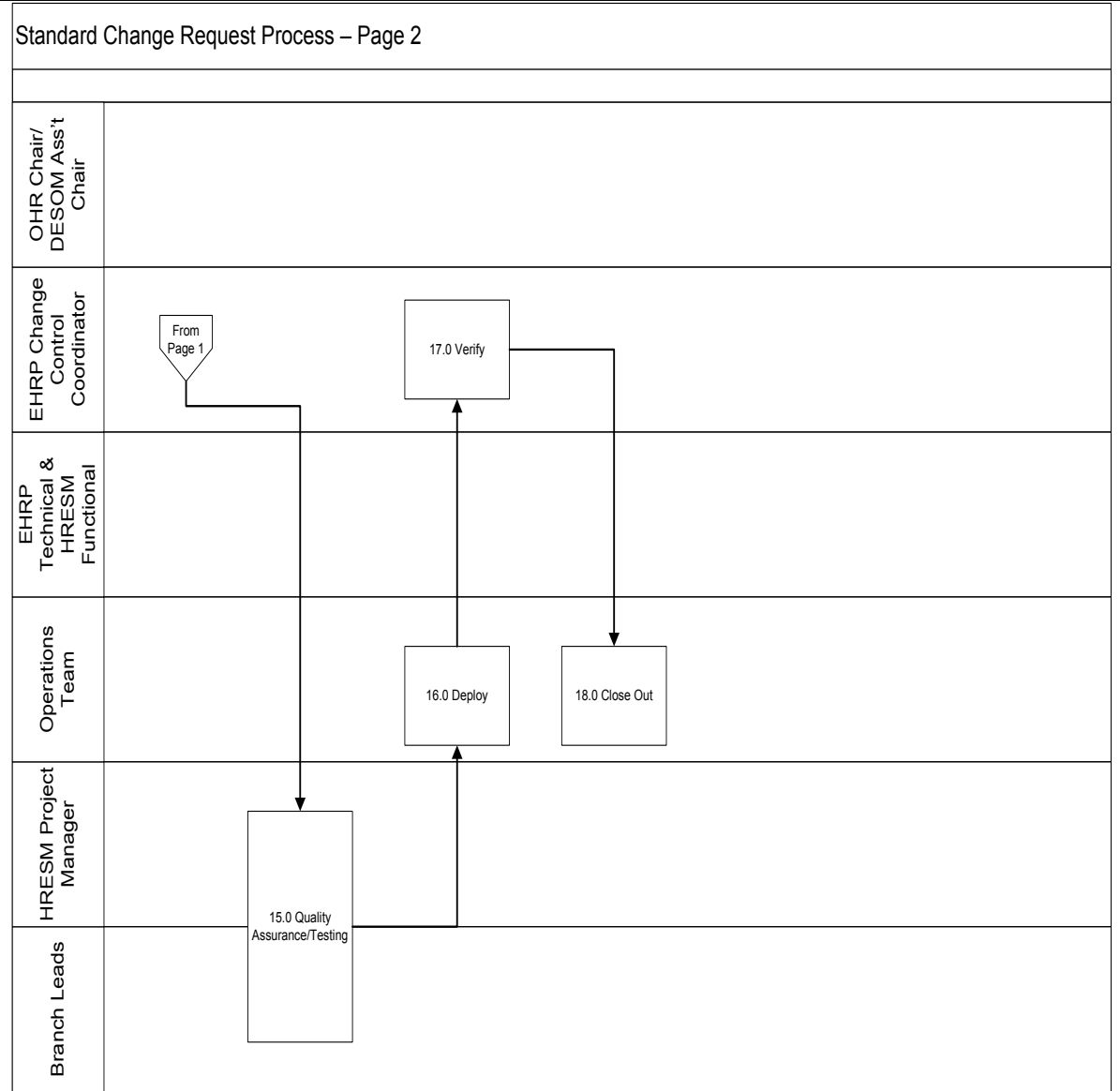
The Standard Change Request processes are outlined in the process flow and tables below:



