



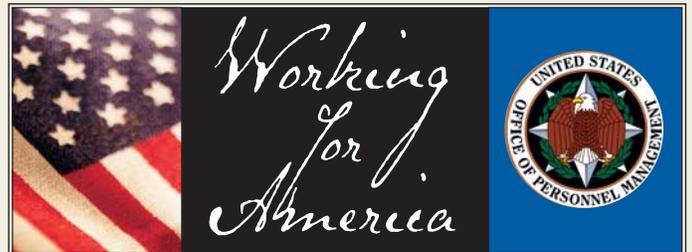
*UNITED STATES  
OFFICE OF PERSONNEL MANAGEMENT*

**HUMAN RESOURCES  
LINE OF BUSINESS**

**TARGET REQUIREMENTS  
FOR  
SHARED SERVICE CENTERS**

**VERSION 2.0**

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



September 2006

## **A Message from the Director**

I am pleased to present the Human Resources Line of Business (HR LOB) Target Requirements for Shared Service Centers, version 2.0 report. The report defines target requirements for both “core” and “non-core” services that may be offered by the HR LOB Shared Service Centers.

The HR LOB target requirements report will:

- Establish a single comprehensive business process-driven vision for services and technology.
- Provide an agency-driven basis for OMB and OPM to certify service providers.
- Provide a consistent basis for each agency to select a service provider.
- Provide a single cross-government blueprint for future service and technology design specifications.
- Provide a starting point for identifying future performance measures.

The report is a result of landmark cross-agency collaboration and is a significant milestone in the strategic management of human capital.

Linda M. Springer  
Director

# HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS

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## I. Introduction

In the spring of 2004 the Office of Management and Budget (OMB) established five lines of business to identify ways in which services commonly found in numerous agencies could be provided in a more efficient manner. The Human Resources Line of Business (HR LOB), led by the Office of Personnel Management (OPM), was launched in 2004 to realize the potential of electronic government and redefine human resources service delivery for all civilian employees of the Executive Branch of the Federal Government.

The HR LOB service delivery model is guided by the concept of “shared services.” Shared services generally are defined as the consolidation of administrative non-mission-critical processes into a stand-alone business enterprise that provides those services to other business units in an organization.

The HR LOB Concept of Operations (CONOPS) proposes a near-term service delivery model in which HR services relating to human resources information systems (HRIS) and payroll operations move from the agencies to HR shared service centers. Over time, as HR shared service centers evolve and expand their capabilities, additional transactional and administrative activities may shift from the agency to the service center delivery mode. This approach will allow agencies to focus on the more strategic aspects of their core missions, while the shared service centers can focus on delivering administrative services efficiently, in a cost-effective manner and with a focus on the customer and service quality.

This report describes expectations of shared service centers as they strive to achieve the HR LOB service delivery model. It describes the role of an SSC in the HR process and it provides specifications for delivery of services and solutions. The target requirements for the “core” business areas – including Compensation Management, Benefits Management, and activities that result in a personnel action – were first published in November 2005. The target requirements for the “non-core” business areas will be included for the first time in this report; these include the HR LOB sub-functions: HR Strategy, Organization and Position Management, Staff Acquisition, Performance Management, non-core processes in Compensation Management, HR Development, Employee Relations, Labor Relations, and Separation Management.

Section 1, *Introduction*, describes the HR LOB initiative and explains the approach to HR LOB requirements. Section 2, *HR LOB Core Requirements Conceptual Design*, provides a process-driven concept of operations and high-level design for the three core HR LOB business areas. Section 3, *HR LOB Non-core Requirements Conceptual Design*, provides a process-driven concept of operations for the remaining HR LOB business areas. Requirements for core areas appear in Appendices A through C of this report; the non-core requirements appear in Appendices D through L.

## A. HR LOB Introduction

The vision of the HR LOB is to create a framework for governmentwide, modern, cost effective, standardized and interoperable HR solution(s) that provide common core functionality to support the strategic management of human capital. To realize this vision, the HR LOB is moving toward a Shared Service Center (SSC) model. In the HR LOB SSC delivery model, HR information system operations and some administratively intense non-mission critical HR activities will be migrated to shared service centers (SSCs). Moving HR information systems operations and some HR services to SSCs will free up agency HR personnel to perform more strategic HR functions and will afford the following potential business benefits:

- **Improved Management** – Improve the governmentwide strategic management of human capital through:
  - Faster decision making
  - More informed policy making
  - More effective workforce management
  - Knowledge sharing and exchange
  - Better alignment of resources to agency missions
- **Cost Savings/Avoidance** – Achieve or increase cost savings/avoidance for HR activities through:
  - Increased competition
  - Reduced duplication of labor and IT resources
- **Improved Customer Service** – Improve customer services and increase customer satisfaction through:
  - Increased focus on client and on client value
  - Improved communication and responsiveness
  - Enhanced quality
  - Enhanced timeliness
  - Enhanced accuracy
  - Enhanced consistency
- **Operational Efficiencies** – Achieve or increase operational efficiencies in the operation of human resources services through:

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- Reduced cycle times
- Improved access to information
- Improved servicing ratio and response times

### **B. Requirements Introduction**

Federal Enterprise Architecture (FEA) standards guide HR LOB efforts, which started with the definition of the Business Reference Model. During the period from September through December 2004, 271 people representing 33 Federal agencies met in a series of 16 workshops to construct the HR LOB Business Reference Model (BRM version 1) – one of five FEA components. The result was an end-to-end process view of human resources for the Executive Branch of the U.S. Federal Government. During the period from October through November, 2005, 47 people representing 14 Federal agencies met in a series of four workshops to revise and improve BRM version 1. The resulting BRM version 2 is composed of 10 sub-functions that break down into 45 processes, which themselves break down into a total of 212 activities.

In January 2005 an initiative was launched to define business and technical requirements around the BRM. The HR LOB Program designated three highly transactional, administratively intense areas to be the focus of this effort. Eighty-eight representatives from 24 agencies validated these requirements in a series of work sessions completed in the second half of 2005, and produced “core requirements” that specify services and supporting technology for:

- Personnel Action processing
- Compensation Management sub-function (Payroll related)
- Benefits Management sub-function

A second requirements definition effort was conducted over the course of FY 2006. One hundred and seventy-one representatives from 29 agencies participated in a series of work sessions to validate the “non-core requirements” that specify services and supporting technology for activities that fall within the remaining BRM sub-functions:

- Human Resources Strategy
- Organization and Position Management
- Staff Acquisition
- Performance Management
- Compensation Management
- Human Resources Development
- Employee Relations

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- Labor Relations
- Separation Management

Every BRM activity was scrutinized to determine whether it should be supported by a shared service center in the future or continue to be performed at the agency. Each BRM activity was then given one of the following designations:

1. The activity will be performed in the future by the agency only.
2. The activity will be performed in the future by an SSC only.
3. The activity may be collaboratively performed in the future by some combination of both the agency and an SSC.

These designations provided the basis for the scope of these requirements. Since the intention of the requirements in this document is to set *expectations of shared service centers*, requirements have been gathered and linked to those activities that will or could be supported by SSCs (2 and 3 above). Agency-only requirements (1 above) have not been included.

All of the core and non-core requirements have been consolidated into these Target Requirements for Shared Service Centers version 2. The benefits of investing in this coordinated set of expectations include:

- a single comprehensive business process-driven vision for services and technology,
- a consistent basis for each agency to select a shared service center,
- a single cross-government blueprint for future service and technology design specifications,
- a starting point for identifying future performance measures, and
- a basis for testing core solutions in an open and transparent setting.

Requirements describe business outcomes that a shared service center could produce for each BRM sub-function and are not meant to provide design-level detail. Following this requirements initiative, SSCs will partner with customer agencies to establish business rules that are standard across the HR LOB and create design blueprints that expand these requirements into specifications that can be leveraged for system, process and role design.

This approach was taken to foster innovation among SSCs, to encourage competition, to encourage customer involvement, and to decrease the need for maintenance over time.

### **C. Shared Service Center Expectations**

This document sets expectations for service providers. Should a provider deliver any services, it will meet the requirements established in this document. Each requirement

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has a designated priority. The three priority designations are Mandatory, Critical, and Useful.

### 1. Mandatory

A mandatory requirement supports an *essential mission-critical* business need, statutory requirement, and/or regulatory requirement that must be implemented and met. The requirements also include best business practices that the Federal HR community has agreed must be adopted. A majority of the core requirements and many of the non-core requirements have been given a “mandatory” designation.

#### **Core Sub-function Expectations:**

1. OMB and OPM have established expectations that all mandatory requirements in the core sub-functions will be met.
2. Non-core services requirements may be moved into the core at various times depending on new or changing business needs.

#### **Non-core Sub-function Expectations:**

If an SSC chooses to offer services for any of the non-core services, it must meet the applicable mandatory requirements at the time it begins to provide services to the customer.

### 2. Critical

A critical requirement supports an *essential business* need that is likely to become mandatory at some point in the future. However, new legislation and policies may accelerate the change in requirements designation. A change management process has been established to control the timing around when critical requirements become mandatory and whether they belong in core services or in non-core services.

### 3. Useful

A useful requirement supports an *important but nonessential* business need that may become critical or mandatory in the future. SSCs will not be pressed to meet all useful requirements, but useful requirements will distinguish solutions and services in the marketplace. Over time, market forces may compel SSCs to meet useful requirements.

#### **Role**

Each requirement has also been associated with a “role.” The role designates the entity responsible for fulfilling the requirement, and the “role” is documented in the requirements matrix in the “who” column. Since these requirements set expectations of shared service centers, there exist only two alternatives for role designation:

- SSC – The shared service center is responsible for fulfilling the requirement.

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- SSC and/or agency – The shared service center and the agency agree on roles. The SSC, the agency or collaboration between agency and SSC fulfill the requirement.

Under the HR LOB CONOPS, the services that agencies must obtain from SSCs are those relating to HR information systems and payroll operations. Customer agencies are not mandated to seek other services from an SSC in the near-term. This migration of highly transactional services to an SSC may help an agency achieve operational efficiencies and increase its focus on the strategic management of human capital. Shared service centers must also take into account e-Government initiatives and capitalize on existing and planned systems investments. Nothing in these requirements implies or authorizes the performance of inherently governmental functions by non-governmental entities.

### **D. Requirements Change Process**

Over time, requirements are expected to change and evolve because of new or revised legislation, change in regulations, industry trends and other external factors. The requirements change process (see Figure 1) outlines a standardized method for reviewing the change requests and revising the requirements as appropriate, outside the planned annual requirements update process.

All requirements change requests should be initiated by requesting a Requirements Change Request form from the HR LOB Program Management Office (PMO) at [HRLOB-PMO@opm.gov](mailto:HRLOB-PMO@opm.gov). The HR LOB PMO will review each requirements change request and set an initial priority for addressing the change request. The requirements change request will then be passed on to the appropriate Requirements Workgroup, which will evaluate the request and make recommendations to the Requirements Board on the changes requested.

The Requirements Board will review all recommendations and work to reach concurrence on the revisions. Once Requirements Board concurrence is achieved, the changes will be sent to the Multi-Agency Executive Strategy Committee (MAESC) for their review and concurrence. After MAESC review and concurrence, the HR LOB PMO will publish an addendum to the requirements report containing the agreed-upon changes to the requirements.

The HR LOB PMO will issue a Requirements Addendum for immediate changes within one month after MAESC approval. The HR LOB PMO will review recommendations not designated with immediate priority during its annual review of requirements. During this review, requirements will be reviewed to ensure changes to law, regulation, best business practices, and MAESC-approved changes are captured and updated. The HR LOB PMO will publish changes by September 30 each year.

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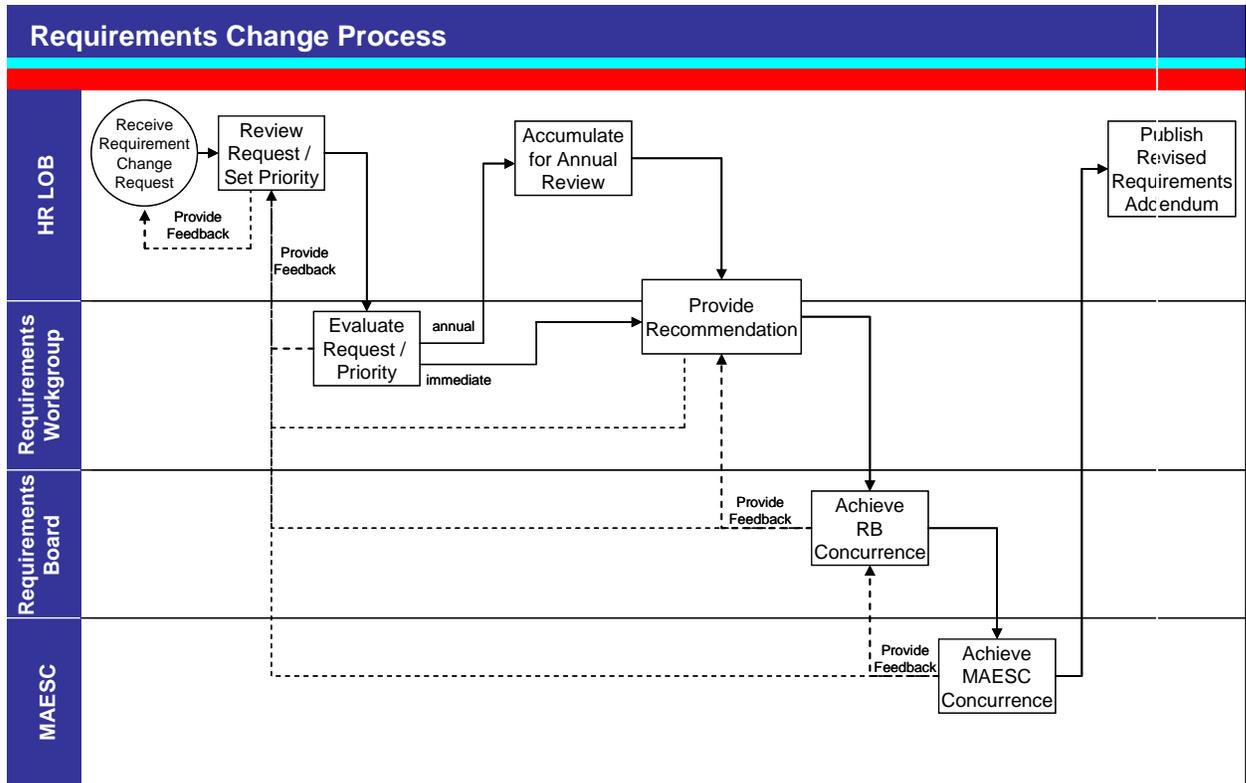


Figure 1: Requirements Change Process

## E. HR LOB Conceptual Design

The HR LOB Conceptual Design is a BRM process-driven view of the future HR service delivery model for the U.S. Federal Government. It covers a total of 11 areas – one for each BRM sub-function plus Personnel Action, which is a capability that spans sub-functions. A process view concept of operations, delineating the role of the agency versus the shared service center for selected BRM activities, is presented for each sub-function. Sub-functions have been designated as “core” and “non-core” and are described in the respective sections that follow.

## II. HR LOB Core Services Conceptual Design

The HR LOB Core Services Conceptual Design has three areas that have been validated by cross-agency work groups. They are:

- Personnel Action
- Compensation Management (Payroll related)
- Benefits Management

A process view concept of operations, delineating the role of the agency versus that of the shared service center for selected BRM activities, is presented for each sub-function. Also included are high level design points that provided the basis for the requirements found in this report. These design points will guide the innovations that are expected to be adopted over time.

### A. Personnel Action

The Office of Personnel Management's *Guide to Processing Personnel Actions* defines a **Personnel Action** as "the process necessary to appoint, separate or make other personnel changes." The concept of personnel action is not specific to a single HR LOB Business Reference Model sub-function. Rather, it is a concept that converges with multiple activities across the BRM – activities that result in a change to employee status or other key employee data.

The HR LOB shared service centers will provide a personnel action solution that offers the capability to initiate and process a personnel action. The solution will use automated workflow to route the personnel action through its approval sequence and provide appropriate notifications. It will seamlessly connect to other HR LOB and other e-Gov HR solutions. Nothing in the requirements at Appendix A implies or authorizes the performance of inherently governmental functions by non-governmental entities.

The remainder of this section details the roles of the shared service center and the agency in personnel action-related activities and describes the innovations that shared service centers are expected to adopt.

#### 1. Personnel Action Concept of Operations

Personnel action is a capability that supports multiple HR LOB Business Reference Model sub-functions. Agency and SSC involvement in this concept of personnel action is described in this sub-section.

