

HR LOB Shared Service Center Catalog

Department of Defense - Defense Civilian Personnel Advisory Service (DCPAS)

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1. Functional

In sections 1.1 Core Services and 1.2 Non-core Services, DCPAS 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 DCPAS' Self-Evaluation for Personnel Action Processing Target Requirements	
1.1.1	<p>Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.</p> <p>The Defense Civilian Personnel Data System (DCPDS) is a multifunction, web-based civilian HR information management and transaction processing system. The core DCPDS system (based on the Oracle HR custom of-the-shelf solution (COTS) product), is customized for Defense environments, and provides personnel transaction processing using Oracle Federal HR for appropriated fund, non-appropriated fund, local national and National Guard employees.</p> <p>DCPDS supports the full range of requirements for processing personnel actions and maintaining workforce data, including:</p> <ul style="list-style-type: none"> Creating and maintaining work structures and position data. Employee appointment, reassignment, promotion, and other assignment actions. Administration and maintenance of employee benefits, training, and performance management. Viewing, tracking, and reporting data. Electronic routing of personnel actions between managers, local personnel offices, and regional servicing centers. <p>With over 500,000 process rules and 1.75M pay and benefit algorithm combinations, DCPDS sustains a complex set of personnel data that interfaces with the DoD payroll system. DCPDS also maintains over 40 other interfaces to external systems and databases.</p>

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 DCPAS' 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.
<p>The DOD payroll provider (DFAS) addressed this service component as part of their response to this data call. The DFAS response is listed here for reference:</p> <p><i>DCPS processes employees covered under Titles 3, 5, 10, 20, 32, 35, 38 and 42 of the US Code. DCPS is grouped into 26 major functional components, of which most are executed daily or biweekly.</i></p> <p><i>26 major functions are as follows:</i></p> <ul style="list-style-type: none"> <i>Accounting</i> <i>Check Processing</i> <i>Conversion</i> <i>Data Repository</i> <i>Debt Management</i> <i>Employee Data Collection (EDC) and Maintenance</i> <i>Employee Locator</i> <i>Garnishments</i> <i>Gross Pay and Labor</i> <i>History End of Pay Period Processing (HEOPP)</i> <i>Interfaces</i> <i>Leave</i> <i>Leave and Earnings Statement</i> <i>MASS Transfer DCPS-to-DCPS (D2D)</i> <i>MASS Update Processing</i> <i>Pay</i> <i>Personnel Data System (PDS) Interface</i> <i>Reference Data</i> <i>Reporting</i> <i>Retirement</i> <i>Retroactive Process (RETRO)</i> <i>System Security</i> <i>Time and Attendance (T&A)</i> <i>Utilities</i> <i>Vendor Software</i> <i>W-2s – Consolidated and Reissue</i> 	

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 DCPAS' 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.
<p>The DOD payroll provider (DFAS) addressed this service component as part of their response to this data call, indicating that reports are provided to customers on an as needed basis.</p>	

CORE SERVICES BENEFITS PROCESSING	
Benefits Processing - captures, validates, and processes benefits elections and actions.	
Click Here for DCPAS' 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.
<p>The Interactive Voice Response System/Employee Benefits Information System (IVRS/EBIS) Consortium is a federation of DOD Components who share a common, automated tool to administer employee health benefits with Air Force performing program management responsibility.</p> <p>The IVRS/EBIS Consortium was formed in 1999 with a principle objective of providing employee health and life insurance, Thrift Savings Plan and retirement services in a technological state of the art environment that offers self service and personalized assistance to member employees. Consortium members share the development, testing and sustainment costs of Consortium products and collaborate in a decision making process to effect change and realize savings associated with sharing the cost of administering employee benefit services provided by EBIS and IVRS. The Air Force serves as the program office managing and providing oversight of system requirements and support activities for the Consortium. Our clients (Components) are responsible for providing and maintaining the infrastructure for their environment and the provisions for employee assistance.</p>	

CORE SERVICES BENEFITS REPORTING	
Benefits Reporting - provides the capability to report employee participation in benefits programs.	
Click Here for DCPAS' 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.
<p>The EBIS application includes end-user reporting capabilities in the following reporting areas: Retirement estimates; Service computation dates; Average salary; Deposit/redeposit.</p> <p>Benefits reports are available for through the DCPDS reporting system CMIS (see answer to question 1.2.17).</p>	

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 DCPAS' 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.
<p>The DOD payroll provider (DFAS) addressed this service component as part of their response to this data call. The DFAS response is provided here for reference:</p> <p><i>Certified leave and Time and Attendance information is received via interface files from the customer agency and processed accordingly.</i></p> <p><i>Leave Processing performs biweekly validation of T&A ensuring the input conforms to the biweekly schedule. Leave History records are updated with leave accrued, earned, forfeited, and used. Separating or transferring employees are processed for payment of lump sum leave or payoff/forfeiture of some types of leave, and exception reports are produced that are designed to alert the Payroll Office of potential errors that may need resolution prior to certifying the payroll.</i></p> <p><i>Transactions for Time and Attendance (T&A) and work schedule changes are edited and validated. The employee and Labor records are updated with valid transaction data. Reports on invalid and suspended transactions are produced.</i></p>	

CORE SERVICES MANAGER SELF SERVICE	
<p>Manager Self-service - allows managers to be self-sufficient in initiating actions or updating, retrieving, and analyzing employee and organization information within their sphere of control as a manager or supervisor.</p> <p>Click Here for DCPAS' Self-Evaluation for Manager Self-Service Target Requirements</p>	
1.1.7	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<p>DCPDS, through Oracle Self Service (SS), provides supervisors the ability to access, view, and change HR data using a standard web browser. My Workplace – DoD's Manager Self-Service application allows managers to view selected personnel information about their employees to manage their workforce. It also allows managers to update telework eligibility for their employees. My Workplace provides a one-stop portal for access to the information of the employees within the manager's hierarchy.</p> <p>Future capabilities under consideration include benefits, suitability matching, talent profile capability, and work preferences to optimize its use at the employee and manager levels.</p>	

