HR LOB Shared Service Center Catalog
General Services Administration (GSA)

Contents

1. Functional

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

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

1.1 Core Services

CORE SERVICES – PERSONNEL ACTION PROCESSING
Personnel Action Processing - initiates, validates, approves, updates, and documents personnel actions and data.
Click Here for GSA's Self-Evaluation for **Personnel Action Processing** Target Requirements

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

The General Services Administration (GSA) provides personnel action processing services through our consolidated center of expertise. GSA provides agencies assistance with determination of appropriate Nature of Action Codes (NOACs), Legal Authority Codes (LACs), and other personal regulations. GSA validates actions against relevant law, rule, regulation & agency policy; processes the actions in GSA's HR Business Technology; and confirms the actions have flowed into the Payroll System. GSA has over 13 years of past performance as a consolidated center of expertise in personnel action processing. GSA's consolidated center provides nationwide support across all United States (US) continental time zones from one central location. GSA utilizes Lean Six Sigma Process Improvement techniques to monitor data integrity and quality of personnel action processing.

GSA developed the Comprehensive Human Resources Integrated System (CHRIS), using the Oracle Federal Human Resources (OFHR) product as the foundation, for use as GSA HR Business Technology. CHRIS allows a manager or their designee to initiate a Request for Personnel Action (SF-52) and using Oracle Workflow, route the personnel action through the appropriate approval authorities to the servicing Human Resource (HR) Office. The servicing HR Office completes the SF-52 and produces the Notification of Personnel Action (SF-50).

GSA's HR Business Technology CHRIS supports the Office of Personnel Management (OPM) Directed Nature of Action Codes (NOACs):

- 100 series—appointments

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- 200 series—returns to duty from nonpay status
- 300 series—separations
- 400 series—placements in nonpay and/or nonduty status
- 500 series—conversions to appointment
- 700 series—position changes, extensions, and miscellaneous change
- 800 series—pay changes and miscellaneous changes
- 900 series—(Reserved for use by agencies)

CHRIS maintains Custom 9## NOAC's:

- 900 Retro Correction
- 901 Change in Organization
- 909 Change in Supervisor
- 930 Detail
- 931 Extension of Detail
- 932 Termination of Detail
- 962 Move to New Service Provider
- 978 Preliminary Disability Retirement Request
- 970 Denial of Preliminary Disability Retirement Request
- 995 Position Title/Number Change

CORE SERVICES – PAYROLL PROCESSING	
Payroll Processing - captures, validates, and processes payroll and disbursement data for a given pay period by gathering data on employee time worked and leave taken, calculating gross pay and processing deductions and taxes to calculate net pay.	
Click Here for GSA's Self-Evaluation for **Payroll Processing** Target Requirements	
1.1.2	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.

GSA has been a cross-service provider of payroll services for more than 40 years and has been officially designated as a full-service e-Payroll provider since 2003.   GSA's Payroll Accounting and Reporting (PAR) system is fully automated system, built and maintained in house on an Oracle platform. PAR complies with the HR LOB Compensation Management core functional requirements. Our payroll solution offers modules for an employee's entire service life, from initial hire through final payments at separation and submission of retirement records to the OPM.

GSA's Electronic Time and Attendance Management System (ETAMS) is a true, exception-based time and attendance and employee leave-reporting system. Time and attendance data is input at the user's workstation and ETAMS submits the data to PAR electronically. Once certified Time and Attendance data is submitted to PAR, the GSA completes the remaining necessary operational reviews of the employee pay and leave information pertaining to the current pay period and initiates the final payroll calculation process for that pay period.

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

PAR's automated payroll calculation process computes gross pay and allowances, required regulatory tax deductions, benefit deductions, leave information, and any other employee initiated deductions to derive the biweekly net pay for the employee.   All calculations are validated against relational database table edits built upon the underlying regulatory requirements surrounding each individual calculation. PAR also has the ability to process prior pay period re-computations due to amended time and attendance data or retroactive personnel actions.

The final payroll calculation process is completed on the first Wednesday after the pay period ends with an official pay date of the second Wednesday after the pay period ends. For those employees using Electronic Funds Transfer (EFT), their salary disbursement is deposited in their financial institutions on the First Friday after the pay period ends.

CORE SERVICES – PAYROLL REPORTING	
Payroll Reporting - reports on payroll and human resources information by pay period, by quarter, by calendar year, by fiscal year and as requested. These reports are a result of or integral to the payroll process.	
Click Here for GSA's Self-Evaluation for **Payroll Reporting** Target Requirements	
1.1.3	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.

GSA complies with all payroll reporting requirements mandated by law. This includes reporting of Federal, state, and local taxes to the appropriate governmental entities, reconciliation and reporting of government employee benefit programs such as federal retirement, health and life insurance programs (both for Federal and Quasi-Federal employee programs), executive and legislatively mandated reporting requirements and Thrift Savings Plan (TSP) reporting. GSA complies with all OPM Electronic Human Resource Initiative (EHRI) and Retirement System data feeds reporting on a bi-weekly basis.

GSA provides a full slate of online automated payroll and accounting related reports to client agencies to assist them in their missions based on regulated reporting dates whether it's bi-weekly, quarterly, or annually. These reports are made available to client agencies electronically through GSA's, History Access Reports for Payroll (HARP) application. Reports in HARP are maintained in a Discoverer environment and are snapshots in time of data taken at the conclusion of the biweekly processing cycle. HARP reports can be downloaded into a CSV or Microsoft Excel format for data review and analysis. Biweekly pay period reports are available in HARP by the Friday after each pay period begins.   Examples of standard reports available to client agencies are:

- Union Dues Report
- Without Pay Report
- Premium Pay and Validation Report
- Continuation of Pay Report
- Welfare to Work Report
- Accounting Distribution Report
- Consolidated Pay Report
- Earnings to Net Report

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

- Monetized Leave Report
- Shared Leave Report
- Supervisors Time and Attendance Report
- TSP Transactions Report
- Leave Aging Report

In addition, as part of our normal biweekly, monthly, and quarterly processing, GSA generates the following reports:

- Monthly Full Time Equivalent (FTE) Budget Detail Report
- Monthly Budget Report
- Monthly electronic file to Department of Labor containing monthly employment data and total quarterly wages paid.
- Monthly State and Local Tax Remittance Report
- Monthly 685 Detail Report (Summary Report of Paid Employment)
- Quarterly FTE 113 G Report,
- Quarterly 113 A Feeder Report for non CHRIS clients
- Quarterly Parent Locator File for Health and Human Services (HHS), Office of Child Support Enforcement
- Quarterly Department of Labor Continuation of Pay (COP) Report
- Federal 941 Quarterly Tax Report
- Fiscal Year-End 1351-A, Work Years and Personnel Cost Report, Basic and Premium Work Years and Pay
- Fiscal Year-End 1351-B, Work Years and Personnel Costs Report, Cost of Employees' Benefits
- Calendar Year End State and Local Tax Reports
- Calendar Year End Federal 1099 Interest and Miscellaneous Reports
- Calendar Year End Social Security Administration (SSA) Interface
- Leave Year End OPM Form 1351-C, Work Years and Personnel Costs Report, Leave Earned and Used

All Requests for non-standard or adhoc reports are submitted to GSA.   Requests for adhoc reports which do not result in a systems change are evaluated and costs recovered based upon the GSA's time, labor and materials required to produce the report for the client.

Requests for non-standard or adhoc reports requested by the client which result in system changes will be borne by the client. Such requests will be evaluated by GSA's Payroll Change Control Board (CCB). Costs for system changes will be assessed based upon time, material, and labor costs of $80 per hour with a minimum charge of $500. The client agency will be notified subsequently of the implementation viability, time-frames, and associated costs of their request. These Optional Payroll Services include:

- Services requested to comply with the policy that requires system changes.
- Extemporaneous additional services requested that are not identified in the basic payroll services that result in changes to the PAR system.

CORE SERVICES – PAYROLL REPORTING	
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• Customized adhoc queries, reports, or any other specialized requests for information requiring other than routine analysis and normal processing.	