**Figure 6: Standard Change Request Process – Page 1**

**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.



**Figure 7: Standard Change Request Process – Page 2**

Step	Action	Responsibility
1. Requestor Submits Request	Requestor completes a Change request Form (and a Business Needs Statement if necessary); submits it to the CCB Coordinator using the EHRP change request tool. <i>NOTE: All relevant requirements must be provided by the Requestor upon original submission. A Requirements Document must be attached to all change requests (please see Appendix).</i>	Requestor

**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.

2. Check for Completeness	The Change Control Coordinator checks the submitted Change Request Form and/or Business Needs Statement for completeness; if there is any pertinent business owner information missing, then the Change Control Coordinator returns to the Requestor. Upon providing the necessary information, the Requestor then re-submits to the Change Control Coordinator.	Change Control Coordinator
3. Revise Request	Obtaining feedback from the Change Control Coordinator, the Requestor revises the Change Request Form and/or the Business Needs Statement as needed.	Requestor
4. OHR Chair or DESOM Assistant Chair optionally assigns evaluator	When necessary, the DESOM Assistant Chair assigns an evaluator from the EHRP IT Technical Group and HRESM Functional Team for impact analysis, carried out in parallel with the CCB Coordinator's own initial acceptance of the change.	EHRP Assistant Chair & Change Coordinator
5. Review and Evaluate Request	The assigned evaluator from the IT technical group is responsible for contributing to the Business Need Statement and the Change request Form, an assessment of the feasibility of the request, the LOE, and any risks associated with the request. The evaluator should work with the CCB coordinator, the original requestor, the OHR Chair and the DESOM Assistant Chair to ensure complete and common understanding of the request and the desired outcome.	EHRP Technical Group, HRESM Functional Team, Change Control Coordinator (OHR Chair and DESOM Assistant Chair as needed)
6. Submit to EHRP Change Control Assistant Chairs	Upon completing the initial assessment of the Change request, the CCB Coordinator resubmits everything to the CCB, via both Chairs.	EHRP Change Control Assistant Chairs and Coordinator
7. Compile Request Documentation	The EHRP Change Control Coordinator compiles the documentation for all of the Change requests to be voted on.	EHRP Change Control Coordinator
8. Schedule Regular Meetings	The EHRP OHR Chair schedules the regular periodic CCB meeting. At least 3 business days in advance of the meeting, the EHRP OHR Chair distributes the agenda, through the Change Coordinator, with the list of Change requests to be voted on and all appropriate documentation.	EHRP OHR Chair & Change Control Coordinator
9. Facilitate Monthly Meeting	The OHR Chair conducts the CCB meeting. During the meeting, the OHR & DESOM Chairs provide a status on previously submitted Change requests, as well as facilitates the voting process.	EHRP OHR Chair & DESOM Assistant Chair
10. DESOM Chair submits Release Management Options	Where appropriate the DESOM Chair will provide details of any LOEs and impacts change request approval will have on the Release Plan, together with any Release Plan options to determine the	DESOM Chair