CORE SERVICES EMPLOYEE SELF SERVICE			
<p>Employee Self-service - allows employees to be self-sufficient in initiating actions or creating, updating, and retrieving information within their sphere of control as an employee.</p> <p>Click Here for DCPAS' Self-Evaluation for Employee Self-Service Target Requirements</p>			
1.1.8	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.		
<p>DOD's Employee Self-Service portal – My Biz – features the following functions:</p> <table border="0"> <tr> <td style="vertical-align: top;"> <p>View/Update:</p> <ul style="list-style-type: none"> ▪ Profile – includes Work Email Address, Employee Phone Number, Physical Work Address ▪ Disability ▪ Language ▪ Ethnicity and Race ▪ Emergency Contact ▪ Education ▪ Training ▪ Certifications/Licenses/Awards and Bonuses (Non-Monetary are the only types of awards updateable by the employee.) </td> <td style="vertical-align: top;"> <p>View Only:</p> <ul style="list-style-type: none"> ▪ Appointment ▪ Position – includes Telework Eligibility ▪ Personal Information ▪ Salary, Supplemental Earnings ▪ Benefits ▪ Awards and Bonuses ▪ Performance ▪ Personnel Actions </td> </tr> </table> <p>My Biz also provides an employment verification services that allows DOD employees to email employment or employment and salary information to a 'recipient' (business, bank, credit union) in a password protected document. My Biz provides employee access to the Performance Appraisal Application for self-assessments. New features will be added to My Biz in the near future to include additional benefits functionality and leave balances.</p>		<p>View/Update:</p> <ul style="list-style-type: none"> ▪ Profile – includes Work Email Address, Employee Phone Number, Physical Work Address ▪ Disability ▪ Language ▪ Ethnicity and Race ▪ Emergency Contact ▪ Education ▪ Training ▪ Certifications/Licenses/Awards and Bonuses (Non-Monetary are the only types of awards updateable by the employee.) 	<p>View Only:</p> <ul style="list-style-type: none"> ▪ Appointment ▪ Position – includes Telework Eligibility ▪ Personal Information ▪ Salary, Supplemental Earnings ▪ Benefits ▪ Awards and Bonuses ▪ Performance ▪ Personnel Actions
<p>View/Update:</p> <ul style="list-style-type: none"> ▪ Profile – includes Work Email Address, Employee Phone Number, Physical Work Address ▪ Disability ▪ Language ▪ Ethnicity and Race ▪ Emergency Contact ▪ Education ▪ Training ▪ Certifications/Licenses/Awards and Bonuses (Non-Monetary are the only types of awards updateable by the employee.) 	<p>View Only:</p> <ul style="list-style-type: none"> ▪ Appointment ▪ Position – includes Telework Eligibility ▪ Personal Information ▪ Salary, Supplemental Earnings ▪ Benefits ▪ Awards and Bonuses ▪ Performance ▪ Personnel Actions 		

1.2 Non-core Services

NOTE FROM DOD: DOD's non-core services are offered for use to DOD's customer base, which consists primarily of DOD-serviced employees. The descriptions offered here are of these offerings, all of which may be considered for future services to non-DOD customers, but are currently not offered as such.

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 DCPAS' 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.
<p>DOD uses OPM's USA Staffing application for Enterprise-wide staffing. USA Staffing currently provides the following functionality:</p> <ul style="list-style-type: none"> • Generates vacancy announcements • Posts vacancy announcements on USAJOBS • Accepts applications via Internet, phone, or fax • Analyzes applicant competencies and qualifications • Rates and ranks job applicants • Covers all available hiring flexibilities • Produces and updates certificates • Notifies applicants • Manages applicant records • Meets all regulatory requirements and can be adapted for agency specific procedures <p>DOD is deploying USA Staffing across the DOD Enterprise. This system will be used by approximately 4500 Human Resource professional and hiring managers. As of May, 2012, DOD has deployed to about 85% of these users; the majority of remaining users will be from Army, where the retirement of the legacy Resumix system is occurring over a two year period. Resumix offers many of the same functions as USA Staffing, but is based on an out-dated un-supported platform.</p> <p>Assessments are a critical component of any automated staffing system used to screen, rate, and/or rank applicants. As part of DOD's agreement with OPM for use of the USA Staffing system, the Department utilizes OPM's USA Staffing Assessments tool (which is currently being renamed). This tool allows the Department to deliver innovative and robust online assessment solutions. As of May, 2012, the Assessments tool hosts three DOD-owned assessments specifically developed for a number of DOD occupations. Functionality in this tool includes the following features and services:</p> <ul style="list-style-type: none"> • Delivery of online assessments in proctored and un-proctored environments • Custom, online assessments for selection, promotion, and training • Automated agency-owned paper and pencil assessments • Online OPM-provided assessments for selection and promotion • Assessments may include a Reading Assessment, Reasoning Assessment, Mathematical Reasoning Assessment, Situational Judgment Assessments, and an Occupational Interaction Assessment 	

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.
DOD uses OPM's USA Staffing application, which includes an Entrance-on-Duty module called <i>Onboarding Manager</i> . Currently in the pilot phase with Air Force, Army, and Navy, it will be available to additional Components in Fiscal Year 2012 and available to the entire DOD Enterprise in Fiscal Year 2013. <i>Onboarding Manager</i> helps	

NON CORE SERVICES ENTRANCE ON DUTY	
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1.2.2	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
agencies move toward end-to-end automated hiring and can be utilized to onboard applicants selected inside or outside USA Staffing. It is compliant with the Human Resources Line of Business (HR LOB) Entrance-on-Duty Concept of Operations and is interconnected with the Enterprise Human Resources Integration (EHRI) e-OPF system.	

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 DCPAS' 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.
<p>USAJOBS is the U.S. Government's official system/program for Federal jobs and employment information. USAJOBS delivers a service by which Federal agencies meet their legal obligation (5 USC 3327 and 5 USC 3330) providing public notice of Federal employment opportunities to Federal employees and U.S. citizens. Technology and program operations offer Federal agencies and job seekers a modern platform to support online recruitment and job application.</p> <p>USAJOBS is funded by agency fees, assessed on a pro rata share of the expenses to run the program. USAJOBS interfaces with back-end Talent Acquisition Systems, such as USA Staffing, to provide seamless processing of hiring actions from the job announcement through application processing and status notification, candidate assessment, referral and selection.</p> <p>USAJOBS provides the following functionality:</p> <p>HR Specialists across all DOD Components can upload a job opportunity announcement they create in USA Staffing to USAJOBS. They can also update job announcements, extend job announcements, see how many applicants have applied, and monitor announcements posted to agency-specific pages.</p> <p>Applicants may search and view job opportunity announcements on USAJOBS, as well as upload or build resumes, apply for jobs, indicate their eligibility for special hiring authorities (status candidates, veterans, military spouse preference, students and recent graduates, etc.) and check the status of their job applications through USAJOBS.</p>	

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.
The tool used by the HR community to process the separation of employees is the Defense Civilian Personnel Data System (DCPDS). The Guide to Processing Personnel Actions (GPPA) contains the Office of Personnel	

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.
<p>Management's instructions on how to prepare personnel actions. Actions covered include: resignations; retirements; terminations; removals; separations due to reduction in force; separations to enter the uniformed services; and deaths.</p> <p>DCPDS feeds retirement/separation data to the pay system (DCPS). Upon receipt of this data, employee separation information is sent to OPM for processing. DOD is currently engaged with OPM to improve the processes associated with separation. Any improvements identified will affect DOD's systems that support separation (specifically retirement). Exit processing (which includes the collection of Government resources from a separating employee) is currently handled as a manual process as part of back-office support.</p>	