CORE SERVICES – BENEFITS PROCESSING	
Benefits Processing - captures, validates, and processes benefits elections and actions.	
Click Here for GSA's Self-Evaluation for **Benefits Processing** Target Requirements	
1.1.4	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
GSA provides benefits processing and support for initial election using paper based forms. Subsequent changes after initial election are made in Employee Express (EEX) and validated by GSA benefits personnel. GSA validates all benefits forms for completeness and then completes the transactional processing of the benefit into CHRIS and subsequent transmission into the PAR System. GSA ensures that benefits carriers are notified as required. GSA operates a Benefits Help Desk, available by phone and email, for agencies and their employees to request assistance with benefits questions relating to health, life, flexible spending, and other Federal benefits. GSA provides periodic training and information fairs on benefits and coordinates just in time delivery during open seasons. GSA provides retirement and workers compensation counseling as well.	

CORE SERVICES – BENEFITS REPORTING	
Benefits Reporting - provides the capability to report employee participation in benefits programs.	
Click Here for GSA's Self-Evaluation for **Benefits Reporting** Target Requirements	
1.1.5	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
GSA submits all employee benefit actions to include initial enrollment, changes, terminations, and biweekly benefit premium salary deductions to the OPM through the OPM EHRI submission process on a biweekly basis. Employee benefit premiums are calculated and deducted from employee's gross salary payment on a biweekly basis and submitted electronically to OPM through the Retirement, Insurance Transfer System (RITS). Employee benefit deduction files are transmitted on a biweekly basis by GSA to the appropriate benefit third party vendor. GSA reviews and initiates corrective actions of employee's Federal Employee Health Benefits (FEHB) where there are differences between carrier and agency data using the FEHB Clearing House (CLER) application on a quarterly basis.	

CORE SERVICES – TIME AND ATTENDANCE	
Time and Attendance - defines work schedules; records and certifies the time and attendance for employees of an organization.	
Click Here for GSA's Self-Evaluation for **Time and Attendance** Target Requirements	
1.1.6	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
GSA's Electronic Time and Attendance Management System (ETAMS) is a true, exception-based time and attendance reporting system. An employee's normal work schedule is entered once and only exceptions to that schedule are required. ETAMS is used world-wide by client agencies to record and certify pay and leave data. It provides reporting of the current pay period and amendments to past pay periods. ETAMS includes a Labor Data	

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recording module which provides client agencies the ability to track employee hours to designated projects or duties. Use of the labor data module is at the discretion of the client agency. It is available for all employees within the ETAMS system.

The ETAMS system is available through FEDdesk, an application using a Citrix MetaFrame platform to provide access over the internet. Time and Attendance data is stored in a single Oracle database and certified pay period data is transmitted to the GSA Payroll Accounting and Reporting system (PAR).

Access to the ETAMS application and data is administered via the ETAMS Facility structure which organizes (groups) employees and defines user roles. Agencies may use one or more facilities to group employees. Within each facility, employees can be set up to be a:

- **Non User** (Time card exists but not maintained by the employee);
- **Base User** (An employee who maintains their own time card and/or Labor data):
- **Time Keeper** (Users that maintain time cards and/or Labor data for other employees);
- **Certifier** (Managers who sign employee time cards) OR;
- **Facility Coordinator** (Employees who are administrators for the Agency facility(s))

System Features:

- Paperless certification of time and attendance
- Exception-based time keeping which frequently requires no action by the employee or time keeper unless the employee take leave or works overtime
- Historic time keeping data is stored electronically and is retained for retrieval online in the ETAMS Archives
- Any modifications to an employee's pay period data made within the PAR system are sent back and recorded in ETAMS within the Archives module and available for review by the client
- Online editing results in less than a 1% error rate in processing time cards
- Payroll verifies that every time card is received so that no employee is unpaid in error
- Warning messages throughout the application signal critical actions
- A process to amend past time cards is online and exception-based
- Time cards can be completed and approved from any location using an internet connection
- Employee leave balances are available on-line
- Permissions are granted and removed by the client's own administrators
- On-line help and tool tip messages are available for reference

GSA operates a Helpdesk to assist with user questions or problems.

Manager Self-service - allows managers to be self-sufficient in initiating actions or updating, retrieving, and analyzing employee and organization information within their sphere of control as a manager or supervisor.

Click Here for GSA's Self-Evaluation for **Manager Self-Service** Target Requirements

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

GSA's HR Business Technology (CHRIS) features Manager Self Service which enables managers to create and certify performance plans and annual appraisals, initiate and approve awards, initiate a Request for Personnel Action (SF-52), and view their assigned employees' current (real-time) employment data (i.e., position, assignment, salary, award, performance, training, leave, etc.). Personally Identifiable Information (PII) and Privacy-protected data is excluded. Notification of Personnel Actions (SF-50s) can be viewed and printed using Adobe Acrobat (excluding SSN and DOB).

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

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

GSA's HR Business Technology (CHRIS) features Employee Self Service which enables employees to view their current (real-time) and historical employment data (i.e., position, assignment, salary, award, performance, training, leave, etc.). Notification of Personnel Actions (SF-50s) can be viewed and printed using Adobe Acrobat.

GSA uses the Office of Personnel Management's (OPM) Employee Express (EEX) application for Employee Self Service, Electronic Pay and Leave Statements and annual issuance of the Internal Revenue Service (IRS), Form W-2, Wage and Tax Statement. EEX is an easy, convenient system, developed to let the employee make changes to their employee benefit and payroll information on their own, anytime, anywhere via the internet. All an employee needs is their Login Identification (Login ID) and password.

EEX provides private, secure, control of an employee's discretionary payroll and personnel information. GSA is the only federal e-Payroll Provider, EEX User, who utilizes a real time update of information, meaning that as soon as the employee makes the change in EEX to their payroll information, it is updated immediately in the GSA Payroll System.

Through the use of EEX, employees are offered the following options:

- View Pay, Annual and Sick Leave Information
- Change Federal or State Tax Withholding Information
- Change W2, TSP, TSP Catch-up, or Home Mail Information
- Enroll/Change Direct Deposit (EFT) of Net Salary Check
- Create/Change/Deactivate Savings Allotment Information
- Provides the ability to choose an Alternate Login ID and Password
- Complete annual Combined Federal Campaign form online
- Enroll/Change Health Savings Account Information
- Review employee's basic information
- Review Earnings, Deductions, and Garnishment Share Contributions for current and prior pay periods (up to 3 yrs prior)
- View Comprehensive Leave Record
- View Shared Leave Donated Record
- View Current Address
- View Current Local, State, and Federal Tax
- View Current Savings Allotment

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

- Personal and Agency specific messages may be put on the Pay and Leave Statement.
- Access annual Form W2, Wage and Tax Statement electronically
- Initiate changes to Federal Employee Health Benefits (FEHB) or Government Life Insurance (FEGLI) based upon life changing events
- Initiate changes to TSP and TSP Catch-up

EEX saves time and money for over 50 Federal agencies by ensuring that:

- Changes are more accurate
- Paperwork and data entry are reduced for HR and Payroll staff
- Employees are empowered by convenience and privacy.

GSA offers employees self service employment and income verification through our contract with the TALX Corporation, **The Work Number**. The Work Number can be used anytime, anywhere since it is available 24 hours a day, 7 days a week. The Work Number is an automated service that verifies employment and income within a matter of minutes with a single phone call. This fast, secure service is used when applying for a mortgage or a loan, for reference checking, leasing an apartment, or any other instance when proof of employment or income is needed. Employees benefit from having control of the process when authorizing others access to their information.

1.2 Non-core Services

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

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

GSA utilizes agency procedures to conduct job analyses and develop reliable and valid job criteria, develop vacancy announcements, and track applicants from inception to their final selection and start date. Using a client agency's Merit Promotion Plan, OPM's Delegating Examining Procedures and any relevant collective bargaining agreements, GSA staff works with selecting officials to develop a crediting/rating plan for each vacancy announcement and for each grade level that is announced.

GSA is a leader in implementing President Obama's Improving Federal Hiring Initiative. Through our HR Process Improvement Program that focuses on Lean and Six Sigma improvement methodologies, GSA has been able to standardize the hiring process across geographies, define a common set of standard operating processes, and has an automated tracking tool that is tied into our CHRIS solution. This allows GSA to provide the status of any staffing action on-demand.