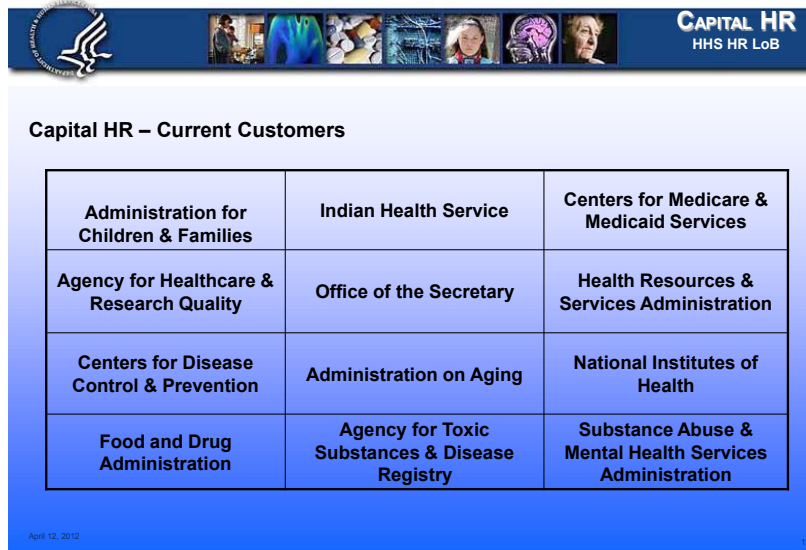
ORGANIZATION – CHANGE CONTROL PROCESS		
2.1.6	Please describe your change control process. Include information on steps for customer agency-initiated change requests, prioritization methodology, release schedule and notification procedures, and other information. In your response, please highlight points of customer involvement in the process.	
	order of the most effective deployment based on business need.	
11. Review and Vote on Submitted Change Requests	The members of the EHRP CCB vote on the submitted change requests, together with any prioritization options presented by DESOM chair based on approved CRs.	EHRP Voting Members
12. Prioritize Workload	The EHRP Change Control Coordinator works with the branch leads and HRESM PM to coordinate and assign work as needed based on approved prioritization of changes.	EHRP Change Control Coordinator & Technical/Project Manager
13. Request Decision	If the request is approved, then the EHRP Change Control Coordinator notifies the requestor of the approval and a project manager who schedules resources for the project.	EHRP Change Control Coordinator
14. Schedule Project Resources	The DESOM Chair, Change Control Coordinator and Project Manager arrange for the appropriate resources to implement the approved request.	DESOM Chair, Change Control Coordinator & Project Manager
15. Quality Assurance/Testing	The EHRP Technical Group and HRESM Functional Team ensure the solution is tested before deploying to production.	Branch Leads/HRESM PM
16. Deploy	The EHRP Change Control Coordinator ensures the solution is deployed to the production environment.	EHRP Change Control Coordinator
17. Verify	Once the change has been deployed, the EHRP Change Control Coordinator verifies the solution is fully functional.	EHRP Change Control Coordinator
18. Close Out	Following successful post-install evaluation, the EHRP Change Control Coordinator closes out the request.	EHRP Change Control Coordinator

## 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.
<p>Following are the current HHS HRLOB customers which total about 70,000 employees. All of these customers were migrated from a legacy HR system to PeopleSoft 8.0 in 2002 (ahead of schedule) and then upgraded to PeopleSoft 8.9 in 2007. Plans are to migrate all 70,000 to PeopleSoft 9.1 in the near future.</p> <p>All customers were also successfully migrated to DFAS for payroll processing in 2005- at the time the largest single DFAS migration.</p>	