NON CORE SERVICES COMPETENCY MANAGEMENT	
<p>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.</p>	
<p>Click Here for DCPAS' Self-Evaluation for Competency Management Target Requirements</p>	
1.2.5	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<p>The National Defense Authorization Act (NDAA) 2010, Section 1108, requires DOD to submit to the Congressional Defense Committees on an annual basis a strategic workforce plan to shape and improve the civilian employee workforce of the DOD. This plan must include an assessment of the critical competencies that are needed now and in the future within the civilian workforce to support national security requirements and effectively manage the Department. To support this requirement, the Department has developed an Enterprise Competency Management Framework for developing and assessing DOD core competencies for major occupations. In order to assess workforce competencies within this framework, the Department is working to implement an assessment tool which can provide for individual employee and supervisory assessment of competencies against the target level proficiency, and provide gap analysis reports which will be used to develop the corrective strategy.</p> <p>The planned tool, known as the Defense Competency Assessment Tool (DCAT), will perform human resources functions, and will provide data needed to administer organizational management, determine staffing needs and assignments, develop employees, inform workforce planning and programming, workforce analysis, personnel readiness and assignment.</p>	

NON CORE SERVICES PERFORMANCE MANAGEMENT	
<p>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.</p>	
<p>Click Here for DCPAS' Self-Evaluation for Performance Management Target Requirements</p>	
1.2.6	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<p>DOD is currently developing an interim solution to handle performance management for employees who are not part of the Senior Executive Service. The solution, known as the Employee Performance Management Tool (EPMT) will provide performance management process automation for a variety of pilots recommended by the National Security Personnel System (NSPS) transition efforts. The tool will allow for various rating patterns at the 2, 3, 4, and 5 levels, and will allow for plan creation, interim reviews, employee self assessments, and final appraisal.</p>	

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 DCPAS' 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.
For Senior Executives, The Executive Performance and Appraisal Tool (EPAT) is the DOD- mandated enterprise tool that is the system of record for developing annual Senior Executive performance plans. EPAT provides a system to record feedback and create the Senior Executive annual performance evaluation (appraisal) while also processing performance evaluation data, providing performance program workflow, and maintaining performance program data via a user interface.	

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 DCPAS' 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.
Position management is performed in DCPDS. Work structures in DCPDS include the position and all pertinent information necessary to identify the location, sensitivity, position number and title as well as the pay plan, series, and grade that support the assignment of work. Upon receipt of the appropriately approved documentation for building a position, HR professionals are responsible for ensuring the positions are accurately placed in the Self Service (SS) hierarchy. The position number identifies the position description (a description of the duties assigned). The sequence number identifies the specific position. These elements of the DCPDS position provide each agency with the means to identify and maintain their position inventory.	

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 DCPAS' 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.
DOD Components classify their own Position Descriptions (PDs) and maintain their own PD Libraries. They upload the classified PD into USA Staffing as part of the case file documentation (USA Staffing has a Case File Upload feature).	
OPM/USA Staffing Program Office is currently developing a Competency Management module to facilitate job analysis and classification and provide a centralized tool for collecting and managing government-wide and agency-specific data and documentation associated with these processes. DOD will consider making use of this module of USA Staffing when it becomes available.	
As currently planned, the USA Staffing/Competency Management module will: store government-wide and agency-specific job analysis information (such as competency and task data and models) and classification information to support staff acquisition; accept, create, store, and manage PDs in a library; incorporate data now housed in HR Manager; facilitate and guide the job analysis and classification processes; and export PD, competency models and job analysis results.	

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 DCPAS' 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.
<p>DCPAS has a Strategic Human Capital Planning Division responsible for DOD workforce planning policy and guidance, and development of the biannual DOD Strategic Workforce Plan. The SHCPD facilitates workforce planning through Functional Community Managers in OSD and Component Integrators in the military departments and defense agencies. SHCPD provides a workforce planning handbook for managers and a training module on workforce planning in the new DOD supervisors training course.</p> <p>DCPAS also produces workforce data and information that customers can utilize for organization-specific workforce planning.</p>	

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 DCPAS' 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.
<p>The Defense Talent Management System (DTMS) is an automated talent management tool for Senior Executive Service (SES) members. More specifically, it identifies current and future talent requirements based on short and long-term talent needs and organizational goals. The system is also used to support human resources management by managing the accession process, which includes performing workforce analysis, providing personnel readiness workflow, managing personnel sustainment and developing personnel.</p> <p>DOD is currently piloting the use of DTMS for non-SES employees.</p>	

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.
<p>The Corporate Management Information System (CMIS) as fully described in answer 1.2.17 is the corporate data warehousing system for DOD Civilian personnel and is used as the basis for workforce analytics. An effort called the OSD Manpower Initiative has also recently been charged with delivering an enterprise wide manpower system for OSD to manage, generate reports and provide visibility of civilian, military, and contractor positions. This initiative will improve the data analytics capabilities and will improve the ability to provide reports to Congress as well as our agency leadership.</p> <p>Furthermore, as part of our strategic planning and future visioning, we are currently collecting requirements to implement (or leverage) a data warehousing solution that also provides strong analytical capabilities.</p>	

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 DCPAS' 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.
DOD Components utilize their own Learning Management Systems (LMS). These systems interface with DCPDS, which serves as DOD's repository for civilian training records. These records are used to feed the Enterprise Human Resource Integration (EHRI) training data feeds that are sent to OPM.	
While DOD uses and supports LMS technology for the elements of the service component listed above, we do not specifically offer tools in this service component as part of our Shared Service Center suite of offerings.	

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 DCPAS' 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.
DCPAS systems, tools and data are used by our customers in their support of this service component. In addition, customers leverage other DOD-provided tools in the areas of Competency Management, Performance Management, and LMS. As such, DOD does not plan to offer support for this specific service component as part of its Shared Service Center suite of offerings.	

NON CORE SERVICES WORKERS COMPENSATION	
Workers Compensation - provides comprehensive workers compensation services including adjudication, case management, counseling, and fraud investigation.	
Click Here for DCPAS' 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.
The Defense Injury and Unemployment Compensation System (DIUCS) includes an injury and unemployment compensation database with claims management and tracking tools. The system receives manual inputs plus scheduled Department of Labor / Office of Workers Compensation Program (DOL/OWCP) and DOD Personnel and Payroll data element loads. DIUCS is able to collect benefit data from an external source, perform benefits management, and produce other benefits reports. DIUCS includes an Electronic Data Interchange (EDI) component for electronic submission of injury claims to DOL/OWCP and receipt of claim data. The system also includes a Safety First Event Reporting (SaFER) module for notification to Safety personnel, and is associated with business intelligence (BI) reporting tools using Cognos applications and portal.	

NON CORE SERVICES UNEMPLOYMENT COMPENSATION	
Unemployment Compensation - provides services under the unemployment compensation program including claims processing, billing, reporting, and handling appeals.	
1.2.15	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
See answer 1.2.14 for the Defense Injury and Unemployment Compensation System (DIUCS).	

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 DCPAS' 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.
Application Management is performed using OPM's USA Staffing and USAJOBS tools. Please see questions 1.2.1 and 1.2.3 for more details.	