Agency personnel will continue to initiate and approve personnel actions. Employees will receive electronic notification of personnel actions that have been processed on their behalf. Agency personnel will also continue to perform manual processing, should any

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remain. SSCs will provide the tools that will automate the process. SSCs will also capture and retain raw data that will enable performance tracking.

### **2. Innovation**

Shared service centers will be expected to deliver solutions to customer agencies that are both substantive and innovative. The following design points describe expectations of the personnel action solution. They provide the conceptual basis for the personnel action requirements found in Appendix A of this report.

- Personnel action data entry will be via a web-based facility that will allow for data entry from any secure device. The facility will exploit the use of electronic signatures, eliminating the need for paper forms.
- The personnel action facility will utilize web-based form(s) that will be tailored to the particular nature of action (NOA) being entered. Once agencies adopt this capability, these forms will link to and become part of the employee's eOPF. Drop-down boxes will provide lists of values specific to the NOA. Data will be auto-populated to the extent possible with existing data specific to the position, role and/or employee. Data edits will decrease the entry of erroneous information and will provide contextual guidance regarding errors. Edits will also provide links to relevant policies. Effective dating will enable entry of personnel actions at any time.
- The personnel action facility will use automated workflow to manage the personnel action process. Personnel actions will be electronically moved through the chain of approval and notification, based on business rules. The chain of approval and notification will be tailored to the NOA. An electronic notification will be provided to the employee informing him or her that a personnel action has been processed on his or her behalf -- eliminating the need for a paper notification -- after approval and as applicable. Any notifications requiring additional action will provide a link to the corresponding web-based form. Any manual processing may be delegated by the initiator to other individuals.
- Employee and manager checklists will be generated to manage followup actions.
- Integrated systems and interfaces will eliminate the need for duplicate data entry. Data updates will be cascaded to other systems as appropriate. Data captured on the employment application and during entry on duty will be retained and will be available throughout an employee's tenure.
- Personnel action-related performance measures will be identified and put into the service level agreement.
- Tracking data will be captured and retained to provide raw data for performance measurement, audits and trend analysis.
- People will be trained on personnel action concepts and on the use of the new personnel action facility.

## **B. Compensation Management (Payroll related)**

The HR LOB Business Reference Model defines the sub-function **Compensation Management** as “the adoption of nondiscretionary (government-wide), agency-discretionary and alternative compensation programs that are fair and equitable, and that promote employee retention. Award and bonus payout strategies are devised and administered. Work schedules are established and time worked is recorded and approved. Leave taken is reconciled against leave accrued to determine leave balances. Payroll is processed and reconciled, and employee pay and other third-party disbursements are generated. Labor costs are distributed, as appropriate, to the appropriate cost accounts.”

Shared service centers (SSCs) will play a key role in core compensation management activities. SSCs will provide a compensation management solution that includes tools to support managers’ pay and award decisions. The solution will use self-service and automated workflow to manage time reporting and approval. SSCs will also offer self-service capabilities to enable employees to enter employee-furnished payroll data (e.g., direct deposit, withholding). SSCs will provide automated support for leave processing. They will also manage the end-to-end payroll process including setup, processing, disbursement, reporting and compliance. SSCs will provide employees and managers with secure access to leave and pay data. They will also provide customer support to employees and managers for any leave, pay or time and attendance questions or issues. An SSC’s solution will seamlessly connect to other HR LOB and other e-Gov HR solutions. Nothing in the requirements at Appendix B implies or authorizes the performance of inherently governmental functions by non-governmental entities. SSCs may also support non-core requirements that will be discussed in Section 2.

The remainder of this section details the roles of the shared service center and the agency in compensation management activities and it describes the innovations that shared service centers are expected to adopt.

### **1. Compensation Management Concept of Operations**

The Compensation Management sub-function of the HR LOB Business Reference Model contains five processes that break down to a total of 23 activities. Shared service centers will support 13 of the 23 BRM core activities. Agency and SSC involvement in these 13 activities is described below.

**5.2.3 Set Bonus or Award Pay.** Agency personnel will review bonus/award information, determine bonus/award amounts and input bonus/award data in the payroll or other designated system provided by SSCs. They will also determine eligibility for pay changes and enter pay data in the payroll or any other designated system as required. SSCs will capture bonus/award and pay data in the payroll or other designated system.

**5.3.1 Identify Employees to Receive Pay or Leave Change.** Agency personnel will determine eligibility for and the amount of pay changes (e.g., manual salary increase, temporary salary increase, salary changes due to promotion, demotion and relocation). SSCs will capture pay data in the payroll or any other designated system.

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**5.4.1 Schedule Employees.** The manager or supervisor will schedule employees based on project and/or work requirements. SSCs will capture employee schedules.

**5.4.2 Attest Attendance Data.** Agency employees will record their time worked (e.g., premium pay, differentials, hazard pay) on an exceptions basis if possible. Employees will also record leave taken. SSCs will capture employee time entry.

**5.4.3 Manage Usage of Leave and Paid Time Off.** Employees will request leave via self-service. Agencies will use automated workflow tools to review and approve leave requests. SSCs will track employee leave accrual and usage (e.g., FMLA, leave banks, voluntary leave transfer, home leave) based on time worked and leave taken, verify eligibility for leave and requested leave duration, respond to employee questions, and resolve basic leave issues per guidelines and business rules.

**5.4.4 Certify Employee Attendance Data.** Agency managers or other designated approvers will certify that the employee-entered attendance data is accurate. SSCs will capture the time approval.

**5.5.1 Manage Employee-Furnished Payroll Data.** Employees will enter payroll data (e.g., direct deposit, voluntary deductions, withholding information) via self-service. Alternative means will also be available (e.g., e-mail, fax, mail). SSCs will capture employee-derived payroll data.

**5.5.2 Process On-Cycle Payroll.** SSCs will calculate gross pay, apply taxes and deductions to calculate net pay, and generate and disburse pay (e.g., employee, taxes, allotments).

**5.5.3 Process Off-Cycle Payroll.** To accommodate exception conditions, SSCs will operate outside the scheduled pay cycle and calculate gross pay, apply taxes and deductions to calculate net pay, verify net pay, and generate and distribute paychecks or leave and earnings statements (LES). These will typically be one-time payments (e.g., awards, advances, defactos, settlements).

**5.5.4 Distribute Labor Costs.** SSCs will allocate payroll costs to projects or accounts for any time reported against a project or account code. They will transmit labor cost allocation information to the general ledger and other financial account systems or third parties.

**5.5.5 Process Disbursements.** SSCs will calculate and send payments to third parties and reconcile payment data with the third parties.

**5.5.6 Handle Payroll Issues.** SSCs will provide help-desk support to respond to or refer employee payroll issues. Support will be web-based self-service supplemented by tiered telephone support. SSCs will be evaluated on their ability to resolve reported payroll issues.

**5.5.7 Perform Periodic Reporting.** SSCs will make periodic standard reports available to agencies by pay period, quarterly, annually and as requested. They will also provide ad hoc reporting capabilities to the agency.

## 2. Innovation

Shared service centers will be expected to deliver solutions to customer agencies that are both substantive and innovative. The following design points describe expectations of the compensation management solution. They provide the conceptual basis for the detailed core compensation management requirements found in Appendix B of this report.

### Overall Compensation Management:

- SSCs will provide integrated systems with appropriate interfaces that will eliminate the need for duplicate data entry.
- Employees will have self-service capabilities for entry of employee-derived payroll data (e.g., direct deposit data, credit hour requests, compensatory time requests) and for visibility into leave balances and pay data.
- SSCs will provide web-based process automation and workflow including notification and approval capabilities. To support this workflow capability, SSCs will deliver multichannel customer support including web-based help, phone assistance and tiered troubleshooting assistance.
- SSCs will work with customers to identify and prioritize their needs. They will provide robust tools for analysis (e.g., payroll forecasts and what-if scenarios for policy changes) plus standard and ad hoc reporting capabilities.

### Set Bonus, Monetary Award and Pay Changes:

- SSCs will provide a tool that supports invoking step increases based on pre-established business rules and with appropriate supervisory approvals. SSCs will also maintain pay bands and associate pay bands to pay ranges. SSCs will provide managers notification of pending increases and will prompt managers to certify the increases. Managers will either certify an increase or notify an SSC that the increase is denied due to unacceptable performance.
- SSCs will provide tools to support managers' compensation decisions (e.g., pay pool manager, market-based compensation subscription services). This information will be used to generate pay change personnel actions. SSCs will provide timely training to managers and supervisors on these tools.
- SSCs will provide the capability to tie bonus, applicable awards and pay changes to performance review results.
- SSCs will provide the means to move pay change data automatically through the chain of approval and notify appropriate individuals as necessary via workflow. They will also provide adequate levels of security that allow only authorized, appropriate individuals secure access to individual performance data to justify performance-based pay changes.

### Manage Leave:

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- SSCs will provide a tool that supports all paid and unpaid leave types, automatically manages leave balances in accordance with governmentwide and agency-specific policies and guidelines, and provides employees with visibility into their leave balances. The tool will include automatic triggers for continuation of benefits (for unpaid leave) and will allow settlement of leave accounts (e.g., separation, transfer between agencies and SSCs).
- SSCs will provide employee and manager self-service and workflow to manage leave processing, including leave request submission, balance verification, electronic approval routing, leave end-date tracking, leave usage extension requests and leave donation support. SSCs will include leave reporting capabilities at the employee, group, department and agency levels.

### Manage Time and Attendance:

- SSCs will provide scheduling tools that support work schedules and tours of duty, specific employee schedule by time period, rescheduling, comments and project labor cost analysis. The solution will provide a view of scheduled leave across groups of employees and will identify not-to-exceed exceptions by project, group of employees or position.
- SSCs will provide a tool that allows time to be entered electronically (e.g., web-based capability, badge swipes) and on an exception basis as appropriate. The capability will exist to associate time, by code or employee, with a project code.
- SSCs will provide a web-based time approval tool that uses electronic workflow to manage the approval process. The tool will accommodate out-of-office situations, moving the approval through an alternative routing. The tool will send notifications regarding overdue actions or approvals. It will make time data available to payroll and the general ledger and will provide visibility into time data for employees and managers.

### Manage Payroll:

- SSCs will provide a real-time, web-enabled, self-service tool that allows an employee to enter employee-derived payroll data (e.g., direct deposit data, credit hour requests, and compensatory time requests).
- SSCs will work to standardize business practices through the use of business rules, edits and automated processes. They will use standardized pay periods, pay dates and numbering of pay dates.
- SSCs will maximize the use of electronic transfer and secure web-based portals to make third party payments/remittances, allow employees to access their pay history, provide standardized leave and earning statements, and provide real-time access to statutory and regulatory information.

### Distribute Labor Costs:

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- SSCs will provide a governmentwide labor distribution system so agencies can feed standard data into a single strategic data warehouse for downstream use (e.g., finance, project managers). SSCs will reconcile labor cost data against total charges made to appropriations.

Perform Periodic Reporting:

- SSCs will provide any-time, any-place secure access to reports. This facility will support standard and ad hoc reporting and secure electronic export of W-2 data to employees' tax programs for streamlined tax preparation.

### **C. Benefits Management**

The HR LOB Business Reference Model defines the sub-function **Benefits Management** as “designs, develops and implements benefit programs that attract, retain and support current and former agency employees. This sub-function includes: establishing and communicating benefits programs, processing benefits actions, and interacting as necessary with third-party benefits providers.”

The HR LOB shared service centers will provide a benefits solution that offers web-based employee self-service capabilities for benefits enrollment. For governmentwide benefits programs, plus selected agency-specific benefits programs, SSCs will activate benefits enrollments based on predefined business rules and make benefits participation data available to payroll and to benefits providers. SSCs will deliver benefits communication and will provide benefits counseling to employees. For agency-specific benefits programs, SSCs will provide consultative support to agencies on communication content and approach and will provide facilities and media to deliver benefits communication to employees. Nothing in the requirements at Appendix C implies or authorizes the performance of inherently governmental functions by non-governmental entities.

The remainder of this section details the roles of the shared service centers and the agencies in benefits management activities and it describes the innovations that shared service centers are expected to adopt.

#### **1. Benefits Management Concept of Operations**

The Benefits Management sub-function of the HR LOB Business Reference Model contains two processes that break down to a total of nine activities. Shared service centers will support seven of the nine BRM activities. Agency and SSC involvement in these seven activities is described below.

The following three activities apply where agencies are establishing their own discretionary benefits programs.

**6.1.3 Coordinate Process Implementation with Partners and Providers.** Agencies will continue to drive implementation of agency discretionary benefits programs. They will negotiate these benefits with providers, approve implementation plans and authorize implementation as milestones are reached. SSCs will partner in program implementation activities. They will develop new or modify existing processes, roles and technology as

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required by the benefit program, based on implementation plans approved by the agency. They will also follow through with testing these components and staging them to a production environment.

**6.1.4 Create Benefits Communication Approach and Content.** Agencies will continue to devise the overall strategy and approach to communicate agency discretionary benefits programs. Agencies will also determine the overall content to be delivered. SSCs will provide consultative support to agencies on benefits communication, including advice on content, timing and media. SSCs may also prepare content for these communications.

**6.2.1 Deliver Benefits Communication.** SSCs may serve as providers of benefits counseling to employees. Additionally, SSCs may deliver benefits communication, making it available via various media.

**6.2.2 Manage Provider Contracts.** Agencies will monitor benefits service levels with providers for agency-specific benefits programs. Agencies will track performance over time and renegotiate service level agreements as end dates near. SSCs will provide available data as needed to enable agencies to monitor service levels and track performance.

The following four activities apply to both agency discretionary benefits programs and to governmentwide benefits programs.

**6.2.3 Elect Benefits.** Employees will enter benefits enrollment data via self-service applications. SSCs will provide the self-service tools and databases that support capture of benefits enrollment data.

**6.2.4 Activate Enrollments.** SSCs will determine employee eligibility for benefits based on business rules, and will process enrollment transactions.

**6.2.5 Maintain Appropriate Records.** If forms requiring “wet signature” remain, SSCs will receive and maintain these completed and signed forms.

## 2. Innovation

Shared service centers will be expected to deliver solutions to customer agencies that are both substantive and innovative. The following design points describe expectations of the benefits management solution. They provide the conceptual basis for the detailed Benefits Management requirements found in Appendix C of this report.

- SSCs will use proven, repeatable processes, supported by tools and technologies, to manage the implementation of benefits programs.
- SSCs will provide change management assistance for new benefits programs or changes to existing programs.
- SSCs will provide subject matter expertise supporting the creation, editing and review of benefits communication content.

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- SSCs will provide facilities and media to deliver benefits communication to employees. SSCs may provide assistance to enrollees via multiple channels (e.g., web, phone, fax and USPS).
- SSCs will provide enrollees web-enabled capabilities to evaluate benefits programs, review their eligibility, enroll in or waive benefits, and make changes. To accommodate those employees who do not have access to the Internet, SSCs will make multiple other channels – including e-mail, fax, phone and mail – available to perform these activities.
- SSCs will build and support a robust web-based information resource that provides information to enrollees and participants on benefits programs, eligibility, providers, forms and procedures. Decision support tools will be made available to employees to support benefits decisions. SSCs will provide real-time counseling on the use of those tools.
- SSCs will promote a “culture of self-sufficiency” for benefits election. For example, benefits counselors will not counsel enrollees on benefits but will lead them through the provided resources and tools to help them make their own decisions.
- SSCs will capture data in an integrated Human Resources Information System (HRIS) database and make it available for downstream use.
- SSCs will make benefits participation data available to benefits providers for billing, claims administration and customer support.
- SSCs will ensure secure transactions and seamless integration with any bolt-ons or other interfaced systems.
- SSCs will enforce eligibility requirements during the enrollment process based on business rules and capitalizing to the extent possible on automated capabilities.
- SSCs will issue a consolidated annual benefits statement to each employee. An online benefits statement will also be available on demand. The statement will include all of the benefit programs for which the employee is eligible, his or her participation status in those programs and any applicable balances. SSCs will follow agency guidance on benefits statement content as part of benefits communication planning.
- SSCs will make standard and ad hoc benefits reporting capabilities available. Reports will include information on participation and cost of programs.

### **III. HR LOB Non-core Services Conceptual Design**

Over time, the focus of the HR LOB shared service centers may be expanded to include non-core services and technology that fall outside of the previously described core areas. SSCs could choose to provide services associated with the following HR LOB BRM sub-functions:

- HR Strategy
- Organization and Position Management
- Staff Acquisition
- Performance Management
- Compensation Management (non-core)
- Human Resources Development
- Employee Relations
- Labor Relations
- Separation Management

Cross-agency validation groups met during FY 2006 to discuss and validate requirements associated with these non-core services.