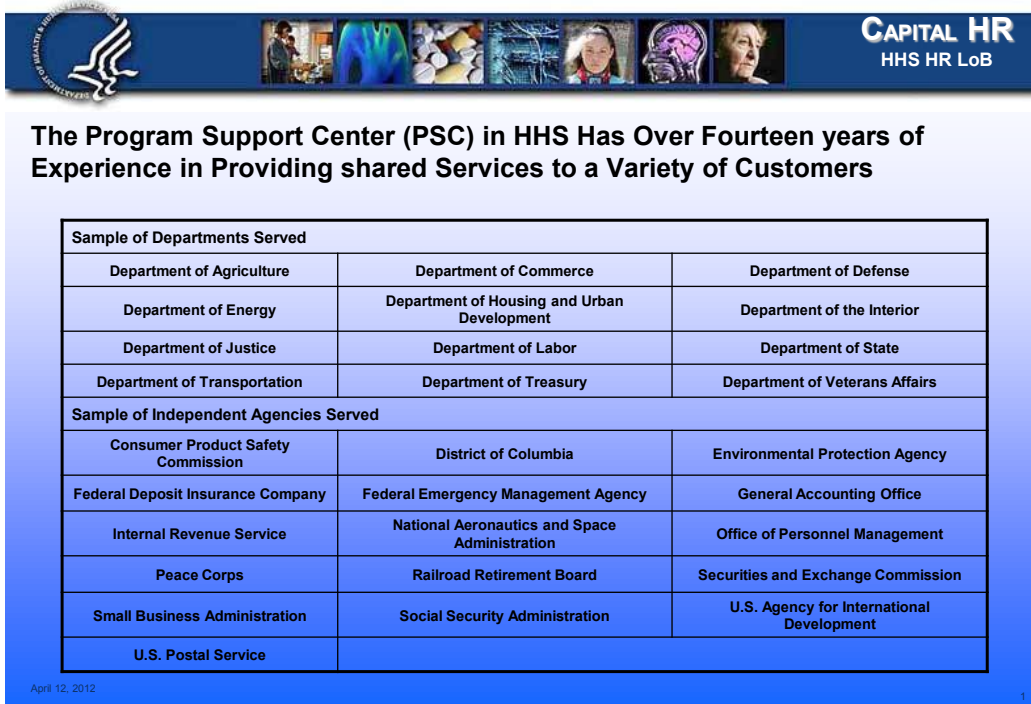
**MIGRATION MANAGEMENT – PREVIOUS MIGRATION EXPERIENCE**

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.



**Figure 8: Capital HR – Current Customers**

In addition to offering HR services and systems, the parent organization of the HHS HRLOB, the Program Support Center (PSC), has migrated the following customers to other administrative services offered:



**Figure 9: Program Support Center Customer History**



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.
<p>A new customer migration would require activities in 4 major categories that would span the life cycle of preparation, Design/Build/Test, Deploy, and Customer Support. The 4 major categories and examples follow. These 4 activities would be accomplished in parallel fashion across the life cycle of the project:</p> <p>People and Change Management:</p> <ul style="list-style-type: none"> <li>• Identify the team, train team, prepare and conduct kickoff</li> <li>• Conduct change readiness assessment and engage change agents</li> <li>• Prepare and deliver communications and training</li> <li>• Monitor employee engagement and buy-in</li> </ul> <p>Process and Requirements Validation</p> <ul style="list-style-type: none"> <li>• Fit/Gap documentation</li> <li>• Create process designs</li> <li>• Conduct pilot and make necessary modifications</li> <li>• Deploy and continuously improve processes</li> </ul> <p>Technology/Data</p> <ul style="list-style-type: none"> <li>• Prep infrastructure, install instance</li> <li>• Build customizations and interfaces</li> <li>• Convert data and test solution</li> <li>• Deploy and modify as needed</li> <li>• Monitor and upgrade, add additional functionality</li> </ul> <p>Program Management</p> <ul style="list-style-type: none"> <li>• Define governance and PMO processes</li> <li>• Monitor implementation progress</li> <li>• Monitor deployment and pilot modifications</li> <li>• Monitor and report on SLA's</li> </ul>	

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.
<p>The PMO staff that supports the parent organization of the HRLOB has Project Management Profession (PMP) certification to work with the technical transition team to ensure the Migration of a new client into HRESM is handled in a professional and disciplined manner. HHS' Enterprise Performance Life Cycle (EPLC) is the foundation of the methodology behind the disciplined processes utilized to successfully migrate new clients and new systems. Within the EPLC, a key artifact for the project is the Project Management Plan. The Project Management Plan encompasses sub plans for each of the key elements asked about in 2.2.3. There are plans for managing Scope, Schedule, Costs, Communication, Resources, Risk and Quality</p> <p>HHS works with clients to define the scope of the work to be performed and including the detailed requirements to ensure there is a clear understanding between the parties of the work to be performed. Once this scope is defined, a project schedule is created that reflects all the tasks that need to be performed to accomplish the work. The schedule is then resourced to determine the time and number of resources required to accomplish the scheduled work. With costs assigned to each resource category a project cost is establish. After these artifacts are reviewed with the client and approval to proceed is reached, baselines are established for schedule and cost, and the project is started.</p> <p>The HHS PMO as a normal practice once the Project Schedule and Costs are baselined, is to move to an agreed reporting cycle to review progress based on Earned Value. As a normal practice, the DESOM PMO manages the variances within a (+ or – 10% threshold) if the project variance is greater than the 10% a variance report is</p>	

**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.

required.