NON CORE SERVICES REPORTING	
Reporting - retrieves, manipulates, and presents information as needed.	
1.2.17	Please provide information on reports that your system makes available to customers. Please also describe the reporting features that your system offers (e.g. ad hoc, real-time, manager self-service, flexibility, customizability) and any costs or cost structure associated with making non-standard reports available.
<p>For civilian personnel reporting needs, the most modern solution that is offered to customers is the Corporate Management Information System (CMIS). CMIS is a data warehouse system, including data marts that use Business Objects Web Intelligence as a standard query tool, Xcelsius as a graphical dash boarding tool, and various direct SQL connections to the database. CMIS is scalable to support up to 300 concurrent users. Currently, the CMIS database server runs a suite of data management tools, using Oracle Version 10.2, and uses database to database transfers to receive transactions on individual records from the authoritative DCPDS system servers on a continuous basis. The feed is not real-time, but data is no more than 48 hours behind the transactional system. CMIS receives data from Components' Regional Service Center (RSC) servers at all times. Should CMIS be taken off-line, or be flooded with transactions (exceeding current bandwidth), transactions will be queued for transmission and replayed after CMIS is brought back online.</p> <p>A selection of examples of reporting that customers can perform from CMIS include: Evaluation of historical workforce trends, Query of HR data over a range of dates, Analysis of number of workers eligible to retire, Analysis of Equal Employment Opportunity (EEO) demographic data, and Identification of Acquisition positions and employees. CMIS offers access to a wide range of civilian HR data including regular validation checks to ensure data accuracy. The warehouse includes both DOD-wide as well as Agency specific data. Customers may run standard reports or save and modify them. Customers may also create unique reports and share / export them.</p> <p>CMIS contains Sensitive Unclassified data that is protected by the Privacy Act of 1974.</p>	

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.
DOD is an active participant in OPM's Federal government-wide electronic Office Personnel File (eOPF) program. This program provides electronic storage and retrieval of data/documents associated with an employee's personnel record. The eOPF serves as the official copy of the employee's record and the means to electronically transfer the employee's record directly from one agency to a new employing agency, as opposed to traditional mailing of the paper folder, thus greatly reducing the potential for loss, damage or theft.	

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.
DCPAS plans, implements and improves processes based on a thorough understanding of the organization's mission and current strengths and weaknesses. This is achieved by utilizing Software Engineering Institute (SEI) Capability Maturity Model Integration (CMMI) and the Information Technology Infrastructure Library (ITIL) as process frameworks for improving and designing processes. In the most recent review, DCPDS was rated at a Maturity Level 3.	

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.
Case management is embedded in the systems that support Workers Compensation and Unemployment compensation. It is not a separate service offering that DOD supports as part of its participation in the Shared Service Center program.	

NON CORE SERVICES LABOR COST ALLOCATION	
Labor Cost Allocation - attaches labor costs to accounting codes.	
1.2.21	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
DOD performs this association between labor costs and accounting codes, but this is not part of the DOD Shared Service Center suite of offerings.	

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 DCPAS' 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.
Several elements of the Employee Relations service component are accommodated through DCPDS functionality, including processing of RPAs for disciplinary action, administrative action, action related to unacceptable performance, and termination.	
DCPAS' customers provide products and services that support this service component. While DOD does not specifically offer tools in this service component as part of its Shared Service Center suite of offerings (beyond the DCPDS functionality described herein), DCPAS does produce data and information that is utilized by the customer in support of its products and services.	

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 DCPAS' 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.
DOD does not offer Labor Cost Allocation as part of its Shared Service Center suite of offerings.	

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 DCPAS' 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.
Several interfaces between DCPDS and DCPS exist to move data from system to system to accommodate this service component. These interfaces and the administration of payroll is a core function provided as part of DOD's suite of Shared Service Center offerings.	

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 DCPAS' 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.
Benefits counseling is offered to DOD employees using the EBIS automated benefits tool (see question 1.1.4). Counseling is offered via interactive voice response (IVR), and in-person in cases where Components local installations have benefits representatives on-site. DOD does not offer benefits counseling as part of its Shared Service Center suite of offerings.	

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.
DOD provides health and fitness services, but currently does offer them through DOD's inventory of services.	

NON CORE SERVICES WORKFORCE RESHAPING	
Workforce Reshaping - considers the current personnel inventory and reallocates workforce as applicable.	
Click Here for DCPAS' 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.
DCPAS functionality includes AutoRIF. AutoRIF is an automated Reduction-In-Force (RIF) processing application, which uses data from DCPDS to assist and simplify processing aRIF. It complies with RIF regulations and provides the capability to track employees, RIF actions, and qualification decisions. AutoRIF produces	

NON CORE SERVICES WORKFORCE RESHAPING	
Workforce Reshaping - considers the current personnel inventory and reallocates workforce as applicable.	
Click Here for DCPAS' 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.
retention registers, tenure listings, and RIF notices.	

NON CORE SERVICES ORGANIZATION DESIGN	
Organization Design - supports the creation or revision of an agency's organization structure and reporting relationships.	
Click Here for DCPAS' 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.
DCPAS' customers provide products and services that support this service component. While DOD does not specifically offer tools in this service component as part of its Shared Service Center suite of offerings, DCPAS does produce data and information that is utilized by the customer in support of its products and services.	

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 DCPAS' 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.
Please reference the answer to question 1.2.1, Non-core Services – Staffing.	

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 DCPAS' 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.
DCPAS' customers provide products and services that support this service component. While DOD does not specifically offer tools in this service component as part of its Shared Service Center suite of offerings, DCPAS does produce data and information that is utilized by the customer in support of its products and services.	

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 DCPAS' 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.
DCPAS' customers provide products and services that support this service component. While DOD does not specifically offer tools in this service component as part of its Shared Service Center suite of offerings, DCPAS does produce data and information in the areas of training records and competencies that are utilized by the customer in support of its HR Program Development.	

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 DCPAS' 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.
DCPAS' customers provide products and services that support this service component. While DOD does not specifically offer tools in this service component as part of its Shared Service Center suite of offerings, DCPAS does produce data and information in the areas of training records and competencies that are utilized by the customer in support of its HR Program Delivery.	

NON CORE SERVICES HUMAN CAPITAL PROGRAM REVIEW AND ASSESSMENT	
Human Capital Program Review and Assessment - supports the evaluation of HC and HR programs via an assessment of whether objectives have been met.	
Click Here for DCPAS' 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.
DCPAS' customers provide products and services that support this service component. While DOD does not specifically offer tools in this service component as part of its Shared Service Center suite of offerings, DCPAS does produce data and information that is utilized by the customer in support of its products and services.	