Services that SSCs deliver in these areas are expected to be substantive and innovative. Some of the major innovation themes that appear across these non-core services areas include:

- Providing consultative support
- Providing process support
- Maximizing use of automated solutions, including proven, repeatable processes, supported by tools and technologies to help manage program implementation
- Web-based environments, including system interfaces, applications, automated workflow, help-desk support, and self-service
- Providing training support
- Providing change management assistance, including subject matter experts creating, editing, and reviewing communications content for new and existing programs

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- Providing knowledge management assistance, including content storage, retrieval, analysis and reporting
- Providing data capture, use and reporting support
- Capitalizing on existing and planned e-Gov initiatives

A process view concept of operations, delineating the role of the shared service center for each of the above sub-functions, is presented in the sections that follow.

### **A. HR Strategy**

The HR LOB Business Reference Model defines the sub-function **HR Strategy** as “develops effective human capital management strategies to ensure that Federal organizations are able to recruit, select, develop, train and manage a high-quality, productive workforce in accordance with Merit System Principles. This sub-function includes: conducting both internal and external environmental scans; developing human resources and human capital strategies and plans; establishing human resources policy and practices; managing current and future workforce competencies; developing workforce plans; developing succession plans; managing the human resources budget; providing human resources and human capital consultative support; and measuring and improving human resources performance.”

The HR Strategy sub-function of the HR LOB Business Reference Model contains 10 processes that break down to a total of 48 activities. SSCs could support 17 of the 48 BRM activities. An SSC’s role in HR strategy activities could include consultative support, administrative support, change management, knowledge management and automated tool support. An agency would negotiate with its shared service center to determine the role of the SSC in HR strategy processes. Nothing in the requirements at Appendix D implies or authorizes the performance of inherently governmental functions by non-governmental entities. An SSC’s role may include, but would not be limited to, the following.

**1.1.1 Determine Internal Environment Analysis Scope and Objectives.** Agencies will decide the scope and objectives for the internal analysis. SSCs could develop consultative services around recommending data sources and providing data analysis practices and techniques.

**1.1.2 Collect Internal Environment Data.** Based on the agency decisions around scope and objectives for the internal environment analysis, SSCs could support the collection of data relevant to the analysis and human capital planning process, including competency management data.

**1.1.3 Analyze Internal Environment Data.** SSCs may perform some reporting and analysis of workforce information, at the direction of the agency. SSCs may also provide automated processes to support succession planning and workforce and human capital information requests. SSCs may provide multitiered customer support to agencies to provide support on these processes and tools.

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**1.1.4 Disseminate Internal Environment Analysis Results.** SSCs may make analysis results data available electronically to the appropriate managers, and provide self-service tools to support ad hoc requests.

**1.2.1 Determine External Environment Analysis Scope and Objectives.** Agencies will define the purpose of the external environment and the connection to human capital strategic planning. SSCs may recommend data sources and provide analysis support to the agency.

**1.2.2 Identify External Environmental Data Collection Protocols.** Each agency may supply its SSC with external environment analysis scope and objectives. SSCs may advise agencies on data sources and collection approaches, capitalizing on their cross-agency experience. The agency may then select sources and collection approaches.

**1.2.3 Define External Environmental Data Collection Protocols.** Each agency may supply its SSC with external environment analysis scope and objectives. SSCs may supply consultative support to make recommendations about analysis practice and techniques, incorporating the sources and approach determined in 1.2.2. Each agency will evaluate the recommendations based on its specific requirements, and select the analysis and techniques best suited to meet its objectives.

**1.2.4 Collect External Environment Data.** SSCs may follow the approach and protocols previously approved by the agency in 1.2.2 and 1.2.3 to gather data, collecting the relevant data and information to support the human capital strategic planning process. SSCs may provide automated processes for capturing and tracking requests for information and user assistance requests. They may provide automated tools for data gathering, analysis, reporting and survey tools, and may provide multitiered customer support to agencies on the use of these automated processes and tools.

**1.2.5 Analyze External Environmental Data.** Based on the approved data protocol and environment analysis purpose and objectives, SSCs may analyze data on strategies, trends, issues and events relevant to the human capital strategic planning process using predefined data analysis protocols. Agencies may perform additional analysis on the results.

**1.2.6 Disseminate External Environment Analysis Results.** SSCs may make data available electronically to appropriate management levels for planning, analysis and decision making, and they may provide self-service tools to support ad hoc requests.

**1.5.1 Establish Competency Model.** Agencies may identify and describe key objectives for the competency model, incorporating feedback regarding the current model. While agencies have different missions, the competency framework may be based on the standard governmentwide professional competency model managed by OPM. SSCs may provide services around developing the competency model and updating this model periodically.

**1.5.3 Validate Competency Model.** SSCs may provide services around implementing the competency model and making periodic updates.

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**1.5.4 Execute Competency Model.** SSCs may provide services around ongoing competency management through utilization of the competency model.

**1.8.4 Report on HR Budget.** Based on the agency-approved HR budget, SSCs may gather information and produce and disseminate reports on a recurring basis about actual spending and financial performance results compared to budgeted funds.

**1.10.1 Validate HR Performance Measures and Metrics.** Based on agency-provided HR objectives, SSCs may provide automated processes for the development and application of HC measures and metrics.

**1.10.2 Track HR Performance Results.** SSCs could help track the agencies' workforce trends based on predefined tracking protocols and using SSC-resident data.

**1.10.3 Analyze HR Performance Results.** SSCs could help analyze the agencies' workforce trends based on predefined analysis protocols and using SSC-resident data.

### **B. Organization and Position Management**

The HR LOB Business Reference Model defines the sub-function **Organization and Position Management** as “designs, develops and implements organizational and position structures that create a high- performance, competency-driven framework that both advances the agency mission and serves agency human capital needs.”

The Organization and Position Management sub-function is closely tied to several other sub-functions. Notably, the common job descriptions that result from this sub-function will be available for use by other BRM sub-functions. This sub-function provides: 1) standardized skill and competency definitions to the HR Strategy sub-function.; 2) inventories of skills to be embedded in job requirements for the Staff Acquisition sub-function; and 3) the competencies and skills that provide a basis for assessing individual performance and identifying individual employee development needs for the Performance Management sub-function.

The Organization and Position Management sub-function of the HR LOB Business Reference Model contains one process that breaks down to a total of 12 activities. SSCs could support all 12 BRM activities. An SSC's role in organization and position management activities could include consultative support, process support, administrative support, change management, knowledge management and automated tools support. An agency would negotiate with its shared service center to determine the role of the SSC in organization and position management processes. Nothing in the requirements at Appendix E implies or authorizes the performance of inherently governmental functions by non-governmental entities. An SSC's role may include, but would not be limited to, the following.

**2.1.1 Determine Organization Structure.** The agency will design the organization structure. SSCs could provide consultative support on the agency's organization design.

**2.1.2 Administer Position Management Program.** As part of the agency developing, implementing, and managing the position management program, SSCs may support the

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agency by submitting requirements for SES position authorizations to OPM and ensuring that SES positions are authorized.

**2.1.3 Establish Job Requirements.** As part of identifying the agency workforce job requirements, SSCs may maintain the agency's standards for documenting and evaluating positions against OPM and agency standards for General Schedule positions.

**2.1.4 Analyze Job Requirements.** SSCs may support the agency by identifying tasks to be performed and the competencies and qualifications needed to perform the tasks. SSCs may also process appeals in accordance with OPM and agency guidance.

**2.1.5 Evaluate Job Requirements Against Standards/Criteria.** SSCs may determine position requirements based on the agency's review of the inventory of positions. SSCs may determine the classification of positions in accordance with applicable standards. SSC activities could include applying classification standards consistently, recording classification judgments and verifying that authorizations for positions exist.

**2.1.6 Maintain Position.** SSCs may capture and store position information. This information could be available to other sub-functions across HR as necessary to provide consistency. During the job requirement review, SSCs may provide consultative support as needed. SSCs could accommodate changes in job classifications and requirements resulting from changes in laws, regulations and policies. The agency will validate new job classifications and requirements.

**2.1.7 Request Reevaluation.** SSCs may inform the employee or an employee's designated representative of the opportunity to request an agency and/or OPM decision on the classification of the employee's official position. They may process requests for reclassification and appeals in accordance with OPM and agency guidance. SSCs may gather and forward position documentation to the agency or OPM in support of the classification appeals process. SSCs may examine reevaluation request rationale to determine whether a reevaluation is warranted. They may process cancellation of employee requests for reconsideration of appeal decisions.

**2.1.8 Evaluate Job.** SSCs may evaluate the facts of classification appeal using the appropriate classification standards and law during the adjudication. If a request for reevaluation is denied, SSCs may process cancellation of the employee's request for reconsideration of appeal decision.

**2.1.9 Initiate Classification Appeal.** SSCs may gather required documentation to support OPM when an appeal is reopened and/or reconsidered.

**2.1.10 Review Classification Appeal Request.** As part of determining if the right to appeal exists, SSCs may reevaluate positions against appropriate position classification/job grading standards before a formal appeal is filed. SSCs may process an appeal reconsideration request and evaluate facts of an appeal using appropriate classification standards and law during its adjudication.

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**2.1.11 Adjudicate Appeal.** If a classification right to appeal exists, SSCs may support the adjudication process by documenting the classification appeal decision.

**2.1.12 Implement Appeal Decision.** In completing followup tasks required to implement appeal decisions, SSCs may support the agency by forwarding to OPM the required documentation, effecting retroactive reclassification as appropriate and making the appellate record available to the employee or the employee's representative.

### **C. Staff Acquisition**

The HR LOB Business Reference Model defines the sub-function **Staff Acquisition** as “establishes procedures for recruiting and selecting high-quality, productive employees with the right skills and competencies, in accordance with Merit System Principles. This sub-function includes: developing a staffing strategy and plan; establishing an applicant evaluation approach; announcing the vacancy; sourcing and evaluating candidates against the competency requirements for the position; initiating pre-employment activities; and hiring employees.”

The Staff Acquisition sub-function of the HR LOB Business Reference Model contains 6 processes that break down to a total of 31 activities. SSCs could support all 31 BRM activities. An SSC's role in staff acquisition activities could include consultative support, process support, administrative support, change management, knowledge management and automated tool support. An agency would negotiate with its shared service center to determine the role of the SSC in staff acquisition processes. Nothing in the requirements at Appendix F implies or authorizes the performance of inherently governmental functions by non-governmental entities. An SSC's role may include, but would not be limited to, the following.

**3.1.1 Analyze Staffing Needs.** An SSC may work with its customer agency to compile and understand the data necessary to establish a staff acquisition strategy and/or plan.

**3.1.2 Review Laws, Regulations, Policies, and Guidelines.** Should SSCs perform or support any staff acquisition activities, they would understand and comply with all applicable statutes, regulations, policies, guidelines, union contracts, negotiated agreements, Merit System Principles, Luevano consent decree requirements, and all Federal policies and guidelines applicable to staff acquisition. SSCs may also provide consultative support to help ensure that Federal hiring policies and guidelines adhere to the Merit System Principles and the Uniform Guidelines on Employee Selection Procedures.

**3.1.3 Identify Sourcing Strategies.** An SSC may support an agency in the development of sourcing strategies to produce an applicant pool that meets the agency's strategic workforce needs.

**3.1.4 Develop Staff Acquisition Strategy.** An SSC may provide consultative support toward the development of an agency's staff acquisition strategy that supports the agency's strategic human capital needs and results in the recruiting and retention of qualified individuals. An SSC may support the agency in achieving a diverse workforce in which selection and advancement is determined on the basis of equal opportunity. It

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may work with the customer agency to establish employment practices that are developed and used without discrimination on the basis of race, color, religion, sex, age, national origin, partisan political affiliation or other nonmerit grounds. An SSC may support the use of appropriate hiring flexibilities and tools. Over time, an SSC would work with the customer agency to track return on investment of recruitment marketing activities.

**3.1.5 Communicate Staff Acquisition Strategy.** An SSC may communicate any information relating to the agency's staff acquisition strategy.

**3.2.1 Match Staffing Requests to Description of Duties.** An SSC may initiate a recruiting effort by matching a staffing request to a job description or other description of duties.

**3.2.2 Determine Appropriate Source Options.** An SSC may identify source options based on an understanding of an agency's hiring needs. The source options may include a variety of staffing methods including recruitment, internal movement, contracting, and temporary and term employment.

**3.2.3 Develop Staff Acquisition Plan.** An SSC may support the development of an agency's staff acquisition plan that sets recruiting goals for building a workforce that meets the agency's strategic business needs.

**3.2.4 Communicate Staff Acquisition Plan.** An SSC may support the agency's communication of its staff acquisition plan.

**3.3.1 Conduct Job Analysis.** An SSC may support an agency's conformance with job analysis requirements, reviewing position descriptions to clarify the competencies, qualifications, education and experience required by classes of jobs and ensure that they match the tasks required to perform the job. An SSC may write or rewrite job descriptions.

**3.3.2 Develop Assessment Criteria.** An SSC may use the results of the job analysis to develop any unique agency-specific assessment criteria, qualification standards and minimum education requirements. SSCs may also validate the selection criteria against government and agency standards.

**3.3.3 Develop Assessment Approach.** SSCs may support the development and application of valid candidate selection procedures and assessment tools, ensuring that they are job related. SSCs may work with agencies on corrective actions, should an OPM evaluation of agency compliance with competitive principles uncover candidate assessment issues.

**3.4.1 Finalize Applicant Sources.** Using the agency's staff acquisition plan, an SSC could determine applicant sources, capitalizing on their particular expertise in sources that meet the special criteria of the agency or vacancy being filled.

**3.4.2 Conduct Pre-Announcement Recruitment.** An SSC could support the agency's efforts toward building a solid applicant pool through preannouncement recruiting, including marketing and outreach to identify name request candidates.

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**3.4.3 Announce Jobs.** SSCs' involvement in this activity could include providing a tool to permit authorized individuals to create vacancy announcements. SSCs may provide a facility to post vacancy announcements, reflecting the agency-specified "look and feel" in all vacancy announcement media. SSCs may provide tools to: allow potential applicants to register to receive job announcements when new ones are posted, allow applicants to search job postings by job characteristics, notify applicants of application status, and automatically close vacancies based on predetermined business rules.

**3.4.4 Apply for Employment.** SSCs may provide candidates the capability to submit applications, allowing the applicant to target the applications to multiple positions. They may receive the applications and supporting documents electronically. They could allow materials to be sent in parts over time and notify the applicants of additional questions, forms or processes required to complete the application process. SSCs could track applicant sources and enable applicant surveys upon complete submission of applications. SSCs may notify applicants of application status and may provide special notifications or tailored correspondence to applicants for unique recruitment situations.

**3.4.5 Receive Applicant Documentation.** SSCs may provide support to customer agencies by receiving and managing applicant documentation, and by providing the capability to receive applications and supporting documentation in multiple media formats, encouraging use of the Internet but also allowing e-mail, fax and mail. SSCs may scan paper application materials to make them available electronically for candidate evaluation and qualification, and may provide a capability to receive resumes into a searchable database. SSCs may track and report applicant data (anonymously tracking application demographic information) and may provide reporting tools that allow for ad hoc reporting of applicant data.

**3.5.1 Determine Qualified/Eligible Candidates.** SSCs could work with agencies to determine candidate eligibility and review Federal hiring rules and apply as required. They could provide tools to allow managers to search against applicant and employee databases for qualified candidates.

**3.5.2 Assess Candidates to be Referred.** SSCs may identify qualified applicants and create ranked listings of qualified candidates.

**3.5.3 Apply Federal Rules on Preferences.** Any SSCs involved in candidate assessment would be aware of Federal rules on veterans' preferences and ensure that they are applied according to policy.

**3.5.4 Refer Candidates for Consideration.** SSCs may verify applicant information and may process reference checks. If the information is valid, the SSCs may refer the candidates for further consideration. SSCs may identify other positions for which the applicant is qualified and pass the applicant data on to other individuals, allowing the applicant to be considered for those other positions.

**3.5.5 Assess Candidates for Selection.** SSCs could provide automated tools that facilitate the interview cycle, including capture of interviewer name(s), generating interview notifications for interviewers and interviewees, capturing interview notes and

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tracking interview results. SSCs could provide support in competitive examinations and ensuring that medical qualification standards are met. SSCs could provide assistance in processing applicant recommendations from senators and congressmen and with placement and merit promotion programs. They could adopt audit review techniques to prohibit the hiring of relatives.