Finally, in addition to the PMO utilizing the project management disciplines described about, the PMO staff have been trained in the HHS EPLC and are currently embarking on additional PM training curriculum that includes in-depth training on key Program Practices. A Program Practice defines, documents and communicates policies, methods, criteria, process steps, standard procedures, roles and responsibilities etc. The current Program Practices that are being taught to the DESOM staff include:

Scope Management, Requirements Management, Risk Management, Quality management, schedule management and Document Management.

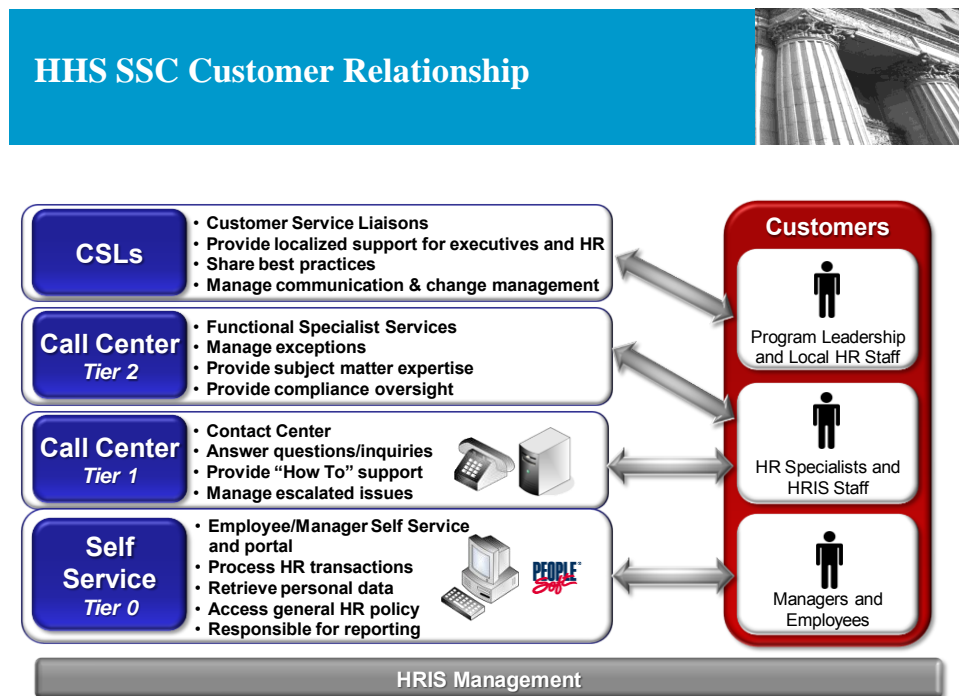
**2.3 Customer Support**

**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

The following graphic depicts how HHS would utilize Customer Service Liaisons (CSL) to provide localized support for management and HR, share best practices, and manage communication and change management. The CSL's would handle issues/complaints, Communicate updates, and measure customer satisfaction.



**Figure 10: HHS SSC Customer Relationship**

**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.
Please see the section above (2.3.1) for a graphical representation of the Help Desk Structure. The Helpdesk functions can be customized to provide the full range or less dependent upon the customer's needs. Hours of operation and other metrics can be agreed upon in the SLA process.	