END OF FUNCTIONAL CATEGORY

2. Business

In sections 2.1 through 2.6, DCPAS 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.
<p>DOD's service delivery model is rooted in the synchronization, integration, and alignment of business operations and management structures across the DOD Enterprise. DOD's focus on Business Process Reengineering is Congressionally mandated through the National Defense Authorization Act NDAA (2010), and forms the core strategy for continually improving DOD's IT systems, supporting processes, and supporting infrastructure. Coupled with an end-to-end perspective, conducting appropriate business process reengineering BPR throughout a defense business system's acquisition or modernization lifecycle is crucial to improving performance and achieving results. Executing BPR helps the Department rationalize its defense business systems portfolio, improve its use of performance management, control scope changes, and reduce the cost of fielding business capabilities. In addition, DOD's HR Service Delivery is aligned to OPM's HRLOB Enterprise Architecture and is leveraged to design the HR Services delivered to our customers. All of these results benefit DOD's SSC customers through the continual process of improving service delivery.</p>	

ORGANIZATION	ORGANIZATIONAL STRUCTURE
2.1.2	Please describe your SSC organizational structure.
<p>DOD's Shared Service Center is housed and managed within the Enterprise HR Information Systems (EHRIS) directorate of DCPAS, the Defense Civilian Personnel Advisory Service. Within the EHRIS directorate, the following divisions are responsible for a portion of DOD's SSC delivery model:</p> <p>Enterprise Human Resource Information Systems Directorate: Builds knowledge, informs decisions, and increases Force effectiveness by providing innovative and fiscally responsible HR IT solutions for Government HR specialists, employees, supervisors, managers, and leaders.</p> <p><i>Enterprise Architecture and Portfolio Management Division:</i> Specifies architecture requirements and manages the Enterprise Architecture for civilian HR IT portfolio; facilitates the process of translating business visions into enterprise strategy; uses EA analytics to conduct mappings between the DCPAS portfolio of IT investments, DOD HRM capabilities, processes and activities, and OPM HR Line of Business; manages enterprise architecture modeling tools.</p> <p>EAPMD is also responsible for data management responsibilities, including data exchange management, DCPDS data quality, and business intelligence toolset development.</p> <p><i>Business Modeling and Integration Division:</i> Works with functional owners and SME's to understand their business requirements; Translates business needs into business case and drive to clear and informed decision in pursuit of HR IT solutions; Identifies areas for cross cutting innovations and improvements; Uses ROI to drive the discussion and prioritization.</p> <p><i>Planning and Assessment Division:</i> Specifies program management and acquisition requirements; assesses programs for overall health and compliance with information technology (IT) and acquisition laws, regulations, policies and Government Accountability and Oversight (GAO) recommendations.</p> <p><i>Information Assurance Management Division:</i> Provides cyber-security services and products for DCPAS, including DIACAP/ICD503 processing and documentation, DOD network connection processing and documentation, monitoring of security status of DCPAS networks and systems, computer incident response services; serves as integration point with personnel, force protection, and facility security, and; serves as integration point with USCYBERCOM and DOD Defense Information Assurance Program (DIAP) Office.</p>	

ORGANIZATION ORGANIZATIONAL STRUCTURE	
2.1.2	Please describe your SSC organizational structure.
<p><i>Systems, Training, Testing and Requirements Division:</i> Performs enterprise HR IT system testing, training for enterprise HR IT Systems, manages DCPDS requirements, and provides operational support for DCPDS.</p> <p><i>Defense Civilian Personnel Data System Division:</i> Manages cost, schedule and performance of the enterprise DCPDS in accordance with program goals and objectives; Ensures compliance with DOD guidance related to the operation, planning, and programming of DCPDS ; Ensures acquisition of hardware, software and contracts that supports best value and timeliness; Oversees the primary vendor contract to ensure technical integration with HR functional support; Provides life cycle documentation on acquisition and architecture plans for DCPDS; Plans for future DCPDS operations</p> <p><i>HR Managed Services Division:</i> Manages innovative enterprise HRIT systems that are delivered as services from government and non-government providers; Manages implementation of IT solutions that are provided as DCPAS services.</p> <p><i>HR Systems Division:</i> HR Systems Program and Project Management for design, development and sustainment; Management of HR Systems acquisition requirements.</p> <p><i>Information Systems Division:</i> Supports and manages Web sites, DCPAS helpdesk, Network support, and various Enterprise applications (EPAT, DIUCS, CMTS, ASARS (Automated Stopper and Referral System))</p>	

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.
<p>DOD is reshaping its approach to workforce management, as characterized by changes made over the past several years, and plans for the future. Since 2009, the Department has turned its attention to workforce forecasting based specifically on mission requirements. This has required taking a more strategic approach to forecasting, including modifying recruitment/retention strategies to address forecasted requirements, and identification of core competencies for Mission Critical Occupations (MCOs).</p> <p>The Department is currently in the process of recalibrating and expanding its workforce management approach. The number of functional communities throughout DOD has been expanded, thereby covering a greater percentage of the workforce. MCOs have been redefined in order to acknowledge the realities of DOD's continuously evolving mission requirements, and career roadmaps are being developed to match those MCOs. Finally, the Department is further implementing complimentary recruitment/retention strategies. In the future, DOD will look to focus greater attention on competency gaps to inform human capital strategies.</p>	

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.
Please see the answer to question 2.1.3 – Workforce Management.	

ORGANIZATION GOVERNANCE	
2.1.5	Please describe your governance structure including boards, workgroups, and other bodies. Describe the functions and responsibilities of each main component. Describe the touch points for customer representation and participation in your governance structure. If applicable, please explain how governance structures or processes differ by customer type (e.g., large versus small agencies).
<p>The Defense Civilian Personnel Advisory Service (DCPAS) has established a Human Resources Information Technology (HR IT) Governance structure to promote and support the effective use of information technology for Department of Defense (DOD) Civilian Personnel Human Resources Management. This structure consists of the Enterprise Human Resources Information Systems (EHRIS), Civilian Personnel Advisory Group (CPAG), Civilian Personnel Policy Council (CPPC), Deputy Assistant Secretary of Defense-Civilian Personnel Policy (DASD-CPP), Human Resources Management Investment Review Board (HRM-IRB), and Defense Business Systems Management Committee (DBSMC) that are charged with identifying, prioritizing, and approving investments and proposing tactical and strategic HR IT initiatives. The EHRIS Directorate will serve as the “intake” office for new business requirements, and manages all existing as well as new initiatives as a complete portfolio. The EHRIS Directorate defines the business needs and performance factors for every HR IT initiative so that progress and value may be consistently measured.</p> <p>Involvement of the functional sponsor is required throughout the process, and business solutions outside of IT solutions must be considered upfront. The EHRIS Directorate places a great emphasis (and provides support to the functional community) on Business Process Documentation as well as Re-engineering. As plans for new and existing initiatives mature, the stakeholder community is included in ongoing governance and decision making to include priority of initiatives as well as overall approval of enterprise wide initiatives through the CPAG, and CPPC boards which are existing Civilian Personnel and Policy governance boards.</p>	