**3.5.6 Make Tentative Selection.** SSCs may work with agencies to validate that tentative selections have been made in accordance with agency-specific requirements and in accordance with Federal laws, regulations and guidelines.

**3.5.7 Validate Selection.** SSCs may work with agencies to validate that candidate selections have been made in accordance with agency-specific requirements and in accordance with Federal laws, regulations and guidelines.

**3.6.1 Determine Terms of Offer.** SSCs may provide consultative support to the selecting officials on employment offer parameters including flexible compensation, relocation incentives, supervisory differentials and repayment of student loans.

**3.6.2 Extend Job Offer.** SSCs could provide support to customer agencies through extending job offers to selectees in accordance with applicable statutes, regulations, policies, union contracts, other agreements, and any other guidelines. SSCs may capture applicant responses to track offer deadlines.

**3.6.3 Respond to Job Offer.** An SSC may work with an agency and support the negotiations of the terms of employment between the agency and the selectee.

**3.6.4 Initiate Pre-Employment Process.** SSCs may schedule and track pre-employment processes, interfacing to third party processes or systems as necessary (e.g., background checks). They may track and report on hiring cycle times.

**3.6.5 Certify Compliance with Pre-Employment Requirements.** SSCs may work with agencies to ascertain that pre-employment activities are complete and that any contingencies have been met.

**3.6.6 Bring Selectee On Board.** SSCs may perform and track entrance on duty tasks. SSCs may also enter employee data into automated systems.

**3.6.7 Close Out Case File.** SSCs may close the vacancy once it has been filled, and could notify remaining candidates that the vacancy has been filled and update the application database for future reference and reporting. SSCs may audit the vacancy case file as appropriate. They may also perform periodic purges of applicant files.

### **D. Performance Management**

The HR LOB Business Reference Model defines the sub-function **Performance Management** as “designs, develops and implements a comprehensive employee performance management approach to ensure that agency employees are demonstrating competencies required of their work assignments. Designs, develops and implements a comprehensive performance management strategy that enables managers to make distinctions in performance and links individual performance to agency goal and mission

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accomplishment. This sub-function also includes managing employee performance at the individual level and evaluating the overall effectiveness of the agency's employee development approach."

The Performance Management sub-function of the HR LOB Business Reference Model contains 4 processes that break down to a total of 14 activities. SSCs could support 13 of the 14 BRM activities. An SSC's role in performance management activities could include consultative support, process support, administrative support, change management, knowledge management and automated tools support. An agency would negotiate with its shared service center to determine the role of the SSC in Performance Management processes. Nothing in the requirements at Appendix G implies or authorizes the performance of inherently governmental functions by non-governmental entities. An SSC's role may include, but would not be limited to, the following.

**4.1.1 Review Laws, Regulations, Policies and Guidelines.** SSCs would continually review and incorporate new laws, regulations, policies, and guidelines into their support operations. This would be necessary across all sub-functions in the BRM.

**4.1.3 Communicate Agency Performance Management Strategy.** SSCs could communicate agency performance management strategies to stakeholders using a variety of media.

**4.2.1 Design Performance Management Framework.** SSCs may play a consultative role in the design of agency-wide competency-based performance management approaches. SSCs may assist in prioritizing the competency gaps identified as a result of workforce planning activities and selecting the competencies that will be the focus of employee development program investments. They may design a performance management framework, use methods to make distinctions among employees or groups of employees, and support the development of performance management systems for SES and non-SES employees.

**4.2.2 Develop Performance Management Program(s).** SSCs could identify employee populations for whom performance management processes, procedures and planning templates will be developed. They may assist in identifying alternative employee development programs that could help employees develop identified competencies. SSCs may support the development of performance appraisal programs for non SES employees, the application for certification of the SES and/or senior professional appraisal systems, the submission of performance appraisal systems and programs documentation to OPM, the development of performance standards, and the development of guidelines for measuring performance against identified expectations. SSCs may provide access to electronic information files on performance management including policies, guidelines and forms.

**4.2.3 Implement Performance Management Program(s).** SSCs may develop communication materials explaining the performance management process and performance appraisal systems and programs to appropriate individuals. SSCs may use methods to make distinctions among employees or groups of employees and support the development of guidelines for measuring performance against identified expectations,

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and may conduct performance management training and implement performance management programs, including employee goal and achievement tracking. They may support recurring performance reviews by the use of performance ratings to determine pay increases (e.g., pay for performance), tracking performance ratings by demographics, documenting employee coaching free-form comments, and maintaining a performance appraisal system electronically. SSCs may provide the automated tools to capture employee input and document employee accomplishments online, set appraisal cycle parameters, and use automated workflow to support the performance management process, including archiving performance management information. Using automated tools, SSCs could notify individuals of performance management events, make performance management appraisal information available to other HR systems, provide data support for the SES, senior professional and non-SES performance management systems, and provide access to electronic information files on performance management including policies, guidelines and forms. They would provide help-desk support for automated tools.

**4.2.4 Assess Performance Management Programs(s).** SSCs may perform a consultative role in supporting the agencies' assessment of the performance management approach. SSCs could evaluate performance appraisal systems and programs, support the submission of performance appraisal systems and programs, take action to improve performance management systems and programs, and provide data support for the SES, senior professional, and non-SES performance management systems.

**4.3.1 Establish Individual Performance Requirements.** SSCs may support the development of employee performance plans, provide consultative support to supervisors during the performance management process, conduct performance management training, and support the development of performance standards. They could notify individuals of performance management events, and support the development of guidelines for measuring performance against identified expectations. SSCs may maintain a performance appraisal system electronically including help-desk support.

**4.3.2 Conduct Feedback.** SSCs may provide consultative support to supervisors during the performance management process. They could provide automated tools to support documentation of employee coaching free-form comments, and may conduct performance management training and support recurring performance reviews. SSCs could track performance progress, notify individuals of performance management events, and provide help-desk support.

**4.3.3 Complete Final Performance Appraisal.** SSCs may notify individuals of performance management events, support the administration of performance review boards, provide consultative support to supervisors during the performance management process, and conduct performance management training. SSCs could maintain a performance appraisal system electronically, including help-desk support.

**4.3.4 Discuss Final Performance Appraisal.** SSCs may provide consultative support to supervisors during the performance management process, which may include help-desk support.

**4.3.5 Finalize Performance Appraisal.** SSCs may support the administration of performance review boards, report ratings of record data to the centralized data record, and transfer an employee's performance ratings (e.g., ratings of record, any subsequent performance ratings) when an employee transfers to another agency or is assigned to another organization within the agency. SSCs may support use of performance ratings to determine pay increases (e.g., pay for performance). They may maintain a performance appraisal system electronically, including help-desk support and the capability to set appraisal cycle parameters. SSCs may use automated workflow to support the performance management process, make performance management appraisal information available to other HR systems, maintain records related to performance appraisal systems and programs, and provide data support for the SES, senior professional, and non SES performance management systems. SSCs may also provide consultative support to supervisors during the performance management process.

**4.4.1 Evaluate Performance Management Program Results.** SSCs may maintain a performance appraisal system electronically, including tracking performance ratings by demographics, providing automated support for the evaluation of performance management, and maintaining records related to performance appraisal systems and programs. They may evaluate performance appraisal systems and programs and provide data support for the SES, senior professional, and non-SES performance management systems. SSCs may also take action to improve performance management systems and programs.

**4.4.2 Evaluate Long-term Impacts and Value of Performance Management Programs.** SSCs may maintain records related to performance appraisal systems and programs. They may evaluate performance appraisal systems and programs; and provide data support for the SES, senior professional, and non-SES performance management system(s). SSCs may archive performance management information, and may also take action to improve performance management systems and programs.

### **E. Compensation Management (Non-core)**

The Compensation Management sub-function definition remains the same. However, this section focuses on activities for which SSCs may provide service in the non-core services area.

The Compensation Management sub-function of the HR LOB Business Reference Model contains five processes that break down to a total of 23 activities. SSCs may support 16 of the 23 BRM activities. An SSC's role in compensation management (non-core) activities could include consultative support, process support, administrative support, change management, knowledge management and automated tool support. An agency would negotiate with its shared service center to determine the role of the SSC in compensation management processes. Nothing in the requirements at Appendix H implies or authorizes the performance of inherently governmental functions by non-governmental entities. An SSC's role may include, but would not be limited to, the following.

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**5.1.1 Review Laws, Regulations, Policies and Trends.** SSCs would continually review and incorporate new laws, regulations, policies, and guidelines into their support operations. This would be necessary across all sub-functions in the BRM. Tracking compensation trends in accordance with applicable guidance would also be an ongoing SSC and agency responsibility.

**5.1.2 Identify Parity Issues.** SSCs may assist agencies in coordinating and hosting various committee meetings. They may also provide support in conducting and analyzing market-based pay surveys.

**5.1.3 Establish Compensation Program.** SSCs may support the administration of a variety of programs including special rates, student loans, leave, and allowances. They may correct actions and maintain compensation management records.

**5.1.4 Implement Compensation Program.** An SSC may support an agency's participation in committees and its administration of compensation programs identified in 5.1.3.

**5.1.5 Create Compensation Program Communications Approach and Content.** SSCs may provide training on compensation management and support the administration of leave, allowances, repayment of student loans, and alternative compensation systems.

**5.2.1 Identify Bonus and Awards Payout Strategies.** SSCs may support the implementation of corrective actions related to agency awards programs, and may assist in awards-program-related training.

**5.2.2 Determine Eligibility for Bonus or Award.** SSCs may provide automated tools to provide managers with the information they need to determine eligibility.

**5.2.3 Set Bonus or Award Pay.** SSCs may capture agency decisions in a payroll or other system.

**5.2.4 Deliver Bonus or Award Communication.** An SSC may provide an automated tool to assist an agency in delivering information regarding the value of an employee award.

**5.3.1 Identify Employees to Receive Pay or Leave Change.** SSCs may provide automated tools to determine eligibility for and calculate amounts in the administration of differentials, equivalent increases, student loan repayments, allowances and leave.

**5.3.2 Process Pay or Leave Change.** SSCs may update data related to equivalent increase, allowances, and leave.

**5.3.3 Communicate Pay or Leave Change.** SSCs may provide automated tools to notify individuals of changes related to allowances, leave, alternative compensation systems, implementation of corrective action, equivalent increases, and student loan repayments.

**5.4.1 Schedule Employees.** SSC may provide automated tools that would allow agencies to define work schedules of employees based on project and/or work

## HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS

requirements, and support leave administration related to those work schedules. They may maintain the recorded leaves and schedules.

**5.4.2 Attest Attendance Data.** SSCs may provide automated tools that allow agencies to review and approve schedules and requests for leave. The reviews and approvals could be captured for audits in the future.

**5.4.4 Certify Employee Attendance Data.** SSCs may provide automated tools that allow individuals with approving authority to certify time worked or leave taken. Certifications would be recorded and used in other compensation activities, e.g., process on-cycle pay.

**5.5.7 Perform Periodic Reporting.** SSCs may provide automated tools to support reporting requirements that meet agencies' needs. Reports could be standard or ad hoc. SSCs may also maintain compensation records and other alternative compensation systems needed to produce the reports.

### **F. Human Resources Development**

The HR LOB Business Reference Model defines the sub-function **Human Resources Development** as “designs, develops, and implements a comprehensive employee development approach to ensure that agency employees have the right competencies and skills for current and future work assignments. This sub-function includes conducting employee development needs assessments; designing employee development programs; administering and delivering employee development programs and evaluating the overall effectiveness of the agency’s employee development approach.”

The Human Resources Development sub-function of the HR LOB Business Reference Model contains 6 processes that break down to a total of 23 activities. SSCs may support all 23 BRM activities. An SSC’s role in human resources development activities could include consultative support, process support, administrative support, change management, knowledge management and automated tool support. An agency would negotiate with its shared service center to determine the role of the SSC in human resources development processes. Shared service centers must take into account e-Government initiatives and capitalize on existing and planned systems investments. Nothing in the requirements at Appendix I implies or authorizes the performance of inherently governmental functions by non-governmental entities. An SSC’s role may include, but would not be limited to, the following.

**7.1.1 Review Laws, Regulations, Policies, and Guidelines.** SSCs would continually review and incorporate new laws, regulations, policies, and guidelines into their support operations. This would be necessary across all sub-functions in the BRM.

**7.1.2 Develop Agency HRD Vision.** SSCs may identify performance criteria for measuring desired results.

**7.1.3 Communicate Agency HRD Vision.** SSCs may communicate success stories and learning impact on business performance, emerging trends and best practices, and may identify and describe target audiences.

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**7.2.1 Determine Competencies to be Addressed by HRD.** SSCs may manage SES development programs, provide tools to gather competency input, provide consultative support that can be used to determine competencies, and support building and revising competency models.

**7.2.2 Identify/Propose HRD Program.** SSCs may provide academic degree training, assign training, prepare continuing service agreements, and uphold equal opportunity concerns and Merit System Principles. SSCs may address ethical issues, manage expenses related to training, offer meeting and conferences, process training actions, procure training, and provide retraining. SSCs may operate an agency's Student Education Employment Program, train non-government employees, account for use of training funds, offer worksite education programs, and identify and propose methods of delivery.

**7.2.3 Analyze, Prioritize, and Select HRD Programs and/or Learning Opportunities to be Implemented.** SSCs may recommend one or more methods of delivery. Agencies will select from available approaches to accomplish learning goals and objectives. SSCs may meet organization and employee development needs and manage SES development programs.

**7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity.** SSCs may integrate position requirements with training program development needs, support periodic needs analyses, identify best practices, and provide tools to identify development and training needs. SSCs may provide tools for agencies to document their training needs, devise learning and development strategies, identify learning objective programs, and track employee development and training needs. They may identify functional areas in which new or expanded interagency training activity is needed, measure work processes to identify improvement opportunities, identify knowledge management databases, and survey sampling of target audience groups to determine learning styles, aptitude, prior knowledge of program content, attitudes and perceptions.

**7.3.2 Design HRD Program Content.** SSCs may analyze alternative delivery methods, use employee development objectives to develop methods of delivery, propose methods of delivery to support achievement of employee development objectives, and identify and describe target audiences. They may manage SES development programs, research emerging trends for delivery, identify performance criteria, offer worksite education programs, provide academic degree training, and assign training.

**7.3.3 Select HRD Program Provider.** SSCs may identify alternative providers and propose selection criteria. Agency personnel will evaluate and select the program provider. SSCs would comply with all SES development program guidelines and identify knowledge-sharing opportunities.

**7.3.4 Develop HRD Program.** SSCs would comply with all SES development program guidelines, identify knowledge-sharing opportunities, survey sampling of target audiences, identify performance criteria, and identify best practices. They could provide in-house training course catalogs, and develop materials. SSCs could provide

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mechanisms for knowledge management and support multilevel employee certification programs, academic degree training, and training assignments. They may prepare continuing service agreements, uphold equal opportunity concerns and Merit System Principles, address ethical issues, manage expenses related to training, offer meetings and conferences, process training actions, procure training, provide retraining, and operate an agency's Student Education Employment Program. SSCs could train non-government employees, account for use of training funds, offer worksite education programs, and identify and propose methods of delivery.

### **7.3.5 Establish Overall Implementation Time Frames and Predict Program Life**

**Span.** SSCs may project time frames and communicate them to the agencies. Agencies would provide feedback and SSCs would respond with adjustments. SSCs may determine frequency and timing, apply project management best practices to implement and maintain the program, and predict the HRD program lifespan.

**7.3.6 Review and Validate HRD Program.** An SSC may recommend program goals and learning objectives, subject to approval by agency personnel. They may generate pre- and post-testing and followup evaluations, and generate course evaluation templates. SSCs may develop HRD program content and materials, and determine the frequency and timing of HRD programs.

**7.4.1 Pilot HRD Program.** An SSC may deliver a pilot offering of the new employee development program, communicate goals, communicate participant responsibilities, and deliver the pilot to participants.

**7.4.2 Revise HRD Content and Methods of Delivery.** An SSC may revise the program based on pilot experience and feedback and identify performance criteria for measuring desired results for each approved HRD program and/or learning opportunity.

**7.4.3 Announce HRD Program.** An SSC may determine the frequency and timing of the program and add the program to program catalogs. Agency personnel will review completed program materials, guided by an SSC. An SSC may also communicate program benefits such as knowledge-sharing opportunities and learning impact on business performance.