<b>CUSTOMER SUPPORT – TRAINING SUPPORT</b>	
2.3.3	<p>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.</p> <ul style="list-style-type: none"> <li>- classroom courses with live instructors</li> <li>- computer-based training (online courses, simulations, etc.)</li> <li>- train-the-trainer program</li> <li>- user manuals, guides, and other training materials</li> </ul>
<p>Dependent upon the modules implemented, HHS offers a combination of web-based training, classroom and on-line training. Train-the trainer and online or paper manuals and training materials can be tailored to the customer's needs. Costs would be dependent upon modules implemented, number of users, geographic locations, etc.</p> <p>As part of the impending PeopleSoft upgrade to version 9.1, HHS will be leveraging the UPK (User productivity kit) to provide a jump start in creating system process documentation, user acceptance test scripts, job aids, training, and support materials.</p>	

## 2.4 Performance Management

<b>PERFORMANCE MANAGEMENT – SERVICE LEVEL AGREEMENTS</b>	
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.
<p>The HHS Service Level Agreement structure and its inherent performance measures demonstrate a commitment to providing the highest level of quality, timely services possible. The provision of the services will be based on mutually developed target service levels per process and refined into Service Level Agreements (SLA). The provision of the services will be based on mutually developed target service levels per process and refined into Service Level Agreements (SLA).</p> <p>This SLA document will be formulated in order to:</p> <ul style="list-style-type: none"> <li>o Set out the key principles for the service relationship</li> <li>o Set out the services and responsibilities of both customers and the HHS HR LOB to ensure that the service meets the SLA requirements</li> <li>o Describe the HHS HR LOB's service levels, response times and performance levels to be expected and the service level measurement criteria</li> <li>o Define the incident reporting mechanisms</li> <li>o Outline procedures for amending and reviewing services</li> <li>o Outline procedures for resolving service failures</li> </ul> <p>HHS HRLOB Key Performance Indicators</p> <ul style="list-style-type: none"> <li>• Percentage of system downtime</li> <li>• Pay error rates – from interface errors</li> <li>• Personnel action errors from system edits errors</li> <li>• Number of system material weaknesses from audit findings</li> <li>• The number of inquiries (e.g., questions, complaints) regarding programs answered at tier 0 as opposed to other tiers</li> <li>• Of the total personnel transactions available through self-service, the percent of personnel transactions actually initiated in self-service</li> <li>• Self service active accounts as a percentage of possible end-user accounts</li> </ul>	

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.
	<ul style="list-style-type: none"> <li>• Accuracy/ timeliness of standard reporting requirements</li> <li>• Accuracy and timeliness of mass actions</li> <li>• Cost savings/ avoidance</li> </ul> <p><u>Call Center</u></p> <ul style="list-style-type: none"> <li>• First call resolution percentage</li> <li>• Average call wait time</li> <li>• Average time to resolve issues</li> <li>• Caller satisfaction survey results</li> <li>• Accuracy of resolutions</li> </ul>

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.
	<p>HHS uses several methods for performance evaluation and continuous improvement:</p> <p><b><u>Annual Survey</u></b>  HHS HRLOB parent organization has partnered with an independent contractor to develop, deploy and analyze the results of annual Customer Satisfaction Surveys. The resulting reports includes a review of overall results, and results for each HHS service that was evaluated through the survey. The objectives of the Customer Satisfaction Surveys are to:</p> <ul style="list-style-type: none"> <li>• Continue to measure performance using standards for each service from the prior Customer Satisfaction Survey</li> <li>• To map the survey questions to the Key Performance Indicators (KPIs) as a baseline for customer satisfaction</li> <li>• To identify opportunities for improving customer satisfaction</li> </ul> <p><b><u>Customer Comment Cards</u></b></p> <ul style="list-style-type: none"> <li>• Although there were originally hard copy cards available for customer use, this methodology had evolved into hyperlinks at the end of email signature tags that link customers to a survey on customer service. In this way there is immediate feedback based on individual interactions with customers on specific actions.</li> </ul> <p><b><u>OPM HRLOB Performance Metrics</u></b></p> <ul style="list-style-type: none"> <li>• HHS uses the quarterly OPM HRLOB metrics to track and improve services. They are also used as a baseline to align HHS measures with those of OPM used government-wide.</li> </ul>