GSA meets all staff acquisition requirements for client agencies by adhering to all laws, regulations and statutes outlined in the Human Capital Assessment and Accountability Framework (HCAAF) and the Code of Federal Regulations (CFR). All recruitment and retention processes will be exercised within the guidance specified in

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

Chapter 5 of the CFR. GSA's hiring system has many features that aide in streamlining the application and screening process. Agency applicants will have the ability to create application profiles and apply for multiple vacancies online. Applicants can log in and view the status of their application at any time, and they are able to upload supplemental documents directly into their application package.

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

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

GSA is in the requirements definition phase for an Entrance on Duty service component and will offer this non-core service in the future.

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

GSA develops and implements recruitment programs for professional, administrative, management, trade and clerical positions across the breadth of the Federal workforce. GSA offers recruitment strategy and candidate sourcing services to identify and attract a diverse candidate pool to support client agency hiring needs. We have developed agency-specific programs effectively using special hiring initiatives programs under Schedule A authorities or under 5 CFR Part 315, such as Veteran's Recruitment Appointment (VRA) appointments.

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.

GSA meets all separation management requirements by adhering to all separation management guidance provided in the Code of Federal Regulations (CFR). All actions during the separation process will be documented per the CFR for all circumstances, including retirement, termination, failure to complete probationary / trial periods,

NON-CORE SERVICES – SEPARATION MANAGEMENT
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1.2.4	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.

agency transfers, reductions in force, etc. Employees will be informed of any outstanding issues that must be addressed prior to their separation.

GSA has significant experience in conducting efficient and effective employee separation programs. We are experts in conducting exit processing, including separation notification, proper documentation of the personnel action, completing all appropriate exit forms and conducting exit surveys. GSA also has significant experience in providing advice and guidance on Federal retirement programs (CSRS, CSRS Offset and FERS), including providing retirement calculations. We have experience in assisting agencies with workforce reshaping activities including reduction in force under 5 CFR 351, the use of Voluntary Early Retirement Authority (VERA) and Voluntary Separation Incentive Payments (VSIP), and advising managers and employees on VERA and VSIP eligibility as well as calculating the potential benefits of each.

GSA completes the payroll processing of all separation management actions required beginning with receipt of the Human Resource Transaction from the CHRIS system into the PAR system through the final review and certification of the paper retirement package to the Office of Personnel Management (OPM). Advanced leave balances are offset against final net pay at the current rate of pay and debts are offset against final net pay or unused annual leave. PAR generates deceased employee's payments to a designated beneficiary and at calendar year end generates the IRS Form 1099 for the gross amount to the beneficiary. GSA through the PAR system maintains individual retirement data, including service history and fiscal history. PAR also maintains separate records for military (Post 1956) and civilian deposits. Retirement records are reconciled and fiscal history is electronically transmitted to OPM.

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 GSA's 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.

GSA's HR Business Technology (CHRIS) has functionality which allows agencies to define the critical skills and competencies needed across the agency for each position. Each agency can define or upload a library of competency definitions together with appropriate measurement scales, and apply these to positions and occupational series requirements, and to employees. CHRIS provides update/view capability of an employee's competencies and/or skills.

CHRIS functionality provides a range of competency-based methods for finding the right person for a work opportunity or finding the right work opportunity for a person. Managers and HR professionals can compare employees, applicants, and contingent workers by role, job, and position. Employees can find work opportunities that fit their competencies. Depending on their responsibility, the default Suitability Matching gateway page offers users from four to ten matching options:

- Find Suitable People by Role
- Find Suitable People by Competency Manager

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

- Compare People by Current Role
- Compare Named Successors for a Position
- Compare Applicants for a Vacancy Find Work Opportunities by Role
- Find a Work Opportunity by Competency
- Compare Pending Applications
- Compare Succession Options
- Compare Current Assignments

This feature is available to managers, supervisors and HR professionals based on client agency defined business rules.

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

	Click Here for GSA's Self-Evaluation for **Performance Management** Target Requirements
1.2.6	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.

GSA has in-depth experience providing performance management services. Performance management includes: planning, monitoring, developing, rating, and rewarding employee performance. Organizational performance management connects to employee performance management by cascading top down goals to the individual employee. GSA's approach is to link and integrate organizational and employee performance management, particularly regarding establishing individual accountability and dealing with poor performers (5 CFR Part 430, Subpart B).

GSA can perform a consultative role in the design of an agency wide competency-based performance management approach. Given the results of the consultative sessions, GSA can design a performance management framework and utilize methods to make distinctions among employees and/or groups of employees in our development of a Senior Executive Service (SES) and non-SES performance management system.

GSA can develop performance standards and associated guidelines for measuring performance against identified expectations. Through GSA's HR Business Technology (CHRIS), we provide automated tools to capture all aspects of employee and supervisor performance documents and feedback in a web-based format.

GSA's HR Business Technology (CHRIS) provides an Associate Performance Plan and Appraisal System (APPAS). APPAS provides managers with a desktop tool to build performance plans, compare performance plans across the agency, conduct appraisals, utilize Oracle work-flow capabilities, and allows employees on-line access to their performance plan and/or appraisal, as appropriate, throughout the process.

 The APPAS module was developed to combine two complimenting functions. Our Build Performance Plan functionality serves as a tool to build individual performance plans, and serves a repository for all associates current and historical performance plans. A simple data entry screen allows managers to develop performance

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

plans in a logical process and determine critical elements, element measures, appropriate weighting and rating level descriptions. In addition, it can generate and print performance plan forms and worksheets. The corresponding component, the Appraisal functionality, builds on top of the performance plan and allows for the completion and submission of an associates Appraisal. Both were built with ease of use in mind.

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

Click Here for GSA's Self-Evaluation for **Position Management** Target Requirements	
1.2.7	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.

GSA has extensive expertise in performing organization and position management with Senior Executive and Political Appointee positions. GSA serves as one of the lead federal agencies on every Presidential Transition Team, and we will bring this experience and knowledge into our interactions with agency stakeholder groups. GSA utilizes an automated position description library solution as a repository for all positions within an agency. This automated solution allows for pre-defined roles such as HR professional, manager, and administrative.

The Workforce Management Tool (WMT) in CHRIS tracks encumbered and unencumbered (i.e. vacant) authorized positions, informed by real-time organizational design. Unencumbered positions will be captured at the full performance level (FPL) for that position. Encumbered positions will be captured at both the full performance level (FPL) and current grade levels of the incumbents. The tool tracks and reports the history of a particular position, its creation, encumbrances (by employee), organizational placement, abolishment, and funding authorization history.

NON-CORE SERVICES – POSITION CLASSIFICATION
Position Classification - supports the creation or revision of position descriptions, the evaluation of job requirements against classification standards, and administration of the classification appeal process.

Click Here for GSA's Self-Evaluation for **Position Classification** Target Requirements	
1.2.8	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.

GSA provides expert assistance in drafting position descriptions and classifying positions in accordance with the position classification standards and functional guides issued by OPM. Our team knows OPM classification standards and has applied these across a variety of public sector organizations. Our senior level classification experts can also recommend revision of classification standards or develop new standards and recommend multiple series positions.

GSA is currently evaluating existing Position Description/Job Analysis tools developed for federal use. After doing our due diligence, GSA will select a tool that is flexible enough to meet all of our client agency needs and make the solution available to for use.

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 GSA's 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.

GSA is skilled in the methodologies for conducting workforce analysis, developing and implementing strategic workforce plans based upon OPM's Human Resources Flexibilities Authority Handbook, for developing Human Capital Strategic Plans, Workforce Management Plans and Staffing Acquisition Plans, and the Human Capital Assessment and Accountability Framework (HCAAF) to evaluate the plans. We are prepared to assist in setting strategic direction, analyzing the workforce, identifying skill gaps, and conducting workforce analysis. The next step is to develop an action plan, assist in the implementation of the action plan, and monitor, evaluate, and revise the plan. We can conduct functional analyses with an emphasis on ensuring the organization is appropriately structured and has the right workforce mix to best support your agency mission.