**7.4.4 Administer Training.** SSCs may manage the administrative and logistical aspects of delivering training programs, including managing providers as necessary. SSCs could report and maintain employee training data and records; track whether training is provided internally or externally; provide self-service training registration; use workflow to route training requests to supervisors for online approval; support online scheduling of equipment and facilities; and track course evaluations and training followup activities and issues. SSCs may provide the capability for agencies to run reports on employee training, and capture and report course evaluation results, support for the development and implementation of distributed learning technologies. SSCs may administer the HRD program: participant registration and authorization process; participation and attendance tracking process to include tracking of cancellations and absences; process of scheduling program facilities; and setting up program facilities. SSCs may arrange for instructors to conduct training courses; schedule facilities for classroom training; provide a system to

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capture training data; maintain training program systems; and provide automated tools to authorize participant registration. SSCs may also provide automated tools to allow billing for the program; track participation by types of training (e.g., web-based training, self-study); track attendance, cancellations and absences; distribute program evaluation to participants; prompt participants to complete program evaluations; collect completed program evaluations; and summarize completed program evaluation. SSCs may plan orientation activities designed to acquaint participants with the new employee development program; provide help-desk technology assistance; schedule HRD resources; provide knowledge-sharing opportunities; allow for integration of learning and development content with knowledge management; advise agencies on opportunities for sharing facilities to provide training; and offer advice and guidance to HRD staff at agencies on training-related issues.

**7.4.5 Deliver HRD Program.** SSCs may deliver the program or coordinate with other providers to deliver the program, including automated tools for knowledge management and SES development programs. They may provide automated tools to produce training delivery schedules and update employee records to document program attendance and completion. SSCs may conduct required agency-specific training and apply project management best practices to implement and maintain HRD programs.

**7.5.1 Create or Update Individual Development Plan (IDP).** An SSC may provide an automated tool to capture the IDP.

**7.5.2 Execute Individual Development Plan.** An SSC may provide an automated tool to capture progress toward the IDP.

**7.5.3 Assess Progress Against Individual Development Plan.** SSCs may provide mechanisms to communicate feedback, and measure the skills attained and progress made against appropriate development plans.

**7.6.1 Evaluate HRD Program.** SSCs may support periodic needs analysis, and capture and report on course evaluation results.

**7.6.2 Analyze HRD Program Results.** SSCs may support communication of learning impact on business performance.

**7.6.3 Evaluate Long-term Impacts and Value of HRD Programs.** SSCs may provide mechanisms to determine the learning ROI, e.g., by cost savings, the improvement in employee work performance, and the impact on agency success. SSCs could support a multilevel employee certification program including communication on learning impact on business performance.

### **G. Employee Relations**

The HR LOB Business Reference Model defines the sub-function **Employee Relations** as “designs, develops and implements programs that strive to maintain an effective employer-employee relationship that balances the agency’s needs against its employees’ rights. This sub-function includes: addressing employee misconduct; addressing employee performance problems; managing administrative grievances; providing

## HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS

employee accommodation; administering employee assistance programs; participating in administrative third-party proceedings; and determining candidate/employee suitability based on information collected outside of the HR process (e.g., background investigation, drug testing, etc.).”

The Employee Relations sub-function of the HR LOB Business Reference Model contains 7 processes that break down to a total of 27 activities. SSCs may support 25 of the 27 BRM activities. An SSC’s role in employee relations activities could include consultative support, process support, administrative support, training support, change management, knowledge management and automated tool support. An agency would negotiate with its shared service center to determine the role of the SSC in employee relations processes. Nothing in the requirements at Appendix J implies or authorizes the performance of inherently governmental functions by non-governmental entities. An SSC’s role may include, but would not be limited to, the following.

**8.1.1 Establish Employee Conduct Expectations.** SSCs may provide training on the standards that employees are required to meet. This could be accomplished in a traditional classroom setting as well as by web-based, virtual training as allowed.

**8.1.2 Communicate Employee Conduct Expectations.** SSCs may use a variety of media to communicate employee expectations.

**8.1.3 Conduct Fact Finding Into Employee Misconduct.** SSCs may conduct inquiries regarding following proper drug and alcohol testing procedures. They may review medical exams and documentation to see if employees complied with medical instructions. SSCs may also research information on disability retirement during fact finding.

**8.1.4 Execute Formal or Informal Action.** SSCs may process the removal of employees from sensitive positions for drug use and return employees to positions after treatment. They may assist in processing adverse and administrative actions including suspensions. SSCs may also inform employees of appeal rights, and may also assist in implementing any resulting reasonable accommodations.

**8.2.1 Address Performance Improvement Plan Results.** SSCs may authorize time to receive a medical exam and monitor the time allowed to complete the exam. SSCs may review medical documentation and provide information regarding disability retirement.

**8.2.2 Execute Formal or Informal Action.** SSCs may assist in placing employees in nonduty status and processing adverse actions, including informing employees of appeal rights. SSCs may also assist in implementing any resulting reasonable accommodations.

**8.3.1 Identify Issue (Informal Grievance).** An SSC may assist an agency in administering/maintaining a grievance system, including alternative means of dispute resolution (ADR).

## HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS

**8.3.2 Advise on Means of Resolution.** An SSC may assist an agency in administering/maintaining a grievance system, including alternative means of dispute resolution (ADR).

**8.3.3 File Formal Grievance.** An SSC may assist an agency in formal grievance filing as part of managing the overall grievance system, including alternative dispute resolution (ADR).

**8.3.4 Engage in Alternative Dispute Resolution.** An SSC may assist an agency in negotiating a settlement and implementing decisions as part of maintaining the agency ADR program.

**8.3.5 Process Grievance.** An SSC may assist an agency in processing a grievance as part of managing the overall grievance system, including alternative dispute resolution (ADR). This could include providing automated, web-based workflow, and notification of when a grievance has been filed, status of grievance and final resolution.

**8.3.6 Render Decision on Grievance.** SSCs may track decisions regarding administrative grievances.

**8.4.2 Determine Accommodation Needs.** SSCs may use automated tools to track and close accommodation cases.

**8.4.3 Put Reasonable Accommodation Into Place.** SSCs may coordinate the implementation of the accommodation and could train employees and managers as necessary. SSCs may follow up with employees and managers to verify that the approved accommodation requirements have been met.

**8.5.1 Provide EAP Services.** The agency may research and evaluate Employee Assistance Programs (EAP) and select the provider(s) based on evaluation results. An SSC may monitor program usage and recommend adjustments.

**8.5.2 Make Referrals to EAP Services.** An SSC may coordinate and deliver communication regarding EAP services and tools to agency employees.

**8.6.1 File With a Third Party.** An SSC may assist an agency with filing with a third party as part of the overall management of third party appeals and their resolution.

**8.6.2 Engage in Discovery.** An SSC may assist an agency with discovery as part of the overall management of third party appeals and their resolution.

**8.6.3 Prepare a Response to Third Party Filing.** An SSC may participate in hearings, present evidence, respond to requests for stays, submit written arguments, and respond regarding agency decisions as part of the overall management of third party appeals and their resolution.

## HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS

**8.6.4 Participate in Alternative Dispute Resolution.** An SSC may present evidence on behalf of the agency during resolution.

**8.6.5 Participate in Hearing/Meeting/Trial.** An SSC may submit written arguments and present evidence on behalf of the agency.

**8.6.6 Appeal Third Party Decision.** An SSC may provide interim relief as directed and request review of third party initial decisions.

**8.6.7 Implement Third Party Decision/Settlement.** An SSC may assist in taking corrective action to carry out third party decisions, provide full relief, and comply with orders granting a stay.

**8.7.1 Review Investigative File.** An SSC may trigger a personnel action after review of a file and take suitability actions as required.

**8.7.3 Adjudicate Suitability Issues.** An SSC may trigger a personnel action after review of a file and take suitability actions as required.

### **H. Labor Relations**

The HR LOB Business Reference Model defines the sub-function **Labor Relations** as “manages the relationship between the agency and its unions and bargaining units. This includes negotiating and administering labor contracts and collective bargaining agreements; managing negotiated grievances; and participating in negotiated third party proceedings.”

The Labor Relations sub-function of the HR LOB Business Reference Model contains 3 processes that break down to a total of 25 activities. SSCs may support 20 of the 25 BRM activities. An SSC’s role in labor relations activities could include consultative support, process support, administrative support, change management, knowledge management and automated tool support. An agency would negotiate with its shared service center to determine the role of the SSC in labor relations processes. Nothing in the requirements at Appendix K implies or authorizes the performance of inherently governmental functions by non-governmental entities. An SSC’s role may include, but would not be limited to, the following.

**9.1.1 Obtain Recognition.** An SSC may assist an agency in responding to recognition petitions.

**9.1.2 Clarify Bargaining Unit(s) and Representation.** SSCs may assist agencies in identifying and clarifying which organization and employees should be included in the appropriate defined bargaining unit. SSCs may help resolve recognition issues as required.

**9.1.3 Establish Communication Protocol.** SSCs may establish or support the establishment of the relationship for ongoing communication between unions and management.

## HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS

**9.1.4 Initiate Bargaining Process.** SSCs may assist in providing notifications and requests to bargain.

**9.1.5 Prepare for Negotiation.** SSCs may assist in training negotiating teams and determining techniques to assist in the negotiation.

**9.1.6 Conduct Negotiation.** SSCs may assist agencies in applying techniques for negotiating agreements. SSCs may also conduct negotiations on behalf of agencies when allowed.

**9.1.7 Perform Agency Head Review.** SSCs may provide automated tools that allow recording collective bargaining agreements (CBA) in specified databases.

**9.1.8 Administer Agreements.** SSCs may support the implementation of agreements, process union dues deductions, capture contract administration data, and provide systems that support the agency's strategy.

**9.1.9 Provide for Governmentwide or National Consultation.** An SSC may notify appropriate entities of adjustments to alternative HR systems and support the implementation of adjustments, including providing notices of change to individuals and organizations.

**9.1.10 Provide Information to Unions.** SSCs may notify appropriate entities of adjustments to alternative HR systems, including providing notices of change to individuals and organizations.

**9.2.2 Advise on Means of Resolution.** SSCs may provide support in the implementation of agencies' alternative dispute resolution programs.

**9.2.4 Engage in Alternative Dispute Resolution.** SSCs may support alternative measures of labor grievance resolution.

**9.2.7 Participate in Arbitration Process.** SSCs may support the filing of grievances.

**9.2.8 Challenge Arbitrator's Decision.** SSCs may file exception/appeals of arbitrator decisions.

**9.3.1 File With a Third Party.** An SSC may request assistance in resolving a negotiating impasse and present an impasse reached in a CBA regarding flexible or compressed schedule.

**9.3.3 Prepare a Response to Third Party Filing.** An SSC may support filing statements with Federal Labor Relations Authority and provide agency information for a labor dispute under appeal.

## HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS

**9.3.4 Participate in Alternative Dispute Resolution.** An SSC may assist an agency engaging in alternative methods of dispute resolution.

**9.3.5 Participate in Hearing/Meeting.** An SSC may attend hearings, present evidence, and select and prepare witnesses on behalf of an agency.

**9.3.6 Appeal Third Party Decision.** An SSC may assist management in filing a petition for review of a Federal Labor Relations Authority's final order in the appropriate United States court of appeals.

**9.3.7 Implement Third Party Decision.** An SSC may report compliance for the resolution of a labor dispute.

### I. Separation Management

The HR LOB Business Reference Model defines the sub-function **Separation Management** as “those activities that take place when an employee leaves an agency. This includes handling the appropriate notifications and determining the terms of the separation. Interactions take place to ensure that knowledge transfer occurs between the separating employee and remaining employees. Separating employees are offered transition counseling and support.”

The HR Strategy sub-function of the HR LOB Business Reference Model contains one process that breaks down to a total of six activities. SSCs may support all six BRM activities. An SSC's role in separation management activities could include consultative support, process support, administrative support, change management, knowledge management and automated tool support. An agency would negotiate with its shared service center to determine the role of the SSC in separation management processes. Nothing in the requirements at Appendix L implies or authorizes the performance of inherently governmental functions by non-governmental entities. An SSC's role may include, but would not be limited to, the following.

**10.1.1 Initiate Separation.** Agency personnel will enter separation data and notify appropriate parties that an employee is leaving an agency. SSCs may develop and support automated tools, including workflow, which agency personnel would use to fulfill their data entry and notification responsibilities.

**10.1.2 Conduct Workforce Shaping Activities.** SSCs may assist agencies in conducting reductions in force including A76, SES, and administrative law judges. SSCs may also assist in completing an interagency transfer of function.

**10.1.3 Determine Terms of Separation.** SSCs may provide automated tools that allow agency personnel to review the reason for separation and determine the terms of separation, including proposed effective date and entitlements. This information, including decisions, could be captured to assist in effecting the separation.

**10.1.4 Provide Separation Support.** Agencies will design and oversee transition programs and outplacement counseling for departing employees and their family members. SSCs may provide transition and outplacement counseling and document the

## HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS

results. SSCs may also work with separating employees to assist in document completion. SSCs may provide automated tools that describe the separation process, provide agency points of contact, and answer frequently asked questions.

**10.1.5 Conduct Knowledge Transfer.** SSCs may provide automated tools to capture institutional knowledge, intellectual capital, job-related information, and status of current and pending assignments.

**10.1.6 Conduct Exit Processing.** Agency personnel could use automated tools, if provided by SSCs, to generate outprocessing checklists and schedules. Agencies or SSCs could assist separating parties in completing exit checklists. SSCs may also collect agency property. SSCs may survey and meet with separating employees to gather information about why they are separating. They may collect and analyze departing employee feedback to identify trends and develop appropriate intervention strategies to improve retention. SSCs may notify appropriate third parties of the separation event and of any further coordination responsibilities. They may gather and distribute appropriate materials to assist employees and their family members with the separation.

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
 APPENDIX A – PERSONNEL ACTION

## Appendix A – Personnel Action Requirements

Changes to Process Personnel Action Requirements		
Changed From	Changed To	Reason
2.6.6 Bring Selectee On Board	3.6.6 Bring Selectee On Board	BRM Version 2
3.1.6 Maintain Positions	2.1.6 Maintain Positions	BRM Version 2
3.1.10 Implement Appeal Decisions (Position Management)	2.1.12 Implement Appeal Decision	BRM Version 2
4.4.3 Set Bonus or Award Pay	5.2.3 Set Bonus or Award Pay	BRM Version 2
5.3.1 Identify Employees to Receive Pay Change	5.3.1 Identify Employees to Receive Pay or Leave Change	BRM Version 2
5.4.3 Manage Leave Usage	5.4.3 Manage Usage of Leave and Paid Time Off	BRM Version 2
4.7.1 Manage Employee Furnished Payroll Data	5.5.1 Manage Employee Furnished Payroll Data	BRM Version 2
5.2.5 Maintain Appropriate Records	6.2.5 Maintain Appropriate Records	BRM Version 2
6.5.5 Deliver Employee Development Program	7.4.5 Deliver HRD Program	BRM Version 2
6.6.5 Finalize Performance Appraisal	4.3.5 Finalize Performance Appraisal	BRM Version 2
7.1.4 Execute Formal or Informal Action (misconduct)	8.1.4 Execute Formal or Informal Action	BRM Version 2
7.2.2 Execute Formal or Informal Action (performance)	8.2.2 Execute Formal or Informal Action	BRM Version 2
7.7.3 Adjudicate Suitability Issues	8.7.3 Adjudicate Suitability Issues	BRM Version 2
7.4.3 Put Accommodations into Place	8.4.3 Put Reasonable Accommodations into Place	BRM Version 2
7.6.7 Implement Third Party Decisions/ Settlements (ER)	8.6.7 Implement Third Party Decisions/ Settlements (ER)	BRM Version 2
8.3.7 Implement Third Party Decision	9.3.7 Implement Third Party Decision	BRM Version 2
9.1.5 Conduct Exit Processing	10.1.6 Conduct Exit Processing	BRM Version 2
9.1.1 Initiate Separation	10.1.1 Initiate Separation	BRM Version 2
PPA120 Capture with a code the reason for separation	PPA120 Capture reason for separation using Nature of Action Codes	SSCWG Request

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
 APPENDIX A – PERSONNEL ACTION

The Shared Service Center has the primary role in providing and operating the facility or system to address the functionality, transaction, or process described by these requirements in accordance with the priority specified.  
 Nothing in these requirements implies or authorizes the performance of inherently governmental functions by non-governmental entities.