## 2.5 Financial Management

FINANCIAL MANAGEMENT – FUNDING UPGRADES AND MODERNIZATION	
2.5.1	Please describe your approach for funding upgrades and modernization.
	<p>All HHS IT upgrades and modernization projects must use the HHS Enterprise Performance Life Cycle (EPLC) process. The HHS EPLC is a framework to enhance Information Technology (IT) governance through rigorous application of sound investment and project management principles and industry’s best practices. The HHS EPLC provides the context for the HHS IT governance process and describes interdependencies between its project management, investment management, and capital planning components.</p> <p>The goals of the EPLC framework are to:</p> <ul style="list-style-type: none"> <li>• Provide a coherent and effective methodology to guide HHS IT investment and project management to ensure that enterprise needs are met.</li> </ul>

FINANCIAL MANAGEMENT – FUNDING UPGRADES AND MODERNIZATION	
2.5.1	Please describe your approach for funding upgrades and modernization.
	<ul style="list-style-type: none"> <li>Promote the effective and consistent use of investment and project management principles and industry best practices to consistently deliver IT capabilities that provide maximum support to HHS business needs within approved cost and schedule baselines.</li> <li>Enhance the HHS IT governance process by effectively integrating IT investment planning, execution, management, and oversight.</li> <li>Ensure Critical Partner and stakeholder functions are performed throughout the life cycle of investments to include timely, effective multi-disciplinary reviews of IT investments and reports on them to the HHS IT Governance Bodies for their assessment of investments within the context of the HHS enterprise-wide IT portfolio.</li> </ul>

## 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.
	<p>The HHS Enterprise Architecture (EA) Program provides the foundation for allocating resources of all types toward the realization of the Department’s strategic business goals and objectives. The EA is a strategic resource that helps HHS plan, invest in, and implement information technology solutions to meet business needs and help manage the IT investment portfolio. It provides a mechanism for understanding and managing complexity and change. EA products identify the alignment of organizational business and management processes, data flows, and technology. They also enable identification of capability gaps and duplication. The HHS Enterprise Architecture enables greater success in HHS missions by promoting the alignment of human, information and technology resources to achieve optimum performance. By adopting sound EA policies and practices, HHS can plan, invest in, and implement information technology solutions to meet business needs and improve performance of providing service to internal and external customers.</p>

BUSINESS ALIGNMENT – OPM HR LOB OBJECTIVES	
2.6.2	Please describe how your strategy and business practices are aligned to <a href="#">HR LOB goals and objectives</a> .
	<p>The HHS CONOPS/Vision Document has been developed to serve as a guide to further define and improve HHS’ HR LOB. It describes the vision for the end-state HHS HR LOB, to include the major implementation considerations needed to meet this vision as set forth by OPM.</p> <p>The objective of the HR LOB, as defined by OPM, is to “create a framework for Government-wide, modern, cost effective, standardized, and interoperable HR solutions.” Solutions identified herein should provide common core functionality and maximize automation of processes to support the strategic management of human capital. OPM has identified select processes to be serviced in the ‘near-term’ via a centralized service delivery model. These processes fall in the following three core functions: benefits administration, personnel action processing, and compensation management (to include payroll processing, time and attendance and labor cost distribution). HHS is well positioned to meet these near-term requirements of the HR LOB.</p> <p>The longer-term model as defined by OPM calls for the HR LOBs to assume greater servicing responsibilities with customer agencies evolving their HR functions toward fewer, more strategic services. To this end, OPM has also established the following guiding principles for the HR LOBs:</p> <ul style="list-style-type: none"> <li><b>Improve the government wide strategic management of human capital</b> (faster decision making, more informed policy making, more effective workforce management, and improved resource alignment with agency missions.)</li> <li><b>Achieve or increase operational efficiencies</b> in the acquisition, development, implementation and operation of human resources management and supporting systems (improved servicing ratio/response times, reduced cycle times, and improved automated reporting.)</li> <li><b>Achieve or increase cost savings</b> from HR solution activities (reduced duplicative software/hardware/operations/labor resources, increased competitive environment.)</li> <li><b>Improve customer service</b> (increased accessibility and value to the client, improved communication and</li> </ul>