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.
<p>DCPAS manages and oversees a Change Control Board (CCB) process for DCPDS. The CCB reviews, approves, and prioritizes functional changes to the DCPDS software. Requests for changes are received from many sources. These sources include Office of the Secretary of Defense, DCPAS, DOD Components, Defense Finance and Accounting Service (for payroll related changes), Office of Personnel Management, and other Federal agencies.</p> <p>The CCB makes collective recommendations to the CCB Chairperson outlining priorities, requirements, anticipated costs, and outcomes. The Chairperson takes immediate action on non-controversial and routine recommendations approved by the Board. Controversial issues, Board disagreements, and high risk or cost issues are forwarded to the DCPAS for decision. All requests not approved will be returned accompanied with an explanation of the reasons for the disapproval.</p> <p>Routine system changes involving normal maintenance fixes and software modifications resulting from external law or regulatory and policy changes do not require CCB review. These changes are initiated by DCPAS and forwarded to the DCPDS sustainment and maintenance Vendor for implementation. Components are notified of emergency systems changes (see paragraph 17.a. below) as soon as practical. Components are provided information on the status of the changes and their priority. Board members will have the opportunity to comment on any priorities established through this process.</p> <p>A primary objective of the CCB is to prioritize system change requests recommended for implementation in DCPDS. The CCB determines the recommended system change request priority. Board Members may request reconsideration of the Board’s priority recommendation. The Chairperson has 15 business days of receipt of a reconsideration request to respond with a decision as to whether or not to change or maintain the recommended priority. If the Component is dissatisfied with the Chairperson’s decision, an appeal can then be made to DCPAS.</p> <p>Non-DOD customers of DCPDS serve in an advisory capacity with responsibility to ensure requirements unique to them are presented and addressed. Customers are involved at every level, from strategic planning to operational activities. Collectively, non-DOD customers have one vote on the CCB.</p>	

2.2 Migration Management

MIGRATION MANAGEMENT PREVIOUS MIGRATION EXPERIENCE	
2.2.1	Please list and describe previous migrations you have completed. Include information such as employee populations, number of records, migration project duration, technical requirements, whether completion dates and budget targets were met, and other relevant information.
<p>Initial migration from legacy to modernized DCPDS included the migration of civilians in the Military Departments and Defense Agencies (approximately 800,000 employee records) over a 2-year period resulting in Full Operating Capability (FOC) in September 2002. Subsequent migration activity focused on the consolidation of regional databases from 24 to the current 8 regional instances. Those migrations represent approximately 365,000 records migrated. DCPAS is currently planning the consolidation of all DCPDS regional databases to a single site by 2015.</p> <p>DOD's migration experience is also characterized by the migration of two external customers (the Broadcast Board of Governors, and the Executive Office of the President), and by the internal migration of customers as a result of Base Realignment and Closure (BRAC) actions. The volumes associated with each of these migrations is as follows:</p> <p>Broadcast Board of Governors: 1740 Executive Office of the President: 1780</p> <p>BRAC migrations have required data migration, account setup and access, account configuration, and in some cases new and improved business processes associated with HR personnel processing. For the full scope of migration activities, please see the answer to question 2.2.2 – Migration Methodology.</p>	

MIGRATION MANAGEMENT MIGRATION METHODOLOGY																														
2.2.2	Please describe your migration methodology. Consider including information on requirements and design, business transformation, data migration, testing/quality assurance, change management, and risk management.																													
<p>DCPAS generally follows the OPM HR LOB Migration Roadmap as a guideline for migration activities. Following are some of the tasks the DCPDS team uses for migration of a new customer, organized according to HR LOB Migration Planning Guidance:</p> <table border="1"> <tbody> <tr> <td rowspan="3">Planning and Management</td> <td>Designation of Project Team</td> </tr> <tr> <td>Build Implementation Checklist and Schedule</td> </tr> <tr> <td>Build Implementation Questionnaire</td> </tr> <tr> <td rowspan="8">Preparation and Analysis</td> <td>Meet with Key Personnel</td> </tr> <tr> <td>Identify Contract and Budget Needs</td> </tr> <tr> <td>Establish Governance</td> </tr> <tr> <td>Prepare Staff, and Identify Training Requirements</td> </tr> <tr> <td>Evaluate Infrastructure Needs (Hardware, Data Communications, Physical Security, Power)</td> </tr> <tr> <td>Evaluate Existing Data/Systems</td> </tr> <tr> <td>Conduct Gap Analysis</td> </tr> <tr> <td>Determine Type of Implementation (Incremental, Otherwise)</td> </tr> <tr> <td rowspan="5">Design and Development</td> <td>Identify Resources</td> </tr> <tr> <td>Assess Data System Architecture</td> </tr> <tr> <td>Perform Data Mapping</td> </tr> <tr> <td>Identify Business Rules and Requirements</td> </tr> <tr> <td>Identify Interfaces and Requirements</td> </tr> <tr> <td rowspan="3">Testing and Parallels</td> <td>Identify COOP/DR Requirements</td> </tr> <tr> <td>Identify Needs for Security, Personnel Transactions, Forms, Reports, Other Outputs</td> </tr> <tr> <td>System Test</td> </tr> <tr> <td rowspan="3">Implementation and Post-Implementation</td> <td>Transition Rehearsal</td> </tr> <tr> <td>Readiness Review</td> </tr> <tr> <td>Data System, Tables, Data, Reports, Print, Suspense, System and Interface Set-Up</td> </tr> <tr> <td></td> <td>Process Reconciliation and Conversion Mapping</td> </tr> </tbody> </table>		Planning and Management	Designation of Project Team	Build Implementation Checklist and Schedule	Build Implementation Questionnaire	Preparation and Analysis	Meet with Key Personnel	Identify Contract and Budget Needs	Establish Governance	Prepare Staff, and Identify Training Requirements	Evaluate Infrastructure Needs (Hardware, Data Communications, Physical Security, Power)	Evaluate Existing Data/Systems	Conduct Gap Analysis	Determine Type of Implementation (Incremental, Otherwise)	Design and Development	Identify Resources	Assess Data System Architecture	Perform Data Mapping	Identify Business Rules and Requirements	Identify Interfaces and Requirements	Testing and Parallels	Identify COOP/DR Requirements	Identify Needs for Security, Personnel Transactions, Forms, Reports, Other Outputs	System Test	Implementation and Post-Implementation	Transition Rehearsal	Readiness Review	Data System, Tables, Data, Reports, Print, Suspense, System and Interface Set-Up		Process Reconciliation and Conversion Mapping
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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.		
		Lessons Learned Assessment	
		Evaluate Implementation	
		Prepare Adjustments	
		Measure SLA, Performance, and Metrics	