GSA assists in developing an explicit workforce planning strategy, linked to the agency's strategic and program planning efforts, to identify its current and future human capital needs, including the size of the workforce, its deployment across the organization, and the competencies needed to fulfill your mission. GSA's HR IT System (CHRIS) has self service tools that provide the capability to pull and analyze relevant workforce data, predict trends and recommend strategies for customers instantaneously. Requests for workforce data are automatically tracked and reports generated within the HR Business Technology and are available to all customers of all management levels. HR budgeting and financial data will also be captured, analyzed and filtered based on agency-defined values. Data accuracy and integrity is assured via the HR Business Technology adherence to the Human Capital Assessment and Accountability Framework (HCAAF), the Code of Federal HR Regulations, and proven industry best practices.

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 GSA's 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.

GSA assists in developing a succession planning strategy, linked to your agency's strategic and program planning efforts, to identify its current and future human capital needs, including the size of the workforce, its deployment across the organization, and the competencies needed to fulfill your mission. GSA's HR Business Technology (CHRIS) has self service tools that provide the capability to pull and analyze relevant workforce data, predict trends and recommend strategies for client agencies instantaneously. Requests for workforce data are automatically tracked and reports generated within the HR Business Technology and are available to all customers of all management levels.

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.

GSA assists agencies in developing an explicit workforce planning strategy, linked to the agency's strategic and program planning efforts, to identify its current and future human capital needs, including the size of the 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.

its deployment across the organization, and the competencies needed to fulfill your mission. GSA's HR Business Technology (CHRIS) has self service tools that provide the capability to pull and analyze relevant workforce data, predict trends and recommend strategies for client agencies instantaneously. Requests for workforce data are automatically tracked and reports generated within the HR Business Technology and are available to customers of all management levels. HR budgeting and financial data will also be captured, analyzed and filtered based on agency-defined values. Data accuracy and integrity is assured via the HR Business Technology's adherence to the Human Capital Assessment and Accountability Framework (HCAAF), the Code of Federal HR Regulations, and proven industry best practices.

We guide agencies through the process of outlining and developing a strategic direction for the workforce. This includes guidance on reviewing the organizational structure to determine whether its current structure will be able to achieve the mission and goals of the agency. This is also the step where many agencies want to consider business process reengineering to optimize internal processes.

Finally, our team builds a roadmap for ongoing workforce analysis to identify its current and future leadership needs. This analysis includes the size of the workforce, its deployment across the organization, and the competencies required to succeed. We help develop a formal succession planning management program that includes a review of current and emerging leadership needs in light of strategic and program planning, identifies sources of key position talent and provides for assessing, developing, and managing the identified talent.

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 GSA's 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.

GSA has extensive experience supporting human resource, professional, learning and workforce development programs. Such support includes:

- Learning management systems (LMS);
- Data entry and user management;
- Participant/student/attendee recordkeeping;
- Participant registrations;
- Training calendar maintenance;
- Participant question responses (via email or telephone);
- Classroom logistics, class roster development; reporting attendance, no-shows and cancellations;
- Course catalog maintenance;
- Information compilation and report preparation as required (e.g., number of training instances, completions, attendance, etc.);

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 GSA's 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.

- Security coordination and access to buildings as required; and
- Proofreading of course material for accuracy and completion

Our team designs, develops, and delivers a variety of effective learning solutions, including custom and off-the-shelf learning programs that can be delivered in the classroom, via the web or video conferencing/webinar formats, or a combination of these delivery approaches.

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 GSA's 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.

GSA offers program management support for development and implementation of a career development program. GSA offers leadership development, mid career development and mentoring programs. GSA's programs can be customized to fit your agency's needs in order to enhance employees' knowledge, skills, and abilities.

One of our specific programs is the GSA Leadership Institute which was created to develop a cadre of leadership talent with which to steer the agency to continued excellence. The Leadership Institute offers programs that develop future leaders and ensures that current leaders have the essential knowledge and skills to continue your agency on its journey of offering superior service to its client agencies. In addition, GSA is also affiliated with external development programs and can coordinate with Harvard University, the Federal Executive Institute, the USDA Graduate School, and American University.

NON-CORE SERVICES – WORKERS COMPENSATION
Workers Compensation - provides comprehensive workers compensation services including adjudication, case management, counseling, and fraud investigation.
Click Here for GSA's 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.

GSA provides assistance to management and employees on the filing and processing of Workers Compensation claims. GSA represents client agency's interest in workers compensation cases and provides continual follow-up until the employee is returned to duty. GSA assists client agency management officials with advice on returning employees to duty status or taking action to remove employee from the rolls.

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

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

GSA utilizes the TALX Corporation, Unemployment Compensation Express (UCeXpress) Company, for activities associated with the processing of Unemployment Compensation Claims specifically in the areas of day-to-day claims processing, recovering erroneous benefits charges, and providing expert guidance with hearings and appeals. Biweekly Salary Information is sent to UCeXpress for use in responding to claims received from states and in the hearings and appeals process. TALX takes the hassle of handling claims and meeting state requirements out of the client agency's hands. UCeXpress has all the data necessary to meet the state's deadlines, therefore, reducing claim exposure and improving results. They help client agencies know when and what to expect during a hearing which can help enhance the chance of a favorable result.

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.

Click Here for GSA's Self-Evaluation for **Application Management** Target Requirements

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

GSA utilizes GSAJobs as the automated recruitment, candidate assessment and referral system. GSAJobs interfaces with the Office of Personnel Management's USAJobs system. This solution enables users to:

- Create vacancy announcements and post them to USAJOBS and other job sites;
- Develop questions to evaluate candidates; create customized assessment processes;
- Collect applications; rate and rank applicants;
- Communicate directly with applicants through personalized emails; and
- Generate analytics and reports.

The system is accessible 24 hours a day, 7 days a week with unlimited applicant access.

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.

GSA provides Business Objects as an integrated reporting tool that addresses the requirements for operational reporting, query and analysis. End users create, edit, and interact with the universe(s) which are structured to mirror CHRIS and its modules (i.e., APPAS, TDS, and PSTS). GSA's main production universe, CHRIS HR Management, was made available on October 1, 2004, and was designed to synchronize the universe data elements with CHRIS so as to eliminate any inconsistencies between the two applications. Within this universe we deliver the following:

- Access to over a thousand data elements
- Each data element can be queried by either the code or description
- Employee and ex-employee data

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

GSA's HR Business Technology and the information processed, stored, or transmitted by the system have been built to comply with applicable laws, Executive Orders, directives, policies, regulations, standards and guidance and documents the results (including supporting rationale) in system specific security plans.

GSA maintains OPF's, e-OPF's, payroll related records and all required documentation and ensures they are maintained in accordance with OPM Regulations and Federal Records Maintenance procedures. GSA has the ability to provide electronic access to e-OPFs to agency employees and human resources personnel.

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

GSA utilizes job stream scheduling to ensure all CHRIS, PAR and other HR Business Technology processes are run and completed based upon a pre-defined cyclic schedule. The job stream scheduling process is monitored not only by the CGI facility but there are also internal controls established at GSA's IT staff level.

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

GSA is in the requirements definition phase for a Case Management Solution and will offer this non-core service in the near future.

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

GSA's Labor Distribution System (LDS) merges information for an associate from the Payroll Accounting and Reporting System (PAR) including pay rates (Regular, Benefit and Overtime) with information from the Electronic Time and Attendance Reporting System (ETAMS) including Projects or Tasks Worked, Functions (analysis, design, etc.) performed on each task, and Total Hours Worked for each project/task and function combination, and calculates a cost for each project/task based on a percentage of hours worked. LDS uses this information at the conclusion of each payroll calculation process along with customer requirements to create a Cost Accounting file assigning labor costs to accounting codes including standard general ledger, organization code, fund, activity

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

(function code) and budget activity.

With LDS you can:

- Record allocated labor with accruals and commitments;
- Execute, view and download customized reports, which provides distributed labor costs for budgeting, cost control, performance measurement (impact of charges on programs), determining fees and prices for services and assessing programs and management decision making;
- Customize or build detailed queries exportable in Excel and various   other file formats.

GSA's LDS Key System Features are::

- Allows employee time to be tracked in different ways such as distribution may be applied in summary hours, detail hours, or as a percentage time allocation.
- Eliminates the need of re-entering data into a cost-based system and accounting system with the accounting system interface.

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

GSA has provided expert advice and guidance to management and employees on all types of conduct and performance issues. GSA has extensive experience in handling all types of informal and formal disciplinary situations—oral and written reprimands, leave letters, suspensions (both under and over 14 days), reductions in grade and pay, furloughs of 30 days or fewer, and removal in agencies.