BUSINESS ALIGNMENT – OPM HR LOB OBJECTIVES	
2.6.2	Please describe how your strategy and business practices are aligned to <a href="#">HR LOB goals and objectives</a> .
<p>responsiveness, enhanced quality, timeliness, accuracy and consistency.)</p> <p>These guidelines and the longer-term HR LOB requirements that OPM has defined are part of the HHS strategic vision to meet and exceed these requirements by investing resources and capital into the HR LOB product line over time.</p> <p>At the core of this CONOPS is the decision to develop and implement the HHS HR LOB in a phased approach, delivering HR services through a Shared Services Center that is designed around a set of standard HR service offerings supported by a common, scalable technical architecture. Since November, 2005, the HHS HR LOB initiative has been under the guidance and direction of a Strategic Planning Committee and a Project Steering Committee. These committees have reviewed alternative approaches and have approved this phased approach, with the guidance that each phase should be designed to move HHS forward in a manner that will allow service continuity, while delivering tangible benefits aligned with the long-term HR LOB mission.</p>	

BUSINESS ALIGNMENT – OPM HIRING REFORM	
2.6.3	Please describe how you support <a href="#">OPM Hiring Reform</a> .
<p>HHS managers are actively involved in planning current and future workforce needs with the HR Offices; collaborating with HR on drafting the vacancy announcement and the selection assessment; conducting interviews and reference checks in a timely manner; and supporting new employee’s transition to federal service.</p> <p>Hiring Reform requires managers to be actively involved in the hiring process. Volunteer managers worked in concert with HHS HR to implement the six elements of hiring reform that went into effect on November 1, 2010:</p> <ul style="list-style-type: none"> <li>o A streamlined process;</li> <li>o No more narrative knowledge, skills and abilities narratives;</li> <li>o resume only applications;</li> <li>o Applicants notification during the hiring process;</li> <li>o Category rating replaces the “Rule of 3”; and</li> <li>o Hiring officials are accountable for their role and responsibilities in the hiring process.</li> </ul> <p>HHS implemented standard operating procedures for the Accelerated Hiring Process (AHP) to provide a well-defined, transparent process through strategic partnerships with hiring officials and servicing HR Specialists. Timelines and standards were developed, i.e., service level agreements, for various phases of the recruitment process. These timelines and standards provide recruitment goals for meeting the OPM established average hiring requirements. The accelerated hiring targets are possible through:</p> <ul style="list-style-type: none"> <li>• Program and human resources joint responsibility for a consistent process;</li> <li>• Pre-Recruitment Consultations; and</li> <li>• Accurate tracking and reporting mechanisms.</li> </ul> <p>Benefits of the AHP include increased productivity in accomplishing program mission; reduction in re-work; reduction in hiring time; and it enhances quality of candidates with the usage of subject matter experts (SMEs) and in the development and utilization of better job analysis criteria and staffing assessment questions.</p> <p>HHS has automated processes in order to produce and monitor “Time to Hire” reports and will make that a cornerstone of the soon to be upgraded PeopleSoft 9.1 system. In addition, several stand alone recruitment tracking systems will be decommissioned with the upgrade to PeopleSoft 9.1 and be replaced with PeopleSoft functionality. That along with utilizing PeopleSoft’s Talent Acquisition Manager and Person Model functionality should streamline and further improve the goals of hiring reform by combing functions into a single system that will work in concert with OPM’s USA Staffing and USA Jobs.</p>	

**END OF BUSINESS CATEGORY**