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Guide to Processing Personnel Actions (GPPA)Ch 1	PPA1	Use Nature of Action (NOA) codes in accordance with chapter 1 of the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Linkages to PPA1 continued						5.4.3 Manage Usage of Leave and Paid Time Off	5.5.1 Manage Employee Furnished Payroll Data	6.2.5 Maintain Appropriate Records	7.4.5 Deliver HRD Program	4.3.5 Finalize Performance Appraisal
						8.1.4 Execute Formal or Informal Action	8.2.2 Execute Formal or Informal Action	8.7.3 Adjudicate Suitability Issues	8.4.3 Put Reasonable Accommodations into Place	8.6.7 Implement Third Party Decisions/ Settlements (ER)
						9.3.7 Implement Third Party Decision	10.1.6 Conduct Exit Processing			
GPPA Ch 1	PPA2	Use legal authorities IAW Chapter 1 of the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
 APPENDIX A – PERSONNEL ACTION

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Linkages to PPA2 continued						5.4.3 Manage Usage of Leave and Paid Time Off	5.5.1 Manage Employee Furnished Payroll Data	6.2.5 Maintain Appropriate Records	7.4.5 Deliver HRD Program	4.3.5 Finalize Performance Appraisal
						8.1.4 Execute Formal or Informal Action	8.2.2 Execute Formal or Informal Action	8.7.3 Adjudicate Suitability Issues	8.4.3 Put Reasonable Accommodations into Place	8.6.7 Implement Third Party Decisions/Settlements (ER)
						9.3.7 Implement Third Party Decision	10.1.6 Conduct Exit Processing			
GPPA Ch 1	PPA3	Use remarks IAW Chapter 1 of the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Linkages to PPA3 continued						5.4.3 Manage Usage of Leave and Paid Time Off	5.5.1 Manage Employee Furnished Payroll Data	6.2.5 Maintain Appropriate Records	7.4.5 Deliver HRD Program	4.3.5 Finalize Performance Appraisal
						8.1.4 Execute Formal or Informal Action	8.2.2 Execute Formal or Informal Action	8.7.3 Adjudicate Suitability Issues	8.4.3 Put Reasonable Accommodations into Place	8.6.7 Implement Third Party Decisions/Settlements (ER)
						9.3.7 Implement Third Party Decision	10.1.6 Conduct Exit Processing			

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
APPENDIX A – PERSONNEL ACTION

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
GPPA Ch 1	PPA4	Cancel personnel actions IAW Chapter 1 of the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Linkages to PPA4 continued						5.4.3 Manage Usage of Leave and Paid Time Off	5.5.1 Manage Employee Furnished Payroll Data	6.2.5 Maintain Appropriate Records	7.4.5 Deliver HRD Program	4.3.5 Finalize Performance Appraisal
						8.1.4 Execute Formal or Informal Action	8.2.2 Execute Formal or Informal Action	8.7.3 Adjudicate Suitability Issues	8.4.3 Put Reasonable Accommodations into Place	8.6.7 Implement Third Party Decisions/Settlements (ER)
						9.3.7 Implement Third Party Decision	10.1.6 Conduct Exit Processing			
GPPA Ch 3	PPA5	Use employee name IAW Chapter 3, Subchapter 1-2 of the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Linkages to PPA5 continued						5.4.3 Manage Usage of Leave and Paid Time Off	5.5.1 Manage Employee Furnished Payroll Data	6.2.5 Maintain Appropriate Records	7.4.5 Deliver HRD Program	4.3.5 Finalize Performance Appraisal
						8.1.4 Execute Formal or Informal Action	8.2.2 Execute Formal or Informal Action	8.7.3 Adjudicate Suitability Issues	8.4.3 Put Reasonable Accommodations into Place	8.6.7 Implement Third Party Decisions/Settlements (ER)

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 APPENDIX A – PERSONNEL ACTION

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
						9.3.7 Implement Third Party Decision	10.1.6 Conduct Exit Processing			
GPPA Ch 3	PPA6	Record employee name IAW Chapter 3, Subchapter 1-2 of the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Linkages to PPA6 continued						5.4.3 Manage Usage of Leave and Paid Time Off	5.5.1 Manage Employee Furnished Payroll Data	6.2.5 Maintain Appropriate Records	7.4.5 Deliver HRD Program	4.3.5 Finalize Performance Appraisal
						8.1.4 Execute Formal or Informal Action	8.2.2 Execute Formal or Informal Action	8.7.3 Adjudicate Suitability Issues	8.4.3 Put Reasonable Accommodations into Place	8.6.7 Implement Third Party Decisions/ Settlements (ER)
						9.3.7 Implement Third Party Decision	10.1.6 Conduct Exit Processing			
GPPA Ch 3	PPA7	Establish effective dates IAW Chapter 3, Subchapter 1-3 of the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Linkages to PPA7 continued						5.4.3 Manage Usage of Leave and Paid Time Off	5.5.1 Manage Employee Furnished Payroll Data	6.2.5 Maintain Appropriate Records	7.4.5 Deliver HRD Program	4.3.5 Finalize Performance Appraisal

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
						8.1.4 Execute Formal or Informal Action	8.2.2 Execute Formal or Informal Action	8.7.3 Adjudicate Suitability Issues	8.4.3 Put Reasonable Accommodations into Place	8.6.7 Implement Third Party Decisions/ Settlements (ER)
						9.3.7 Implement Third Party Decision	10.1.6 Conduct Exit Processing			
GPPA Ch 3	PPA8	Obtain approval for personnel actions IAW Chapter 3, Subchapter 1-4 of the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Linkages to PPA8 continued						5.4.3 Manage Usage of Leave and Paid Time Off	5.5.1 Manage Employee Furnished Payroll Data	6.2.5 Maintain Appropriate Records	7.4.5 Deliver HRD Program	4.3.5 Finalize Performance Appraisal
						8.1.4 Execute Formal or Informal Action	8.2.2 Execute Formal or Informal Action	8.7.3 Adjudicate Suitability Issues	8.4.3 Put Reasonable Accommodations into Place	8.6.7 Implement Third Party Decisions/ Settlements (ER)
						9.3.7 Implement Third Party Decision	10.1.6 Conduct Exit Processing			
GPPA Ch 3	PPA9	Obtain approval for use of electronic forms IAW Chapter 3, Subchapter 3 of the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Linkages to PPA9 continued						5.4.3 Manage Usage of Leave and Paid Time Off	5.5.1 Manage Employee Furnished Payroll Data	6.2.5 Maintain Appropriate Records	7.4.5 Deliver HRD Program	4.3.5 Finalize Performance Appraisal
						8.1.4 Execute Formal or Informal Action	8.2.2 Execute Formal or Informal Action	8.7.3 Adjudicate Suitability Issues	8.4.3 Put Reasonable Accommodations into Place	8.6.7 Implement Third Party Decisions/ Settlements (ER)
						9.3.7 Implement Third Party Decision	10.1.6 Conduct Exit Processing			
GPPA Ch 3	PPA10	Obtain approval for use of electronic signatures IAW Chapter 3, Subchapter 3 of the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GPPA Ch 3	PPA11	Use approved electronic forms IAW Chapter 3, Subchapter 3 of the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GPPA Ch 3	PPA12	Use approved electronic signatures IAW Chapter 3, Subchapter 3 of the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GPPA Ch 3	PPA13	Establish an entry on duty process for new employees to appointments to Federal civil service positions IAW Chapter 3, Subchapter 4 of the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	6.2.5 Maintain Appropriate Records			

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
GPPA Ch 4	PPA14	Establish a procedure for requesting personnel actions IAW Chapter 4 of the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GPPA Ch 4	PPA15	Establish a procedure for documenting personnel actions IAW Chapter 4 of the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GPPA Ch 4	PPA16	Establish a procedure for notifications of personnel action IAW Chapter 4 of the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GPPA Ch 4	PPA17	Establish a procedure for documenting notification of personnel action IAW Chapter 4 of the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GPPA Ch 4	PPA18	Establish a procedure for requesting exceptions to the Standard Form 50 IAW chapter 4 of the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GPPA Ch 4	PPA19	Establish a procedure for requesting exceptions to the Standard Form 52, IAW Chapter 4 of the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GPPA Ch 4	PPA20	Establish a procedure for documenting exceptions to the Standard Form 50 IAW Chapter 4 of the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GPPA Ch 4	PPA21	Establish a procedure for documenting exceptions to the Standard Form 52 IAW Chapter 4 of the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
GPPA Ch 4	PPA22	Establish a procedure for requesting list form of notice IAW Chapter 4 of the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GPPA Ch 4	PPA23	Establish a procedure for documenting list form of notice IAW Chapter 4 of the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GPPA Ch 4	PPA24	Establish a procedure for collecting demographic data IAW Chapter 4 of the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.10 Implement Appeal Decisions (Position)	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GPPA Ch 6	PPA25	Process creditable service IAW Chapter 6 of the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	5.4 Manage Time and Attendance	6.2.5 Maintain Appropriate Records		
GPPA Ch 6	PPA26	Establish a procedure for calculating service computational dates which capture creditable service IAW Chapter 6 of the Guide to Processing Personnel Actions (future policy change).	Policy	Useful	Shared Service Center	3.6.6 Bring Selectee On Board				
GPPA Ch 7	PPA27	Document veterans' preference for reduction in force IAW Chapter 7 of the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	6.2.5 Maintain Appropriate Records	10.1.6 Conduct Exit Processing			
GPPA Ch 7	PPA28	Document changes to veterans' preference for reduction-in-force IAW Chapter 7 of the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	6.2.5 Maintain Appropriate Records	10.1.6 Conduct Exit Processing			
GPPA	PPA29	Process personnel actions IAW the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change

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GPPA	PPA30	Ensure NOAs conform to the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GPPA	PPA31	Ensure authorities conform to the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GPPA	PPA32	Ensure required remark codes conform to the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GHRDS	PPA33	Ensure required remark codes conform to the Guide to HR Data Standards.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GPPA	PPA34	Ensure required remarks conform to the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GHRDS	PPA35	Ensure required remarks conform to the Guide to HR Data Standards.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GPPA	PPA36	Complete personnel actions IAW the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GPR	PPA37	Complete personnel actions IAW the Guide to Personnel Recordkeeping.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
GPPA	PPA38	File personnel actions IAW the Guide to Personnel Recordkeeping.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GPR	PPA39	File personnel actions IAW the Guide to Personnel Recordkeeping.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GPPA	PPA40	Establish a procedure for suspense file systems IAW the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GPPA	PPA41	Prepare supporting documents IAW the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GPPA	PPA42	Distribute supporting documents IAW the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GPPA	PPA43	File supporting documents submitted IAW the Guide to Personnel Recordkeeping	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GPPA	PPA44	File documents created in connection with personnel actions IAW with the Guide to Personnel Recordkeeping.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GPPA	PPA45	Obtain signatures in support of personnel actions IAW the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
GPPA Ch 9	PPA46	Obtain approvals for personnel actions IAW the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GPPA	PPA47	Obtain approvers for personnel actions IAW the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GPPA	PPA48	Obtain all required documents for personnel actions IAW the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GPPA Ch 31 and GPR	PPA49	Follow instructions in the Guide to personnel recordkeeping, Chapter 7, for transferring the Official Personnel Folder on separating employees.	Policy	Mandatory	Shared Service Center	6.2.5 Maintain Appropriate Records	10.1.6 Conduct Exit Processing			
GPPA Ch 31 and GPR	PPA50	Follow instructions in the Guide to personnel recordkeeping, Chapter 7, for transferring the Employee Medical Folder on separating employees.	Policy	Mandatory	Shared Service Center	6.2.5 Maintain Appropriate Records	10.1.6 Conduct Exit Processing			
GPPA	PPA51	Document voluntary service (service performed without compensation by persons who do not receive a Federal appointment) IAW Chapter 33 of the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	10.1.6 Conduct Exit Processing		
GPPA Ch 33	PPA52	Establish a procedure to document voluntary service (service performed without compensation by persons who do not receive a Federal appointment) IAW Chapter 33 of the Guide to Processing Personnel Actions.	Service	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	10.1.6 Conduct Exit Processing		

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GPR Ch 1	PPA53	Create personnel records for Federal civil service employees IAW the Guide to Personnel Recordkeeping.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	6.2.5 Maintain Appropriate Records			
GPR Ch 1	PPA54	Maintain personnel records for Federal civil service employees IAW the Guide to Personnel Recordkeeping.	Policy	Mandatory	Shared Service Center	6.2.5 Maintain Appropriate Records				
GPR Ch 1	PPA55	Safeguard personnel records for Federal civil service employees IAW the Guide to Personnel Recordkeeping.	Policy	Mandatory	Shared Service Center	6.2.5 Maintain Appropriate Records				
GPR Ch 1	PPA56	Store personnel records for Federal civil service employees IAW the Guide to Personnel Recordkeeping.	Policy	Mandatory	Shared Service Center	6.2.5 Maintain Appropriate Records				
GPR Ch 1	PPA57	Dispose of personnel records for Federal civil service employees IAW the Guide to Personnel Recordkeeping.	Policy	Mandatory	Shared Service Center	6.2.5 Maintain Appropriate Records				
GPR Ch 4	PPA58	Procedures must be in place to reconstruct a personnel folder IAW Chapter 4 of the Guide to Personnel Recordkeeping.	Policy	Mandatory	Shared Service Center	6.2.5 Maintain Appropriate Records				

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GPR Ch 5	PPA59	Procedures must be in place to construct a "jointly owned" personnel folder (a record under the Office of Personnel Management's recordkeeping authority that contains personnel records that were established by agencies [other than OPM] that have their own personnel folder recordkeeping authority - such as legislative and judicial branch agencies, the Central Intelligence Agency, and the U.S. Postal Service) IAW chapter 5 of the Guide to Personnel Recordkeeping.	Policy	Mandatory	Shared Service Center	6.2.5 Maintain Appropriate Records				
GPR Ch 5	PPA60	Procedures must be in place to maintain a "jointly owned" personnel folder (a record under the Office of Personnel Management's recordkeeping authority that contains personnel records that were established by agencies [other than OPM] that have their own personnel folder recordkeeping authority - such as Legislative and judicial branch agencies, Central Intelligence Agency, and the U.S. Postal Service) IAW Chapter 5 of the Guide to Personnel Recordkeeping.	Policy	Mandatory	Shared Service Center	6.2.5 Maintain Appropriate Records				
GPR Ch 6	PPA61	Procedures must be in place to respond to requests for information on Federal employees IAW Chapter 6 of the Guide to Personnel Recordkeeping.	Policy	Mandatory	Shared Service Center	6.2.5 Maintain Appropriate Records				

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GPR Ch 6	PPA62	Procedures must be in place to respond to requests for information on former employees (for information from Employee Medical Folders and personnel folders) IAW Chapter 6 of the Guide to Personnel Recordkeeping.	Policy	Mandatory	Shared Service Center	6.2.5 Maintain Appropriate Records				
GPR Ch 7	PPA63	Procedures must be in place to transfer interagency personnel records to the next Federal employer or the National Personnel Records Center IAW Chapter 7 of the Guide to Personnel Recordkeeping.	Policy	Mandatory	Shared Service Center	6.2.5 Maintain Appropriate Records				
GPR Ch 8	PPA64	Procedures must be in place to search for records contained in personnel records, using the index of documents contained in Chapter 8 of the Guide to Personnel Recordkeeping.	Policy	Mandatory	Shared Service Center	6.2.5 Maintain Appropriate Records				
GPR Ch 8	PPA65	Procedures must be in place to search for documents contained in personnel records, using the index of documents contained in Chapter 8 of the Guide to Personnel Recordkeeping.	Policy	Mandatory	Shared Service Center	6.2.5 Maintain Appropriate Records				
GHRDS	PPA66	Collect data in the format required by the Guide to HR Data Standards.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GHRDR	PPA67	Report data IAW the Guide to Human Resources Data Reporting.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change

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GHRDE	PPA68	Edit data IAW the Guide to Human Resources Data Editing.	Policy	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GPPA	PPA69	Nature of Action changes issued in changes to the Guide to Processing Personnel Actions must be implemented within 60 days of issuance of the GPPA change.	Performance	Critical	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GPPA	PPA70	Authority Code changes issued in changes to the Guide to Processing Personnel Actions must be implemented within 60 days of issuance of the GPPA change.	Performance	Critical	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GPPA	PPA71	Remark changes issued in changes to the Guide to Processing Personnel Actions must be implemented within 60 days of issuance of the GPPA change.	Performance	Critical	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GPPA	PPA72	System changes (other than NOA Authority Code and Remark changes) necessitated by changes to the Guide to Processing Personnel Actions must be implemented within 180 days of issuance of the GPPA change.	Performance	Critical	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GPR	PPA73	Changes to recordkeeping practices issues in changes to the Guide to Personnel Recordkeeping must be implemented within 60 days of the issuance of the GPR change.	Performance	Critical	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
GHRDS	PPA74	Table changes necessitated by changes to the Guide to HR Data Standards must be implemented within 60 days of issuance of the GHRDS change.	Performance	Critical	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GHRDS	PPA75	System changes necessitated by changes to the Guide to HR Data Standards must be implemented within 180 days of issuance of the GHRDS change.	Performance	Critical	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GHRDR	PPA76	Table changes necessitated by changes to the Guide to HR Data Reporting must be implemented within 60 days of issuance of the GHRDR change.	Performance	Critical	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GHRDR	PPA77	System changes necessitated by changes to the Guide to HR Data Reporting must be implemented within 180 days of issuance of the GHRDR change.	Performance	Critical	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GHRDE	PPA78	Table changes necessitated by changes to the Guide to HR Data Editing must be implemented within 60 days of issuance of the GHRDE change.	Performance	Critical	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
GHRDE	PPA79	System changes necessitated by changes to the Guide to HR Data Editing must be implemented within 180 days of issuance of the GHRDE change.	Performance	Critical	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
APPENDIX A – PERSONNEL ACTION