Additionally, we have conducted investigations into potential employee misconduct and have provided expert advice and guidance on the traditional disciplinary process to managers and supervisors, as well as alternative discipline when the traditional penalty would be less than removal. GSA has extensive experience with a wide variety of employee relations issues and actions.

GSA has significant experience drafting sustainable performance based actions in accordance with 5 U.S.C. Chapter 43 and 5 CFR Part 432. This has been accomplished by ensuring the substantive requirements of performance appraisal systems and for periodic job performance appraisals are met and ensuring standards are based on objective criteria and are related to the job. This enables accurate evaluations and effective communication of performance elements and standards throughout the client agency.

If a performance-based action is taken, GSA ensures it meets all procedural requirements. This includes 30 days advance notice issued in writing and citing specific instances of unacceptable performance. Once the performance management system is in place, GSA specifies the critical elements involved; the right to representation; a

NON-CORE SERVICES – EMPLOYEE RELATIONS
Employee Relations - provides support to management for a variety of employee relations matters including disciplinary action, adverse action, administrative action, action related to unacceptable performance, alternative dispute resolution, grievance, third-party decisions and appeals, suitability, reasonable accommodation, and termination. Provides training to employees on standards of conduct.

Click Here for GSA's Self-Evaluation for **Employee Relations** Target Requirements	
1.2.22	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.

reasonable time to answer both orally and in writing; a written decision specifying instances of unacceptable performance; concurrence by a higher level official; and any right of appeal or a grievance right under an applicable negotiated grievance procedure. Additionally, GSA will research pertinent case law to ensure actions can be sustained.

GSA works with client agency employees to ensure they are trained on the standards of conduct, and employees will be advised on the standards when necessary. Management services can be provided for all employee relations activities, including taking action against underperforming employees, termination of an employee following a probationary period or the completion of a term appointment, or disability accommodations, etc. All documentation will be done in accordance with the Privacy Act, adherence to the terms of collective bargaining agreements, and the Health Information Portability and Accountability Act.

NON-CORE SERVICES – LABOR RELATIONS
Labor Relations - provides support to management and/or agency on a variety of labor relations matters including mediation, arbitration, alternative dispute resolution, filings, and compliance with statutory labor-management relations obligations. Provides training on labor relations topics.

Click Here for GSA's Self-Evaluation for **Labor Relations** Target Requirements	
1.2.23	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.

GSA provides guidance and advisory support concerning labor-management relations and the Federal Service Labor-Management Relations Statue (5 USC 71). GSA provides full labor relations support to comply with client agency labor contracts and collective bargaining agreements. Services also include support for union and third party negotiations, alternative dispute resolution services, and managing the formal and informal grievance process. GSA provides advisory support for executing Executive Order 13522 (EO 13522) - Creating Labor-Management Forums to Improve Delivery of Government Services. This support helps establish a cooperative and productive form of labor-management relations throughout your agency.

NON-CORE SERVICES – PAYROLL ADMINISTRATION
Payroll Administration - determines eligibility and calculates values for pay and leave and other compensation. The pay data resulting from this service is used as an input to the Payroll Processing service.

Click Here for GSA's Self-Evaluation for **Payroll Administration** Target Requirements	
1.2.24	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.

GSA offers full capabilities for pay and leave determination and calculation for client agencies. GSA's subject matter experts in compensation policy will assist client agencies in determining the proper levels of compensation to ensure agencies staffing needs are met. GSA follows all Title 5 and other applicable pay administration regulations.   Once the eligibility and pay determination has been input into CHRIS, all compensation data automatically flows in to PAR system. The PAR system automatically calculates and processes pay and leave into biweekly salary and leave for employees.

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.
Click Here for GSA's Self-Evaluation for **Benefits Counseling** Target Requirements

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

GSA provides benefits processing and support for initial election using paper based forms. Subsequent changes after initial election are made in Employee Express (EEX) and validated by GSA benefits personnel. GSA validates all benefits forms for complete processing; validates the action flow into the PAR System, and ensures benefits carriers are notified appropriately. GSA provides a Benefits Helpdesk and email inbox for agency staff to request assistance with benefits questions relating to health, life, flexible spending, and many other benefits. GSA provides periodic training and information fairs on benefits and coordinates just in time delivery during open seasons. GSA provides retirement and workers compensation counseling as well.

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.

GSA can assist client agencies in the development and management of health and fitness programs based upon your agency's needs.

NON-CORE SERVICES – WORKFORCE RESHAPING
Workforce Reshaping - considers the current personnel inventory and reallocates workforce as applicable.
Click Here for GSA's Self-Evaluation for **Workforce Reshaping** Target Requirements

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

GSA assists agencies in developing an explicit workforce planning and reshaping strategy. This strategy can be linked to the client agency's strategic and program planning efforts in order to identify its current and future human capital needs, including the size of the workforce, its deployment across the organization, and the competencies needed to fulfill your mission. GSA's HR Business Technology (CHRIS) has self service tools that provide the capability to pull and analyze relevant workforce data, predict trends and recommend strategies for client agencies instantaneously. Requests for workforce data are automatically tracked and reports generated within the HR Business Technology system and are available to all client agencies of all management levels. HR budgeting and financial data will also be captured, analyzed and filtered based on agency-defined values. Data accuracy and integrity is assured via the HR Business Technology's adherence to the Human Capital Assessment and Accountability Framework (HCAAF), the Code of Federal HR Regulations, and proven industry best practices.

We guide client agencies through the process of workforce reallocation. This includes guidance on reviewing the organizational structure to determine whether its current structure will be able to achieve the mission and goals of the agency.

Finally, our team builds a roadmap for ongoing workforce analysis to identify its current and future needs. This analysis includes the size of the workforce, its deployment across the organization, and the competencies required to succeed. We help develop a formal succession planning management program that includes a review of current

NON-CORE SERVICES – WORKFORCE RESHAPING
Workforce Reshaping - considers the current personnel inventory and reallocates workforce as applicable.
Click Here for GSA's Self-Evaluation for **Workforce Reshaping** Target Requirements

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

and emerging leadership needs in light of strategic and program planning, identifies sources of key position talent and provides for assessing, developing, and managing the identified talent.

NON-CORE SERVICES – ORGANIZATION DESIGN
Organization Design - supports the creation or revision of an agency's organization structure and reporting relationships.
Click Here for GSA's Self-Evaluation for **Organization Design** Target Requirements

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

GSA assists client agencies in developing an organizational design and strategy. This strategy can be linked to the agency's strategic and program planning efforts in order to identify its current and future human capital needs, including the size of the workforce, its deployment across the organization, and the competencies needed to fulfill your mission. GSA's HR Business Technology (CHRIS) has self service tools that provide the capability to pull and analyze relevant workforce data, predict trends and recommend strategies for client agencies instantaneously. Requests for workforce data are automatically tracked and reports generated within the HR Business Technology and are available to all client agencies of all management levels. HR budgeting and financial data will also be captured, analyzed and filtered based on agency-defined values. Data accuracy and integrity is assured via the HR Business Technology's adherence to the Human Capital Assessment and Accountability Framework (HCAAF), the Code of Federal HR Regulations, and proven industry best practices.

GSA guides client agencies through the process of organizational design. This includes guidance on reviewing the organizational structure to determine whether its current structure will be able to achieve the mission and goals of the agency.

Finally, the GSA builds a roadmap for ongoing workforce analysis to identify its current and future needs. This analysis includes the size of the workforce, its deployment across the organization, and the competencies required to succeed. We help develop a formal succession planning management program that includes a review of current and emerging leadership needs in light of strategic and program planning, identifies sources of key position talent and provides for assessing, developing, and managing the identified talent.

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 GSA's 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.

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 GSA's 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.

GSA utilizes GSAJobs as the automated recruitment, candidate assessment and referral system. GSAJobs interfaces with the Office of Personnel Management's USAJobs system. This solution enables users to; develop questions to evaluate candidates; create customized assessment processes; collect applications; rate and rank applicants; and generate analytics and reports. The system is accessible 24 hours a day, 7 days a week with unlimited applicant access.

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 GSA's 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.