MIGRATION MANAGEMENT		PROJECT MANAGEMENT	
2.2.3	Please describe your approach to migration project management. Consider including information on project staffing, earned value management (EVM) including cost and schedule control, and scope management.		
<p>Our approach to systems migration is consistent regardless of the type of migration. The Enterprise HR Information Systems Directorate (EHRIS) within DCPAS created the Solutions Life Cycle Management Methodology (SLCMM) to support the entire lifecycle of Civilian HR Information Technology. The SLCMM is complex and dynamic, with diverse stakeholders interacting to identify, design, develop, and validate systems. The primary objectives of the SLCMM are to define a standard program/project investment management process, incorporate IT Governance, establish a framework for cross-program collaboration, promote the use of best practices, and improve Civilian HR IT interoperability.</p> <p>The Civilian HR IT investment management process defines a standard program/project process that integrates the DOD Business Capability Lifecycle, as documented into the acquisition policy for Defense Business Systems (DTM-11-009) and subsequent references. The Solutions Life Cycle Management Methodology is designed for all capability requests and Civilian HR programs/projects, regardless of Acquisition Category (ACAT) or current stage in the life cycle. The SLCMM offers programs/projects a comprehensive roadmap for identifying all the major DOD requirements applicable to the particular program or project. The SLCMM supports the Investment Review Board (IRB) and Defense Business Systems Management Committee (DBSMC) process providing a governance and oversight framework for effective investment decision-making.</p> <p>SLCMM intends to direct new information technology capability requests (including systems development, integration, migration and enhancement) towards a single standard development and approval process. The SLCMM follows a standard work breakdown structure which can be 'tailored' to each investment scenario. The SLCMM is supplemented with a suite of supporting materials, including reference documentation, guidelines, templates, examples, and other process assets intended to support and promote the use of best practices.</p>			

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: <ul style="list-style-type: none"> - managing customer relationships - handling customer service issues and complaints - communicating important updates to customers - measuring customer satisfaction 		
<p>DCPAS maintains a strong relationship with its customers, and strives for a high degree of responsiveness to customer inquiries and requests, and communicates regularly with customers through a number of mediums, including email, dashboards, newsletters and the DCPAS Website. In addition, DCPAS engages customers in meetings and workgroups in which they collaborate on a broad range of topics and issues as an integral part of DCPDS governance activities.</p> <p>For more information on customer involvement in Change Control, please see the answer to question 2.1.6 – Change Control Process.</p> <p>For more information on handling of customer service issues and complaints, please see the answer to question 2.3.2 – Help Desk.</p>			

CUSTOMER SUPPORT CUSTOMER RELATIONSHIP MANAGEMENT	
2.3.1	<p>Please describe your customer service organization. Include information on your approach to and/or processes for:</p> <ul style="list-style-type: none"> - managing customer relationships - handling customer service issues and complaints - communicating important updates to customers - measuring customer satisfaction
<p>For more information on SLAs and measurement of customer satisfaction, please see the answer to question 2.4.1 – Service Level Agreements.</p>	

CUSTOMER SUPPORT HELP DESK	
2.3.2	<p>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.</p>
<p>DCPDS Help Desk services are provided according to the following three levels:</p> <p>Level 1. Component-Level Help Desk</p> <p>If a user encounters a problem, there are two tiers of immediate support provided by the Government as follows:</p> <p><i>Tier 1A</i> is DOD Component and non-DOD Agency local-level or desk-side support. This service is the first point of contact for users and provides the first opportunity to address a problem, regardless of the technology or nature of the problem. This support is provided at the CSU and/or RSC by Component staff.</p> <p><i>Tier 1B</i> support occurs at the DOD Component and non-DOD Agency level by a Component support desk. Any issues or problems that cannot be solved by Tier 1A staffs are escalated to Component staff for resolution. A trouble ticket is created for tracking purposes. Trouble ticket reporting is done only from this tier level. Reporting is done only after the problem is researched, documented, and confirmed. Due to RSC/CSU size or approach, some Components only provide Tier 1B help desk support. Should a problem or issue be “irresolvable” through the Component/customer Level 1 help desk, the problem will be escalated by the Tier 1B Component support personnel to the Level 2 Contractor help desk.</p> <p>Level 2. Contractor Help Desk (staffed and equipped by the Contractor at the Contractor location).</p> <p>The Contractor Level 2 help desk is operational 24 hours per day, 7 days per week, 365 days per year. The Contractor tracks all Level 2 help desk calls until the problems are resolved. The Contractor enters all calls, including those resolved by Level 2 help desk personnel into a trouble tracking system maintained by the Contractor. All hardware problems on Component DCPDS GFE and not located at the Contractor’s data center, are dispatched to the Component help desk staff for dispatch and resolution, with notification to DCPAS technical staff. All HR policy and procedure questions are escalated to DCPDS system development team. The Contractor staffs the Level 2 help desk with individuals knowledgeable of the HP Itanium and x86 processors and HP-UX and Red Hat Linux operating system environments, Oracle Data Base Management System (DBMS), the currently implemented version of the Oracle HR COTS software, and any other software used in conjunction with DCPDS.</p> <p>Level 3. Dispatch and Tracking of Third Party Support or Contractor Experts (staffed and equipped by the Contractor at the Contractor location)</p> <p>The Contractor enters all calls, including those resolved by Level 2 help desk personnel, into a tracking system, maintained by the Contractor. Should a problem arise that cannot be resolved by the Level 2 help desk, the Contractor resolves the problem. The Contractor is responsible for escalating problems to other third parties, such as Oracle, or HP, as required. If necessary, the Contractor provides expertise internally. When the problem is based on Component GFE, the Contractor refers the problem back to the owning Component through DCPAS technical staff, or notifies DCPAS directly, as appropriate. Service level expectations are suspended on that RSC server until the Component resolves the problem. If the problem is with DCPDS GFE, the Contractor shall track the problem and report its status and resolution to DCPAS.</p>	

CUSTOMER SUPPORT TRAINING SUPPORT	
2.3.3	<p>Please provide information on training offered for your applications. Include information on types of training (see bullets below), how often training is made available, and costs or cost structure for training, if applicable.</p> <ul style="list-style-type: none"> - classroom courses with live instructors - computer-based training (online courses, simulations, etc.) - train-the-trainer program - user manuals, guides, and other training materials
<p>Training is provided to end-users using several methodologies, including on-line training guides, and Oracle User Productivity Kits (UPK).</p> <p>Train the trainer sessions are provided in a classroom setting for functionality such as performance management and the integrated RIF tool, both of which require classroom interaction. In addition, user guides and job aids are available online.</p> <p>DCPDS maintains and upgrades the UPK platform as required. The UPK licenses provide a comprehensive content and training development/delivery platform that simplifies the deployment process by facilitating and promoting end user adoption. UPK facilitates a single system to develop test scripts, training manuals, simulations, performance support and quick reference guides. Learning methods include process demonstration, practice simulations, and knowledge tests. The UPK tool allows for the creation of "test it" modules for users to walk through the process on their own, and also provides test scores. User guides, documentation and software qualification test scripts can be generated and individual modules modified without recreating the entire module. This is an important feature during system qualification testing when problems are corrected and user guides must stay in sync.</p> <p>The most significant capability is the UPK Player Package. This is a Hypertext Markup Language (HTML)-based simulation of the application process that operates in four (4) modes. The four (4) modes create a single source of content development, standardize the documentation style, and create an online base documentation for computer-based training, business process documents, user acceptance test scripts, and employment/staff aids. The modes allow the user to watch the transaction being performed, interact with the application in a simulated environment, test the user's knowledge on the application, and act as an embedded help while performing day-to-day tasks. The application can prepare training and, with the fourth mode, prepare a help function.</p> <p>There are two (2) distinct architectures for UPK implementation, Production and Development. The production architecture, from an enterprise perspective, lends itself to support two (2) overarching functions provided by the UPK solution. The first function is to create and provide online, context sensitive help. The second function is to create and provide online user training.</p>	