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	PPA80	Move candidate data to employee data upon entry of the appointment personnel action.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA81	Automatically delete the WGI due date when an employee converts from a permanent to a temporary appointment .	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA82	Allow users to initiate personnel actions in a secure automated solution.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA83	Allow users to initiate personnel actions in a secure automated web-based solution.	Technology	Critical	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA84	Allow users to edit personnel action data to a secure automated solution.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA85	Allow users to edit personnel action data to a secure automated web-based solution.	Technology	Critical	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA86	Information displayed will be tailored to the role of the user.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	PPA87	Facilitate completion of online personnel action through menu-driven drop down boxes and lists of values with descriptions; values may vary by action.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA88	Prepopulate existing applicable employee information.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA89	Prepopulate position data.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA90	Integrate personnel data (such as applicant data) with the personnel system.	Technology	Critical	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA91	Display corresponding related legal authorities after NOA is selected.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA92	Allow users to select from possible personnel action remarks.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA93	Edit data entered against business rules based on previously entered data.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	PPA94	Provide online help.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA95	Provide online navigation instructions.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA96	Provide online training for processing personnel actions.	Technology	Useful	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA97	Allow a user to save a personnel action in progress at any time prior to completion.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA98	Allow a user to retrieve a personnel action in progress at any time	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA99	Allow for multiple personnel actions for a single employee in one pay period and/or on the same day.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA100	The system must be able to process personnel actions in accordance with the GPPA.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA101	Allow for verification of reinstatement eligibility of former Federal employees.	Technology	Useful	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	PPA102	Allow for integration of prior military service (EOD).	Technology	Useful	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA103	Support transfer of multiple employees from one agency to another (e.g. "transfer of function").	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA104	Support all types of employment (e.g. full-time, part-time, etc.).	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA105	Support assignments to all Federal jobs (e.g., competitive, excepted, foreign nationals).	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA106	Automatically generate personnel actions based on suspense dates.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA107	Handle mass change actions via list (e.g. reorganization, transfer work, pay adjustment).	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA108	Permit personnel actions with future effective dates to be entered.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA109	Permit personnel actions with future effective dates to be processed.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	PPA110	Permit retroactive personnel actions to be entered without manually reentering actions already on file.	Service	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA111	Permit retroactive personnel actions to be processed without manually reentering actions already on file.	Service	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA112	Assign a unique processing number to each personnel action for identification and tracking purposes.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA113	Capture employee name in the specified format.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA114	Display the approving official's name.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA115	Display the approving official's title.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA116	Maintain employee personnel action history.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA117	Capture all employee data necessary to document a personnel action.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	PPA118	Capture position data.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA119	Allow multiple incumbency of positions (for example, employee is on extended sick leave for six months, the assignment is still active but HR may detail an employee or process a temporary appointment).	Service	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA120	Capture reason for separation using Nature of Action codes.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA121	Identify employees who have been granted internal return rights (this relates to internal return rights - not external like IPAs and ICAOs).	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA122	Capture priority consideration for employees.	Technology	Critical	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA123	Route personnel actions based on workflow	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA124	Tailor the workflow routing to the action (e.g., NOA code, user authority, monetary thresholds, agency-specific rules).	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	PPA125	Route personnel actions to appropriate alternate parties when workflow routing is affected by "out of office" situations.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA126	Notify individuals based on the role of the individual.	Service	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA127	Notify employee about initiated personnel action when applicable.	Service	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA128	Notify employee about completed personnel action.	Service	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA129	Provide access to personnel action data to the employee affected by the personnel action within a specified time period of the personnel action (determine where this belongs).	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA130	Track personnel actions through workflow stages (role based).	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA131	Track past personnel actions including effective dates (role based).	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	PPA132	Track current personnel actions including effective dates (role based).	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA133	Track future dated personnel actions including effective dates (role based).	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA134	Track status of all personnel action requests (role based).	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA135	Track all time-limited actions (define time-limited).	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA136	Track temporary employees nearing certain hours thresholds.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA137	Notify individuals of temporary employees nearing certain hours thresholds (role based).	Service	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA138	Automatically produce notification for a time-sensitive action, triggered by elapsed time (e.g., completion of probationary period, completion of temporary appointment, within-grade salary increase).	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	PPA139	Notify other organization units of new hire start date.	Service	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA140	Vary notification by position for other organization units of new hire start date.	Service	Useful	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA141	Vary notification by role for other organization units of new hire start date.	Service	Useful	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA142	Vary notification by agency-specific requirements.	Service	Useful	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA143	Notify individuals of employees who have been granted return rights (role based).	Service	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA144	Provide for online approval of personnel actions.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA145	Provide for online disapproval of personnel actions.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA146	Allow personnel action activity analysis for all NOAs (reporting).	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	PPA147	Allow personnel action activity analysis for each NOA (reporting).	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA148	Allow personnel action activity reporting for all NOAs (reporting).	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA149	Allow personnel action activity reporting for each NOA (reporting).	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA150	Produce compliance report (reporting).	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA151	Provide visibility to employment history across agencies (define agency and position history).	Technology	Critical	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA152	Delete history records based on legal requirements.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA153	Delete history records based on settlement agreements.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.12 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change
Best Business Practice	PPA154	Associate aggregate employee demographic data for each NOA (reporting).	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board	2.1.6 Maintain Positions	2.1.10 Implement Appeal Decisions	5.2.3 Set Bonus or Award Pay	5.3.1 Identify Employees to Receive Pay or Leave Change

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
APPENDIX A – PERSONNEL ACTION

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	PPA155	Generate employee hire checklist.	Technology	Critical	Shared Service Center	3.6.6 Bring Selectee On Board				
Best Business Practice	PPA156	Trigger hire event tracking (pre-employment) (e.g., medical, security clearance).	Technology	Critical	Shared Service Center	3.6.6 Bring Selectee On Board				
Best Business Practice	PPA157	Create OPF for new employee upon entry of the appointment personnel action.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board				
Best Business Practice	PPA158	Request office space for new hire.	Service	Useful	Shared Service Center	3.6.6 Bring Selectee On Board				
Best Business Practice	PPA159	Request system logon ID(s) for new hire.	Service	Useful	Shared Service Center	3.6.6 Bring Selectee On Board				
Best Business Practice	PPA160	Request company property for new hire.	Service	Useful	Shared Service Center	3.6.6 Bring Selectee On Board				
Best Business Practice	PPA161	Trigger enrollment in orientation N days after hire date.	Technology	Useful	Shared Service Center	3.6.6 Bring Selectee On Board				
Best Business Practice	PPA162	Trigger enrollment in mandatory training N weeks after hire date.	Technology	Useful	Shared Service Center	3.6.6 Bring Selectee On Board				
Best Business Practice	PPA163	Trigger the closing of the requisition when the hire personnel action is completed.	Technology	Critical	Shared Service Center	3.6.6 Bring Selectee On Board				
Best Business Practice	PPA164	Produce employee checklist as required.	Technology	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board				
Best Business Practice	PPA165	Notify appropriate personnel - including HR staff, management, EEO, IT, security - of tasks to be performed.	Service	Mandatory	Shared Service Center	3.6.6 Bring Selectee On Board				
Best Business Practice	PPA166	Capture aggregate employee demographic data.	Technology	Mandatory	Shared Service Center	6.2.5 Maintain Appropriate Records				

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
 APPENDIX A – PERSONNEL ACTION

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	PPA167	Archive personnel action.	Technology	Mandatory	Shared Service Center	6.2.5 Maintain Appropriate Records				
Best Business Practice	PPA168	Advise employees who make a name change that benefits coverage may also change (e.g., marriage, divorce).	Service	Mandatory	Shared Service Center	6.2.5 Maintain Appropriate Records				
Best Business Practice	PPA169	Retain historical data.	Technology	Mandatory	Shared Service Center	6.2.5 Maintain Appropriate Records				
Best Business Practice	PPA170	Allow retrieval of historical data (role based).	Technology	Mandatory	Shared Service Center	6.2.5 Maintain Appropriate Records				
Best Business Practice	PPA171	Support the conversion of the paper Official Personnel Folder (OPF) to an electronic medium.	Technology	Critical	Shared Service Center	6.2.5 Maintain Appropriate Records				
GPPA Ch 30	PPA172	Issue notices to retiring employees IAW the Job Aid (Notice Requirements When an Employee Retires) in Chapter 30 of the Guide to Processing Personnel Actions.	Policy	Mandatory	Shared Service Center	10.1.1 Initiate Separation				

## Appendix B – Compensation Management Requirements (Core)

Changes to “Core” Compensation Requirements		
Changed From	Changed To	Reason
4.6.1 Manage Leave Usage	5.4.3 Manage Leave Usage and Paid Time Off	BRM Version 2
4.6.2 Schedule Employees	5.4.1 Schedule Employees	BRM Version 2
4.6.3 Attest Attendance Data	5.4.2 Attest Attendance Data	BRM Version 2
4.6.4 Certify Employee Attendance Data	5.4.4 Certify Employee Attendance Data	BRM Version 2
4.7.1 Enter Employee Derived Payroll Data	5.5.1 Manage Employee Furnished Payroll Data	BRM Version 2
4.7.2 Prepare for Payroll Processing	5.5.2 Process On-cycle Payroll	BRM Version 2
4.7.5 Process Disbursements to third Parties	5.5.5 Process Disbursements	BRM Version 2
4.7.7 Distribute Labor Costs	5.5.4 Distribute Labor Costs	BRM Version 2
4.7.8 Perform Periodic Reporting	5.5.7 Perform Periodic Reporting	BRM Version 2
COMP47 Calculate foreign evacuation pay	COMP47 Calculate evacuation pay	SSCWG Request

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
APPENDIX B – COMPENSATION MANAGEMENT

The Shared Service Center has the primary role in providing and operating the facility or system to address the functionality, transaction, or process described by these requirements in accordance with the priority specified.

Nothing in these requirements implies or authorizes the performance of inherently governmental functions by non-governmental entities.

Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage
5 USC, Chapter 61, Subchapters I and II; 5 CFR Part 610 and,OPM Handbook on Alternative Work Schedules (being replaced), GAO Requirement 03-352G (Jan 2003)	COMP1	Capture all types of established tours of duty and work schedules as prescribed.	Policy	Mandatory	Shared Service Center	5.4.1 Schedule Employees
GAO Requirement 03-352G (Jan 2003)	COMP2	Capture T&A data in days, hours, fractions of hours, or other units of measure (e.g., piecework) as required.	Policy	Mandatory* (* indicates that the requirement may be governmentwide or may apply only to the provider solution that supports a specific agency need)	Shared Service Center	5.4.2 Attest Attendance Data
JFMIP-SR-99-5	COMP3	Collect T&A data by day, clock hours, exception data, and by agency-defined increments (e.g., minute)	Policy	Mandatory*	Shared Service Center	5.4.2 Attest Attendance Data
5 USC 5504-5505, Chapter 61, Subchapters I and II; and 5 CFR Part 610.	COMP4	Collect T&A data on daily, weekly, biweekly, semi-monthly, and/or monthly basis to be reported on a pay period basis.	Policy	Mandatory	Shared Service Center	5.4.2 Attest Attendance Data
5 USC 5504-5505, Chapter 61 Subchapters I and II; and 5 CFR Part 610; Chapter 55, Subchapters I, IV, and V; Chapter 61 Subchapters I and II ; and 5 CFR Parts 550 and 610, GAO 03-352G	COMP5	Collect actual hours or days worked, leave taken and other pay-related data (e.g., piecework, fee basis units/dollars, and differentials and premium pay data for each employee).	Policy	Mandatory	Shared Service Center	5.4.2 Attest Attendance Data

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
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Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage
JFMIP-SR-99-5	COMP6	Collect data on employees who work temporarily in positions other than that to which they are permanently assigned.	Policy	Mandatory	Shared Service Center	5.4.2 Attest Attendance Data
GAO 03-352G	COMP7	Allow attestation and verification of data.	Policy	Mandatory	Shared Service Center	5.4.2 Attest Attendance Data
GAO 03-352G	COMP8	Accept electronic signatures or other appropriately documented approvals from authorized approving officials.	Policy	Mandatory	Shared Service Center	5.4.4 Certify Employee Attendance Data
JFMIP-SR-99-5	COMP9	Edit T&A data at the earliest time.	Policy	Mandatory*	Shared Service Center	5.4.4 Certify Employee Attendance Data
JFMIP-SR-99-5	COMP10	Correct current-pay period and adjust prior-pay period T&A data.	Policy	Mandatory	Shared Service Center	5.4.2 Attest Attendance Data
5 USC, Chapter 63 and other cites outside of title 5 (e.g., Title 5, 10, 12, 14, 20, 38, and 42); and 5 CFR, Part 630, 5 USC 5550a, and 5550b; and 5 CFR 532.504 550.114, 551.531, and Part 550, Subparts J and N.	COMP11	Accrue each type of leave based on the rate to which an employee is entitled, including partial accruals and carryovers. Special accrual rules for employees using donated leave, etc., must be accommodated.	Policy	Mandatory*	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
5 USC, Chapter 63 and other cites outside of title 5 (e.g., Title 5, 10, 12, 14, 20, 38, and 42); and 5 CFR, Part 630	COMP12	Accrue leave for special category employees, (e.g., part-time employees, firefighters, etc.).	Policy	Mandatory*	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
USC 5543, 6123(a) (1), 5550a, and 5550b; and 5 CFR 532.504 550.114, 551.531, and Part 550, Subparts J and N, 5 USC 6126, 5 USC 45 and 5 CFR 451.104	COMP13	Establish other paid time off (e.g., time-off awards, compensatory time, credit hours).	Policy	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
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Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage
5 USC, Chapter 63 and other cites outside of title 5 (e.g., Title 5, 10, 12, 14, 20, 38, and 42); and 5 CFR, Part 630	COMP14	Process leave for each reported leave type at the end of each effective pay period. Process advances, accruals, usage and restored leave before usages are applied to the appropriate balance.	Policy	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
5 USC, Chapter 63 and other cites outside of title 5 (e.g., Title 5, 10, 12, 14, 20, 38, and 42); and 5 CFR, Part 630	COMP15	Offset advanced annual and sick leave balances against subsequent pay period accruals of corresponding leave.	Policy	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
5 USC 5543, 6123(a) (1), 5550a, and 5550b; and 5 CFR 532.504 550.114, 551.531, and Part 550, Subparts J and N	COMP16	Determine all types of compensatory time to be paid or forfeited based on predetermined regulatory and agency time constraints.	Policy	Mandatory*	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
5 USC 6126	COMP17	Determine credit hours to be paid or forfeited in accordance with law and internal agency policy.	Policy	Mandatory*	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
5 USC 45 and 5 CFR 451.104	COMP18	Determine time-off-award forfeiture based on agency policy.	Policy	Mandatory*	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
GAO 03-352G	COMP19	Maintain detailed audit trail and internal control data to ensure that all reported leave hours and other paid time off have been processed accurately and that the hours submitted are correct.	Policy	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
5 USC, Chapter 63 and other cites outside of title 5 (e.g., Title 5, 10, 12, 14, 20, 38, and 42); and 5 CFR, Part 630	COMP20	Provide for fiscal-year-end, leave-year-end, calendar-year-end, contract-year-end, pay-year-end and other leave year-end processing and forfeitures (leave ceilings) in accordance with established governmentwide and agency-specific guidelines.	Policy	Mandatory*	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
5 USC 81	COMP21	Provide capability to accumulate nonpay hours for different purposes such as furloughs, Office of Workers Compensation Program (OWCP), sabbatical, and military duty.	Policy	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off