GSA is exploring this as a future service offering at this time.

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 GSA's 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.

GSA is exploring this as a future service offering at this time.

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 GSA's 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.
GSA is exploring this as a future service offering at this time.	

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 GSA's 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.
GSA is exploring this as a future service offering at this time.	

END OF FUNCTIONAL CATEGORY

23

2. Business

In sections 2.1 through 2.6, GSA 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.

GSA manages service delivery through functional programmatic areas using the HR Shared Services BMO for integration support.   GSA manages and improves service delivery through the GSA HR Shared Services Customer Advisory Board and through an internal Shared Services Agency Advisory Group for more tactical matters. These entities allow our service delivery team direct access to the client and agency stakeholders and coordination across a complex, service and product portfolio.

Through the term of the relationship with your agency, GSA manages service delivery through an ongoing monitoring and control process. GSA schedules and conducts regular status meetings during the implementation and maintenance of the program. The basic format of the status meetings will be to review past and current activities, review identified issues and risks, and review milestones. The output of the meetings will be a weekly status report, and will be tracked on a dashboard. Each program task during implementation and maintenance will be tracked using a dashboard. This dashboard tool will enable your agency to visualize and easily communicate the progress of the program.

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

GSA's HR Shared Services Business Management Office (BMO) serves as the centralized governance and integrating entity to provide overall direction, coordination, and communication for HR Shared Services operations. The BMO is responsible for ensuring coordination of core and non-core operational processing functions within GSA. The HR Shared Services BMO serves as a liaison to the Office of Personnel Management (OPM) to receive policy direction and reports back to OPM with information pertaining to the HR Shared Services SSC. The BMO consists of full-time, permanent staff, as well as, additional resources comprised of matrixed employees from across GSA, recognizing that additional support staff or ad hoc teams can be assembled as the business needs increase over time.   The BMO is comprised of the following key functional areas: Director, Project Management/Strategic Planning, Performance Management and Analysis, Customer Relationship Management, and Information Technology Strategy and Management.

The HR Shared Services BMO is managed by the BMO Director who reports to the GSA CPO. The BMO Director provides executive leadership to the HR Shared Services BMO members, is responsible for establishing and aligning the BMO strategic plans across functions, and chairing the HR Shared Services Advisory Group (HR SSAG).

The Project Management and Strategic Planning Branch is responsible for BMO development, BMO management, workforce planning, project risk management, proposal management, reporting and analysis, financial management, pricing strategy, schedule management, internal communication, BMO staff training, and strategic planning.

The Performance Management and Analysis Branch is responsible for Service Level Agreements (SLA), performance metrics development, SLA management, quality assurance, price setting analysis and performance

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

monitoring, and measurement.

The Customer Relationship Management Branch is responsible for the Customer Relationship Management functions within the HR Shared Services BMO including marketing, account management, external communications, customer segmentation, customer migration, demand planning, customer system training, and responsible for the governance meetings.

The Information Technology Strategy and Management Branch is responsible for IT investment planning, technology strategy, technology risk management, configuration management, data and system migrations for new client agencies, enterprise architecture, IT security planning, and system and/or service impact analyses.

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.

GSA is committed to retaining, developing, and recruiting a workforce that is optimized to address the increased customer base and diversified service offerings of the HR LOB. GSA is developing an integrated workforce management process that develops internal employees, recruits strong external candidates, and measures performance directly linked to HR LOB customer service.

GSA has a workforce strategy and workforce management practices to ensure a successful shared services operation. Strategy and practices include employee training, succession planning, position review and management, performance measurement and management, and employee retention.

GSA focuses on employee retention and engagement to ensure a strong team dedicated to excellent customer service and timely and accurate services provided. Workload and positions are reviewed on a regular basis to ensure alignment and changes are made where necessary through retraining, reassignment, and workload adjustments. Where technology, external, political, and policy forces drive change, GSA is flexible and poised to adapt needed. GSA employs flexible work schedules and a highly automated environment which fosters telework opportunities advantageous to employees. GSA's systems and operations are also flexible and allow for modernization and expansion. This demonstrates to client agencies, we can deliver a high level of service. GSA has strong performance measures in place that are presented on a regular basis to stakeholders. These measures are reviewed and adjusted routinely to ensure an efficient service delivery operation.

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.

A key feature of succession planning is building a strong leadership pipeline that develops employees at all levels for future opportunities and incorporates best practices from other human capital initiatives to create a robust talent pool. Succession planning provides a foundation for building this pipeline.

GSA uses a data-driven approach, incorporating both quantitative and qualitative data about the organization and its employees, to understand the current state and prepare for projected future workforce demands. Through this analysis, GSA identifies pools of candidates for HR Shared Services leadership roles who can effectively manage the workforce and address customers' needs. The succession planning activities enable GSA to make strategic decisions about targeted recruitment, retention, development, and performance management. Therefore, succession planning is a logical foundation from which the HR Shared Services BMO strategically aligns other workforce management initiatives.

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.

GSA has implemented succession planning for all operational areas. Employees at all levels are adequately trained on the policies and procedures for all customer agencies serviced. This training includes on-the-job, internal, and formal training on various topics depending on the employee's position. Employees are cross trained in multiple areas to ensure adequate coverage. As workforce strategies and workload changes occur, positions and employee skill sets are reviewed. We have several levels of back up for critical positions to ensure service delivery is not compromised. All automated processes can be performed remotely and employees are able to perform their jobs through GSA's telework program.

ORGANIZATION – GOVERNANCE

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

The GSA HR Shared Services BMO has established a governance structure that provides a forum for our Shared Service Center Customers to participate in through the Customer Advisory Board (CAB). A Shared Service Center client agency with greater than 100 employees would have a seat in our CAB. Client agencies with less than 100 employees would be represented by our Small Agency Representative on the Board. Participation in this governing body will largely focus on identifying 1) what is working well; 2) what are opportunities for improvement; and 3) what enhancements and innovations are required now and in the future to maintain the relevancy of GSA's service delivery to client agencies. The CAB recommends changes and improvements to the Human Resources Shared Service Advisory Group (SSAG).

The Human Resources Shared Services Advisory Group (HRSSAG) is an advisory body to the Business Management Office (BMO) within the Office of the Chief People Officer (OCPO). SSAG is comprised of GSA senior leadership, as well as subject matter experts (SMEs) to advise the BMO on the strategic direction of the HR Shared Services and make recommendations on key service and system changes impacting the client agency. The SSAG coordinates efforts across the OCFO and OCPO organizations to ensure HR Shared Services client agencies receive a unified set of services and can seamlessly interact with various organizations within the HR Shared Services offerings.

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.

All Requests for customer initiated changes are submitted to the GSA program functional areas in writing. The program functional area is comprised of subject matter experts whose primary function is to evaluate and prioritize change requests. Requests will be evaluated by the appropriate Change Control Board for the affected operational area. Changes are prioritized based upon current outstanding regulatory and enterprise wide changes. Client agencies will be notified subsequently of the implementation viability, timeframes, and associated costs of their request. If a client agency requests affect multiple systems, the HR Shared Services BMO will coordinate.

Optional System Changes include:

- Services requested to comply with client agency policy that requires system changes.
- Extemporaneous additional services requested that are not identified in the basic service descriptions that

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.

result in system changes.

- Customized ad hoc queries, reports, or any other specialized requests for information requiring other than routine analysis and normal processing.

Changes required by new or revised regulatory policy, laws or regulations are also evaluated by functional area Change Control Boards against the current slate of prioritized system changes to ensure they are implemented by the effective date.

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.

GSA has completed numerous migrations since 2000. These include both migrations to and from GSA and also establishment of newly formed commissions which has enabled GSA to implement a proven migration strategy that works. The size of these migrations range from an employee population as small as 10 to migrations in the thousands. GSA has never missed a targeted migration implementation date. Please see the chart below for examples of major migrations to and from GSA.

GSA Major Migrations

Agency	Migration to/from	Size	Migration Duration	Tech Req Met	Completed on Time	Budget Met
OPM	To GSA	3500	9-12 months	Yes - Title V	Yes	Yes
Railroad Retirement Board	To GSA	1000	8 months	Yes -Title V	Yes	Yes
American Battle Monument Commission	To GSA	100	6 months	Yes -Title V	Yes	Yes
US Holocaust Memorial Museum	To GSA	290	6 months	Yes - QuasiFederal	Yes	Yes

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.