2.4 Performance Management

PERFORMANCE MANAGEMENT SERVICE LEVEL AGREEMENTS	
2.4.1	<p>Please list and describe the performance metrics and minimum acceptable levels of performance that are included in your SLAs with customers. Additionally, please describe any provisions for accountability in your SLAs if service levels or performance standards are not met.</p>
<p>The DCPDS program maintains a set of 10 SLA performance measures:</p> <ol style="list-style-type: none"> 1. Percentage of Uptime 2. Problem Management 3. Maintenance of Database Integrity 4. Implement DOD and Federal Regulatory Standards 5. Ability to work with the DCPAS management team 6. System Backup and COOP Planning/Testing 7. Call Center Effectiveness/Help Desk 8. Overall COTR Assessment of Contractor 9. Information Assurance Management 10. 100% Standard Operating Environment <p>In addition to these SLA measurements, DCPAS works with the OPM HR LOB to report against performance measures in the following areas:</p>	

PERFORMANCE MANAGEMENT SERVICE LEVEL AGREEMENTS																											
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PERFORMANCE MANAGEMENT CONTINUOUS IMPROVEMENT	
2.4.2	Please describe your approach to performance management including information on how performance results are used to improve processes and practices.
	<p>For information on SLAs and measurement of customer satisfaction, please see the answer to question 2.4.1 – Service Level Agreements.</p> <p>For information on incorporating BPR into DOD’s upgrade and modernization efforts, please see the answer to question 2.1.1 – Service Delivery Model.</p>

2.5 Financial Management

FINANCIAL MANAGEMENT FUNDING UPGRADES AND MODERNIZATION	
2.5.1	Please describe your approach for funding upgrades and modernization.
	<p>As an agency funding primarily with appropriated funds, DOD’s main driver for system upgrades and modernization is the improvement of business processes and maximum utilization of taxpayer funds.</p> <p>DOD’s POM-based approach to funding upgrades and modernization efforts is described in the answer to 2.6.2 – OPM HR LOB Objectives. When taken in concert with the BPR-focused approach described in the answer to question 2.1.1 – Service Delivery Model, a complete picture of the DOD approach to modernization is created.</p> <p>DOD maintains and executes a strategic modernization plan as it pertains to the DCPDS. As evidenced by the successful transition to release 12 of the Oracle COTS product, DOD works closely with its vendor to understand planned releases, to integrate pending functionality into the modernization plan, and to budget for these improvements via the POM process referenced above.</p>

2.6 Business Alignment

BUSINESS ALIGNMENT ENTERPRISE ARCHITECTURE	
2.6.1	Please describe how you use enterprise architecture to develop, expand, and/or improve the services you offer to your customers.
<p>The Defense Civilian Human Resources Enterprise Architecture (DCHREA) is the Human Resources Management (HRM) architecture for DOD Civilian personnel and provides a current depiction of HRM processes, activities, systems, and organizations, and stakeholders. Analysis of this architecture allows DCPAS to identify gaps, overlaps, inconsistencies, and redundancies within the HRM portfolio, in turn creating a vision for the future should be. DCPAS has developed a future state concept with a single-entry portal supported by shared services providing capability to the DOD civilian workforce. Key features of the envisioned solution include the implementation of shared services, emphasis of self-service functionality coupled with push notifications, enterprise-wide business processes, a standardized data environment, and a common platform.</p>	

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 .
<p>HRLOB defines four goals for human management: improve the government-wide strategic management of human capital; achieve/increase operational efficiencies in the acquisition, development, implementation and operation of human resources management and support systems; achieve/increase cost saving/avoidance from HR solution activities; improve customer service. EHRIS has developed strategic goals and objectives that align with those of the HR LOB. These objectives are being achieved through the development of an IT Transformation Roadmap.</p> <p>The IT Transformation Roadmap provides a panoramic view of the IT HRM portfolio. The roadmap depicts key information about each investment such as capability mappings, financials, system evaluation information and enhancement/rationalization timelines. Each system is mapped to the Defense Civilian Human Resources Enterprise Architecture (DCHREA) activity model, which leverages the HRLOB BRM as well as the DOD Enterprise Architecture framework - the BEA HRM. The mappings within the roadmap indicate primary and secondary capabilities in the current and future states based on suggested improvements to the portfolio. The financials provide current requested and obligated funds based on recent POM exercises done for FY13-FY18, allowing leadership to gauge the cost over time for each IT investment and determine whether projected enhancements or consolidations can be met with obligated funds. System evaluation information provides the scoring/color-rating of each in terms of system performance, program management, and user satisfaction, which are in turn used to support portfolio rationalization decisions. The Enhancement/Rationalization timelines depict the sequence and timing of key activities to synchronize efficiency and improvement opportunities. DCPAS will use this roadmap going forward to ensure required targets are met and goals continue to be met.</p>	

BUSINESS ALIGNMENT OPM HIRING REFORM	
2.6.3	Please describe how you support OPM Hiring Reform .
<p>DOD has worked aggressively toward accomplishing the Presidential mandate to make it quicker and easier to bring talented individuals into Federal service. DOD Hiring Reform activities are focused on three overarching Objectives: Improving Hiring Timeliness, Improving the Applicant Experience, and Attracting and Obtaining Top Talent. In 2007 and 2009, DOD held Lean Six Sigma process reviews that led to the consolidation of DOD's complicated and onerous hiring process into a concise, straight-forward, 10 step approach.</p> <p>Of the 64 initial Hiring Reform action items reported to OPM as part of the 2010 DOD Hiring Reform Action Plan, all 64 have been completed on-time or ahead of schedule.</p> <p>In addition to the Action Plan, DOD initiated an ambitious internal campaign to complete business process and change management activities necessary for executing and supporting the long term sustainment of Hiring Reform efforts. An agency-wide Call To Action Memorandum distributed by the Under Secretary of Defense for Personnel & Readiness, a Hiring Reform Strategic Communications Plan, and a portfolio of new recruitment tools focused on hiring veterans, persons with disabilities, and college recruiting was developed to support DOD's unique approach to implementing Hiring Reform.</p>	

BUSINESS ALIGNMENT OPM HIRING REFORM	
2.6.3	Please describe how you support OPM Hiring Reform .
DOD senior leadership is heavily invested in the Hiring Reform initiative, and as a result, is providing strong direction and structure to the effort. DOD is institutionalizing the core principles of Hiring Reform across the Department, and creating a meaningful culture change around hiring.	

END OF BUSINESS CATEGORY