Senate Restaurant	To GSA	60	6 months	Yes - QuasiFederal	Yes	Yes
NARA	From GSA	4200	18 months	Yes	Yes	Yes
Federal Protective Service (FPS) merged to DHS post 911	From GSA to DHS/USDA NFC	1400	6-9 months	Yes	Yes	Yes

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.

GSA manages client agency migrations using best practices, such as the Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK). GSA assigns a Project Manager (PM) for implementation and migration. The PM works directly with each client agency's specific needs and tailors the approach accordingly. GSA uses integrated or cross functional project teams to ensure success.

Through the term of the migration with each client agency, GSA manages service delivery through an ongoing monitoring and control process. GSA schedules and conducts regular status meetings during the migration of the program. The basic format of the status meetings is to review past and current activities, review identified issues and risks, and review milestones. The output of the meetings is a weekly status report.

Another key component of our Project Management Approach is our Issue Management Framework which the PM use to track and monitor risks. An issues management process is be a critical component of the framework. The GSA team's interactions with your agency are reviewed on a bi-weekly basis to identify common experiences migration across all technical requirements. We work with the agency migration team in resolving identified issues.

After careful review of an agency's policies, we identify the items which need to be addressed during our Fit-Gap Analysis and Requirements Definition Phase. GSA validates our initial identification of gaps, and uses results of business process reviews to finalize and then close system gaps.

GSA conducts Fit-Gap Analysis workshops to validate our initial understanding of system gaps, identify new, perceived and real gaps, and evaluate the overall "fit" between the GSA HR Shared Services and each client agency. We work with the agency migration team before each workshop to have pre-defined event-driven process scenarios and pre-documented current state process artifacts to include roles and responsibilities, voice-of-customer data, process performance data, and IT system interactions and requirements on a step-by-step basis. As gaps in processes are identified, the GSA team documents 1) the gap itself; 2) the process steps' functional requirement(s), client agency quality requirements, and any legislative, regulatory, or other non-negotiable operational requirement. Where customization is required, GSA assesses the work effort involved to effect the change and provide your agency with a projected timeline for implementation.

GSA configures our systems and solutions, and our operational support processes to comply with documented

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.

functional requirements. A minimum of two parallel test phases will be conducted during the migration to validate that the data received and results of testing are accurate. These are coordinated with your agency during the test reviews. At the end of the testing phase, your agency makes the final decision to "go live."

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.

GSA utilizes a project management solution that maximizes efficiencies, reduces redundancies, and leverages the GSA's assets with public and private sector expertise. We understand that introducing a new system into an agency's HR organization is timely, costly and risky. Client agencies can concentrate on facilitating a seamless, phased transition to the GSA Shared Service Center and allow GSA to administer the project management aspect of the migration effort.

For each client agency, Configuration Management (CM) activities will focus on five fundamental components of CM – Management and Planning; Configuration Identification; Configuration Control; Configuration Status Accounting; and Configuration Verification and Audit – to support the proper identification and control of the migration to the GSA Shared Service Center throughout its System Development Life Cycle (SDLC). The primary objective of CM activities is to ensure that required changes to the overall configuration of the GSA systems are applied in a controlled, systematic way, and only after being reviewed and approved by systems stakeholders.

GSA has developed and is using an integrated program planning and control methodology on all its major programs. This methodology, referred to as the Earned Value Management System (EVMS), establishes formal procedures for planning, authorizing, reporting, analyzing and controlling program work within cost, schedule and technical constraints.

Our Earned Value Management tracking process provides the detailed information required to control costs and schedule, and ensures that GSA SSC functionality is delivered on schedule and on budget. Our experience shows that earned value is a tool for improving the performance analysis of a project, providing a uniform unit of measure for project progress, enforcing a consistent method of analysis and providing a basis for cost performance analysis of the project.

To track cost and schedule variances, GSA utilizes our Earned Value Method, which includes:

- Entering budget data at the appropriate level within the Work Breakdown Structure.
- Collecting actual data at the same level as the budget.
- Gathering estimated cost to complete the outstanding work.
- Calculating Earned Value for all discrete and Level-of-Effort (LOE) work.
- Providing variance analysis for both Cost and Schedule Variances for discrete work that is out of established program thresholds.

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 HR Shared Services BMO Customer Relationship Management (CRM) Team is responsible for the CRM functions within the HR Shared Services BMO including marketing, account management, external communications, customer segmentation, customer migration, demand planning, customer system training, chairing the CAB, and briefing the Human Resources Shared Services Advisory Group (HRSSAG) on CAB prioritized system and/or service changes.

GSA's HR Shared Services Marketing Plan provides the strategy GSA uses to establish business relationships with current and future client agencies through a targeted communication and outreach effort to achieve one of the basic tenants of the HR LOB program: to free up client agency HR resource organizations which enables them to be more mission-focused. Our Marketing Plan empowers GSA to attract new and client agency to its HR Shared Services through a targeted communication campaign.

The GSA HR Shared Services prides itself in providing a flexible and customer-focused service. Our Customer Advisory Board (CAB) is part of our HR LOB Governance Structure and the purpose of the CAB is to provide a forum for all GSA customers to identify system and service enhancements for consideration and provide feedback on customer service delivery. Further, the CAB serves as a venue for GSA HR Shared Services customers, as voting members, to prioritize enhancements, and service requirements. This unique governing body is GSA's mechanism to offer and deliver a customer focused approach.

Our CRM team also serves HR LOB customers by:

- Responding to customer service escalations by collaborating with Operations to review root cause analysis and formulate communications for resolution and mitigation plans;
- Soliciting feedback using an annual customer survey and publish the results;
- Partnering with Operations to develop action plans and process changes to address customer concerns or service weaknesses;
- Teaming with Operations to monitor government mandates, regulations, and laws relating to GSA HR Shared Services business to assess impacts to delivered service offerings and communicate changes to customers;
- Receiving periodic reports from Operations monitoring inflow quality trends from Customer Agencies. CRM analyzes data with Operations, develops recommendations, and communicates results and suggestions to the Customer Agencies; and
- Validating marketing materials with Operations to ensure accurate portrayal of GSA HR Shared Services solutions and capabilities.

The GSA Helpdesk operates Monday through Friday, 8am to 5:30 pm EST and provides Tier 1 and Tier 2 support. GSA's CSRS have consistently demonstrated the ability to respond to 99% of calls received on the first call with less than 1 percent having to be referred to Tier 3 subject matter experts.

GSA pursues a proactive approach to Customer Service through its Customer Service Outreach process. Customers are assigned an independent Customer Service Representative outside of the normal operational service delivery channels for this process. GSA completes onsite customer service visits with clients throughout the year as needed. An annual Client Meeting is held in Washington, DC during which clients are provided updates on HR LOB initiatives, regulatory and reporting requirements, and given an opportunity for open discussion on GSA's service delivery.

Customer Satisfaction is measured through the use of pre-defined performance measures which are outlined in

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
GSA's Annual Interagency Agreement. These results of these measures are provided to customers on a quarterly basis for their review. An online customer service survey is also sent to customers who contact the GSA Helpdesk. This survey allows the customer to provide feedback on their experience.	

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.
GSA's Helpdesk is comprised of subject matter experts in the HR, Benefits, and Compensation Management areas. The Helpdesk is available Monday through Friday, 8am EST to 5:30 EST and provides Tier 1 and Tier 2 support. Representative (CSR). GSA's CSRS consistently demonstrate the ability to respond to 99% of calls received on the first call with less than 1 percent having to be referred to Tier 3 subject matter experts. Tier 3 inquires are resolved within 1-2 business days. The GSA Helpdesk handles approximately 28,000 inquiries during an average calendar year. Results of our customer service Helpdesk are tracked through our automated software system and report several measures to OPM on a quarterly basis such as number of contacts resolved by a live agent on first contact, abandonment rate, and customer satisfaction. Other performance measures tracked are the average call length and amount of time to resolve/respond to Tier 3 inquiries. Results of the quarterly performance measures reported to OPM are available to customer agencies on GSA's Shared Services webpage.	

CUSTOMER SUPPORT – TRAINING SUPPORT	
2.3.3	Please provide information on training offered for your applications. Include information on types of training (see bullets below), how often training is made available, and costs or cost structure for training, if applicable. - classroom courses with live instructors - computer-based training (online courses, simulations, etc.) - train-the-trainer program - user manuals, guides, and other training materials
GSA provides classroom training with live instructors to users for system specific operations on an ad hoc basis when requested. GSA provides a variety of training mediums to our customers. We provide online courses for training which include training for our CHRIS, ETAMS, and other systems used directly by the customer agency. The online training includes both new user and annual refresher training courses for employees. GSA also provides video tutorial training as well as initial train the trainer training during initial system rollout. We also provide online web-based user manuals and frequently asked question modules for customer reference. Costs for live training on GSA's applications and systems during migration phase are included in the migration cost estimates. Cost for training subsequent to migration is priced based upon time, labor, and travel expenses.	

2.4 Performance Management

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

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.

Performance Measures are included in our annual Interagency Agreements with Customers. These are also reported to the Office of Personnel Management on a quarterly basis and posted to the HR Shared Services webpage for Customer review. These performance measures are also built into the operational processes and performance standards of operational staff to ensure that expected service levels and performance standards are met.

Service Offering	Type of Measure	Metric	Target
Compensation Management	Timeliness/Quality	Disbursements made on or before the scheduled process date.	99% timely payroll disbursements 99% accuracy based on information provided
All Services	Timeliness	Customer Service help desks available during established hours: Monday-Friday, 8am-5:30pm ET; excluding Federal holidays	100% available
Compensation Management	Timeliness	Call/inquiry is returned within four business hours	98% response rate
Compensation Management	Timeliness	Client employee issues are resolved, within four business days depending on complexity of issue.	98% response rate
Compensation Management	Timeliness	CS Help Desk: Employee input is entered into the Payroll system (PAR) during the pay period received or by the requested pay period, whichever is later.	98% input within established deadline
Compensation Management and HR Business Technology	Efficiency	System Availability except during scheduled maintenance	98% available
Compensation Management and HR Business Technology	Efficiency	System Performance: Internal system response time within established parameters.	98% available
Compensation Management and HR Business Technology	Regulatory	Reports: External reports/interfaces completed by scheduled due dates base on timely receipt of required documentation	96% timely reports/ interfaces 100% accuracy based on information provided

3.4.2	Please describe your approach to performance management including information on how performance results are used to improve processes and practices.

We have a quarterly Customer Advisory Board (CAB) meeting and review the performance measures. The performance measures area also reviewed at the SSAG meetings, within each product line, and across the portfolio. For the IT investments supporting GSA's HR Shared Services, GSA submits an Exhibit 300, per OMB Circular A-11. These exhibits contain an extensive performance reference model for which performance is reported, reviewed, and reconciled (for process improvement) through the agency's IT capital planning and investment control process and the federal IT Dashboard.

2.5 Financial Management

FINANCIAL MANAGEMENT – FUNDING UPGRADES AND MODERNIZATION	
2.5.1	Please describe your approach for funding upgrades and modernization.

HR Business Technology and e-Payroll, which are deemed major IT investments and must go through the agency's annual IT capital planning process and annual budget formulation process, known as the Performance Management Process (PMP). This includes new system upgrades and future enhancements. GSA includes the costs of system upgrades in the rates charged to customers, their usage of features and functions, and then amortization of those costs over several years. This funding strategy allows GSA to plan and fund investments while providing predictable costs to customers.

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.

GSA HR LOB solutions are identified in GSA's Enterprise Architecture (EA). GSA initiated a GSA Human Resource Enterprise Architecture (HREA) segment architecture project in December 2007 to define GSA's HR requirements and to align its HR processes and systems with the HR LOB and GSA business. The HREA segment architecture project spanned both the HR LOB defined core and non-core services.

Through the HREA project, GSA analyzed and documented its current and target state business processes used to provide HR LOB core services related to compensation management (payroll- related activities), benefits management, and personnel action processing. GSA further completed the process of analyzing and documenting its current HR service delivery model for the remaining eight HR LOB non-core business areas that include: HR strategy, organization and position management, staff acquisition, performance management, HR development, employee relations, labor relations, and separation management. Additional work is underway to complete the target state business process for the eight non-core HR LOB services, and the technical and service oriented architecture. Since completion, the detailed HREA segment has become an integral part of the GSA enterprise architecture baseline. The segment architecture is considered the basis of the HR business modernization roadmap used to inform future investment priorities.

GSA initiated the HREA project to define GSA's requirements and align GSA business, HR processes and systems with the HR LOB. A key component of the HREA project was the identification of proposed solutions to improve GSA's HR service delivery model in the core business areas of compensation management (payroll related activities), benefits management, and personnel action processing. The proposed solutions include standardized and streamlined processes designed to reduce inconsistencies and inefficiencies; a clear delineation of roles and responsibilities; and recommendations for improving IT support of HR business needs (e.g., better integration, expanded standardization, elimination of duplication, improved reporting capabilities, and greater process

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.

automation).
The GSA EA program has documented and subsequently implemented a comprehensive change and CM program that will: ensure synchronization of architectural segment (i.e., developed artifacts); ensure configuration identification, control, and auditing for GSA architecture configuration items; and standardize CM procedures across GSA.

BUSINESS ALIGNMENT – OPM HR LOB OBJECTIVES	
2.6.2	Please describe how your strategy and business practices are aligned to HR LOB goals and objectives.

With a legacy of service and a pursuit of excellence, GSA continues to evolve over time in response to the ever-changing Federal Government, marketplace, and world. Focusing on business principles and best practices, GSA strives to provide solutions for government clients that promote operational excellence, innovation, and customer intimacy.

Building on GSA's acquisition expertise and service-delivery mission and reputation, the primary vision and strategy of GSA HR Shared Services is to be a "One-Stop Shop" service provider for HR, financial management, payroll, and eGov Travel services for current and future customers. Customers have often expressed interest in having integrated HR and financial solutions. A common platform encourages standardization of data and processes, reduces duplication, facilitates optimal use of IT assets, mitigates integration and interoperability issues, and results in cost savings/avoidance for the Federal Government.

GSA is currently a HR LOB, FM LOB, and a provider of eGov Travel services. GSA can provide an integrated solution for customers and continues to be one of only two providers in the marketplace with a full offering of HR, financial management, and compensation management services.

BUSINESS ALIGNMENT – OPM HIRING REFORM	
2.6.3	Please describe how you support OPM Hiring Reform.

GSA has completed a Lean Hiring project to improve the process for implementing OPM's new hiring model by mapping the current and target hiring process. The project was able to reduce the amount of time it takes from identifying a need to hire until the person selected starts their first day on the job. The Lean Hiring effort determined how to engage hiring managers in all critical parts of the hiring process to include the target recruitment process, drafting of the vacancy announcement, review of applications, interview of applicants, and selection of applicants. The Lean Hiring project was initiated to improve efforts at GSA; however, the streamlined process will benefit customers across the Federal Government.

Lean Hiring Teams used the HREA models to gain a better understanding of the processes that enable the hiring and management of employees. These teams used Lean Six Sigma (LSS) methodology to resolve some of the issues that were brought to light via the HREA project and to determine how to best implement the recommendations made via the HREA Project. GSA has launched projects to implement these recommendations. By leveraging the LSS methodology, GSA is able to streamline business processes, create operational efficiencies, and achieve strategic goals.

The current state models developed during the HREA project were used by the Lean Hiring LSS project team as a means for understanding how the agency hires employees. A systematic approach was utilized to map the

BUSINESS ALIGNMENT – OPM HIRING REFORM	
2.6.3	Please describe how you support OPM Hiring Reform.

existing end-to-end hiring process, identify barriers to meeting the OPM 80-day hiring timeline, and propose projects to efficiently address the gaps. By leveraging the LSS methodology, GSA identified steps to reduce process cycle time from when a hiring request is made to when the job announcement is posted, from an average of 44 days to just 10 days average. This improvement enables GSA to meet OPM standard end-to-end 80-day hiring timeline while improving the overall GSA hiring process. GSA has developed reports and applicant which enable customers to measure and report on the hiring timeline.

END OF BUSINESS CATEGORY