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Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage
5 USC, Chapter 63 and other cites outside of title 5 (e.g., Title 5, 10, 12, 14, 20, 38, and 42); and 5 CFR, Part 630	COMP22	Modify leave accruals, limits and/or balances for employees who change either leave systems or work schedules (i.e., full-time to part-time, etc.).	Policy	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
JFMIP-SR-99-5	COMP23	Automatically convert leave taken in excess of available balance based upon an established leave priority policy.	Policy	Mandatory*	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
JFMIP-SR-99-5	COMP24	Provide reports of leave conversions for appropriate management review and action.	Policy	Mandatory*	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
Comptroller General Decisions	COMP25	Recompute leave balances due to prior-period hour adjustments or retroactive entitlement changes for each period subsequent to the effective period of the change.	Policy	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
5 USC, Chapter 53, 97 and 99; 5 CFR Part 531 Part 31, 9701, 9901; and any other authorities outside Title 5	COMP26	Calculate prior-period base pay, including locality pay	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
5 USC, Chapter 53, 97 and 99; 5 CFR Part 531 Part 31, 9701, 9901; and any other authorities outside Title 5.	COMP27	Calculate current-period base pay, including locality pay.	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
5 USC. Chapter 55, Subchapter V ; 5 USC Chapters 97 and 99, 5 CFR part 550, 9701 and any other authorities outside of title 5; and 5 CFR	COMP28	Calculate prior-period premium pays.	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
5 USC. Chapter 55, Subchapter V; 5 USC Chapters 97 and 99, 5 CFR part 550, 9701 and any other authorities outside of title 5; and 5 CFR.	COMP29	Calculate current-period premium pays.	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll

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Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage
5 USC 5755 and 5 CFR part 575, Subpart D.	COMP30	Calculate prior-period supervisory differentials.	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
5 USC 5755 and 5 CFR Part 575, Subpart D.	COMP31	Calculate current-period supervisory differentials.	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
5 USC 5901-5903, 5911 and 5941; Also 5 CFR Part 591, Subparts A and B.	COMP32	Calculate prior-period nonforeign miscellaneous allowances.	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
5 USC 5901-5903, 5911 and 5941; Also 5 CFR Part 591, Subparts A and B.	COMP33	Calculate current-period nonforeign miscellaneous allowances.	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
5 USC 5921-5928, Department of State Standardized Regulation (DSSR)	COMP34	Calculate prior-period foreign allowances and differentials.	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
5 USC 5921-5928, DSSR	COMP35	Calculate current-period foreign allowances and differentials.	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
5 USC, Chapter 57, Subchapter IV and 5 USC 5379; and 5 CFR Part 575, Subpart D; and other discretionary authorities outside of title 5.	COMP36	Calculate prior-period incentives (e.g., recruitment, retention and relocation bonuses, student loan repayments).	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
5 USC, Chapter 57, Subchapter IV, 5 USC 5379; and 5 CFR Part 575, Subpart D; and other discretionary authorities outside of title 5.	COMP37	Calculate current-period incentives (e.g., recruitment, retention and relocation bonuses, student loan repayments).	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
5 USC 4501-4513; and 5 CFR part 451.	COMP38	Calculate awards.	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
5 USC 5524a; and 5 CFR part 550, Subpart B, DSSR	COMP39	Calculate pay advances.	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll

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Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage
5 USC 5551-5553, 6306; and 5 CFR part 550, Subpart L, Negotiated agreements (for FAA only)	COMP40	Calculate lump-sum leave (e.g., annual, FAA sick).	Policy	Mandatory*	Shared Service Center	5.5.2 Process On-cycle Payroll
5 USC 6121(4) and 6126.	COMP41	Calculate credit hour payouts.	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
5 USC 5543, 6123(a) (1), 5550a, and 5550b; and 5 CFR 532.504 550.114, and 551.531, and Part 550, Subparts J and N.	COMP42	Calculate compensatory time payout.	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
5 USC 5595; 5 CFR Part 550, Subpart G	COMP43	Calculate severance pay.	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
5 USC Chapter 55, Subchapter VIII	COMP44	Calculate settlements.	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
5 USC 3521, 5 CFR Part 576	COMP45	Calculate buy-out incentives.	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
title 20, USC 901-907	COMP46	Calculate stipends (extracurricular pay and royalties).	Policy	Mandatory*	Shared Service Center	5.5.2 Process On-cycle Payroll
5 CFR 550.401 - 408	COMP47	Calculate evacuation pay.	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
5 USC 5547(a); and 5 CFR 550.105	COMP48	Apply biweekly premium pay limitations.	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
5 USC 5547(b); and 5 CFR 550.106-107	COMP49	Apply annual premium pay limitations.	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
5 USC 5307; and 5 CFR Part 530, Subpart B.	COMP50	Apply aggregate pay limitations.	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
5 USC 5547; 5373, 5307, 5303(f), and 5404(g); and 5 CFR part 530, Subpart B, 531.604, and 550.105-107.	COMP51	Apply internal controls(limitations on pay).	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll

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Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage
JFMIP-SR-99-5	COMP52	Compute earnings amounts or rates for partial pay periods when entitlement dates do not coincide with pay period beginning and ending dates.	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
JFMIP-SR-99-5	COMP53	Process earnings adjustments on a begin-date/end-date basis.	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
5 USC 5531, 5533-5537 and CFR Part 550, Subparts E.	COMP54	Process and compute pay and deductions for multiple positions under different appointment authorities, and different pay, leave, and benefit entitlements.	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
5 CFR Part 837	COMP55	Adjust taxable gross pay by deducting untaxed items (e.g., Thrift Savings Plan deductions) and civil service retirement annuity offsets.	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
5 USC 55, Subchapter II	COMP56	Calculate mandatory deductions (e.g., retirement, Federal, State, local, and FICA taxes).	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
5 USC 5527, 5 CFR 550 Subpart C, 5 USC 8716, 5 CFR Part 870, 5 USC 8913, 5 CFR Part 8980, 5 CFR Chapter VI	COMP57	Calculate voluntary deductions (e.g., additional state and local taxes for multiple taxing authorities, life insurance, health, insurance, thrift savings deductions, allotments, bonds, and pre-tax deductions for transportation benefits).	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
5 USC 55, subchapter II	COMP58	Calculate involuntary deductions (e.g., IRS levies, garnishments, and administrative debt collections).	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
5 USC Chapter 55, subchapter II	COMP59	Apply withholding limitations.	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll-
42 USC 659-662; 5 USC 5520a; and 5CFR part 581-582	COMP60	Process deductions that apply in various pay periods and/or have specified limitations (e.g., garnishment amount).	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
5 CFR 550.313	COMP61	Apply order of precedence for deductions.	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
5 USC 552; 5 CFR 550 Subpart C	COMP62	Deduct some items in every pay period and others in selected pay periods only (e.g., discretionary allotments).	Policy	Useful	Shared Service Center	5.5.2 Process On-cycle Payroll
5 CFR 550-1206, Subpart L	COMP63	Offset the dollar amount of all indebtedness against available pay upon separation.	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
5 USC 55, 5 CFR 550	COMP64	Calculate net pay.	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll

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Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage
5 USC 8716; 5 CFR Part 870; 5USC 8913; 5 CFR Part 8980; 5 CFR Chapter VI	COMP65	Calculate employer contribution and fees.	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Treasury Financial Manual, Volume 1	COMP66	Derive summary totals of earnings, deductions, contributions, and paid hours for control purposes and to facilitate reconciliation.	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Treasury Financial Manual, Volume 1	COMP67	Certify payroll vouchers.	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
5 USC 5551-5553; 6306; and 5 CFR part 550, Subpart L., Negotiated agreements (for FAA only)	COMP68	Provide lump sum payment for leave (e.g., annual, FAA sick) for eligible employees, including any supplemental payment (e.g., statutory increases).	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Treasury Financial Manual, Green Book	COMP69	Generate payments files including electronic funds transfer and other methods of payments, including off-cycle and third party payments.	Policy	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll-
Treasury Financial Manual, Green Book	COMP70	Generate payment file of unpaid compensation to beneficiaries.	Policy	Mandatory	Shared Service Center	5.5.5 Process Disbursements
OMB, Office of Federal Financial Management, Core Financial System Requirements; OFFM-NO-0105; February 2005 (Exposure Draft)	COMP71	Provide electronic output on distributed work units from the labor distribution process for use in other systems.	Policy	Mandatory	Shared Service Center	5.5.4 Distribute Labor Costs
OMB, Office of Federal Financial Management, Core Financial System Requirements; OFFM-NO-0105; February 2005 (Exposure Draft)	COMP72	Provide electronic output on employer contributions and benefits for use in other systems.	Policy	Mandatory	Shared Service Center	5.5.4 Distribute Labor Costs
OMB, Office of Federal Financial Management, Core Financial System Requirements; OFFM-NO-0105; February 2005 (Exposure Draft)	COMP73	Produce all reports and vouchers necessary to recognize payroll expenses, establish related receivables.	Policy	Mandatory	Shared Service Center	5.5.4 Distribute Labor Costs

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Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage
Joint Financial Improvement Program Humans Resources and Payroll System Requirement (JFMIP-SR-99-5)	COMP74	Accumulate work units in predefined data elements.	Policy	Mandatory	Shared Service Center	5.5.4 Distribute Labor Costs
JFMIP-SR-99-5	COMP75	Provide the capability to generate ad hoc human resources and payroll reports that are prescribed by the functional users.	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
JFMIP-SR-99-5	COMP76	Produce employee earnings statements detailing the composition of gross pay, deductions, net pay, leave data and cumulative retirement data for the pay period and year to date.	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
JFMIP-SR-99-5	COMP77	Produce managerial reports to facilitate monitoring of leave authorization, and personnel actions by human resources/payroll staff members and by operational supervisors or managers.	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
Treasury Financial Manual, Volume I	COMP78	Produce data required by Treasury.	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
IRS Publication 15 (Circular E)	COMP79	Produce data required by IRS, including W-2s.	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
IRS Publication 15 (Circular E)	COMP80	Produce data required by the Social Security Administration.	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
20 CFR Part 10	COMP81	Produce data required by the Department of Labor.	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
5 USC 5379(h) (1); 5948(j); 5 CFR 575.515; court order; and any other ad hoc congressional reports or administration initiative that may be requested.	COMP82	Produce data required by OPM.	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
29 CFR Part 1614	COMP83	Produce data required by the Equal Employment Opportunity Commission.	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
5 CFR Chapter VI; Thrift Savings Plan Bulletins	COMP84	Produce data required by the Federal Retirement Thrift Investment Board.	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
Treasury Financial Manual, Volume I	COMP85	Produce data required by Federal Reserve Banks.	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting

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Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage
Pub. L. 104-193, the Personal Responsibility and Work Opportunity Reconciliation Act of 1996	COMP86	Produce data required by the Department of Health and Human Services.	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
Treasury Financial Manual, Volume I	COMP87	Produce data required by State taxing authorities.	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
Treasury Financial Manual, Volume I	COMP88	Produce data required by local taxing authorities.	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
Treasury Financial Manual, Volume I	COMP89	Produce data required by other taxing authorities.	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
5 USC 5514, 5 CFR Subpart K	COMP90	Notify employee of indebtedness (e.g., health benefits).	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
5 USC Chapter 81, 20 CFR Part 10	COMP91	Provide the capability to track and report pay associated with job-related injury time (continuation of pay [COP]).	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
5 CFR Part 890, Subpart E	COMP92	Notify agencies of employee indebtedness (e.g., health benefits to agencies).	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
OMB, Office of Federal Financial Management, Core Financial System Requirements; OFFM	COMP93	Accommodate information requirements for accounting transactions for accruals of pay, leave, and benefits during the year.	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
OMB, Office of Federal Financial Management, Core Financial System Requirements; OFFM	COMP94	Generate reports of pay and benefit transactions required by the agency core financial system.	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
OMB, Office of Federal Financial Management, Core Financial System Requirements; OFFM; SF-1150 data	COMP95	Provide for transfer of data when an employee is transferred to a new agency/department or is re-employed after a separation from Federal service.	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
GAO/AIMD 00-2.1.3.1	COMP96	Reconcile payroll and disbursing data to ensure accuracy.	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
GAO/AIMD 00-2.1.3.1	COMP97	Notify agency human resources and payroll office staff of incorrect or missing data.	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting

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Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage
5 CFR Part 890, Subpart A	COMP98	Compile employee data related to health insurance enrollment for validation purposes.	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
5 CFR Part 890, Subpart A	COMP99	Store audit trail data in the standard human resources/payroll data files.	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
5 CFR Part 890, Subpart A	COMP100	Generate detail registers or subsidiary ledgers which support all vouchers, accounting entries, and disbursements authorized by the payroll office.	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
5 CFR 550, Subpart K	COMP101	Provide a report of employee debt.	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
GAO/AIMD 00-2.1.3.1	COMP102	Reconcile data to provide assurance that all employees on the payroll are bona fide and that all earnings, entitlements, and benefits are being computed as authorized and recognized in the human resources system.	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
5 CFR Part 890, Subpart A	COMP103	Make health insurance enrollment data available to carriers so that payroll and carrier records can be verified.	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
National Archives and Record Retention Administration General Records Schedule 2 (NARA) Privacy Act, FOIA	COMP104	Maintain and/or dispose of personnel and payroll records in accordance with governmentwide and agency -specific guidelines.	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
NARA	COMP105	Provide for reporting, reconciling, and retaining records to accommodate a number of requirements.	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
	COMP106	Provide for formatting data as required to satisfy regulatory, managerial, and accounting information requirements.	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
	COMP107	Generate reports at specific time intervals or upon request, including reports that span fiscal years, calendar years, or other time periods.	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting

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GAO/AIMD-00-21.3.1	COMP108	Provide for managerial reports including control reports used by human resources/payroll office staff members, as well as reports used by others such as supervisors.	Policy	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
GAO 03-352G	COMP109	Accumulate work units in predefined data elements.	Technology	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
5 USC, Chapter 63 and other cites outside of title 5 (e.g., Title 5, 10, 12, 14, 20, 38, and 42); and 5 CFR, Part 630.	COMP110	Apply current period leave accruals and leave charges to each employee's available leave balances, leave transfers, donations to leave banks or individuals and adjustments to leave balances for restored leave, settlements, and similar after-the-fact situations.	Technology	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
5USC 81	COMP111	Store leave wage data and leave balance data for all employees.	Technology	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
5 USC, Chapter 63 and other cites outside of title 5 (e.g., Title 5, 10, 12, 14, 20, 38, and 42); and 5 CFR, Part 630.	COMP112	Report number of sick leave hours creditable to a retiree's annuity.	Technology	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
JFMP-SR-99-5	COMP113	Store all types of leave history including beginning balances, leave accruals, leave usage, ending balance, and carryovers by type, for each pay period and applicable year to date.	Technology	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
Best Business Practice	COMP114	Update employee's leave balance with accruals on a biweekly basis based on the established leave accrual rate.	Technology	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
Best Business Practice	COMP115	Make leave information available to supervisors and managers.	Technology	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
Best Business Practice	COMP116	Enforce the rules for leave accrual balance transfers for terminating employee's (transferring out) and for employees transferring in from another agency (e.g., comp time).	Technology	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
Best Business Practice	COMP117	Permit allowed military leave credit to be carried over to the next fiscal year.	Technology	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off

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Best Business Practice	COMP118	Track continuation of pay (COP).	Technology	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
Best Business Practice	COMP119	Process all requirements of the leave sharing program including leave transfers, leave accruals, leave restorations, and periodic reporting.	Technology	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
Best Business Practice	COMP120	Retain unused donated leave balances in accordance with FPM Bull. 690-33 for yearly update of leave fields.	Technology	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
Best Business Practice	COMP121	Provide for the identification of approved leave recipients under the leave-transfer program.	Technology	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
Best Business Practice	COMP122	Accept donated leave from Federal employees in other departments and agencies.	Technology	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
5 CFR 630-913	COMP123	Support leave transfer program reporting.	Technology	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
Best Business Practice	COMP124	Determine compensatory time to be forfeited based on maximum earning ceiling.	Technology	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
Best Business Practice	COMP125	Provide for leave and other absence forfeitures processing using maximum carryover amounts.	Technology	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
Best Business Practice	COMP126	Automatically adjust leave accrual rates for employees who either: (1) change leave systems, (2) change biweekly tours of duty, (3) become eligible for additional leave accruals, or (4) change from full-time to part-time and vice versa.	Technology	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
Best Business Practice	COMP127	Process both current and prior period leave transactions on an effective pay period basis.	Technology	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
Best Business Practice	COMP128	Support the processing of advanced leave.	Technology	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
Best Business Practice	COMP129	Prevent automatic advances of sick leave.	Technology	Mandatory*	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
Best Business Practice	COMP130	Offset insufficient leave balances.	Technology	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
Best Business Practice	COMP131	Credit leave for use during the pay period in which it is earned.	Technology	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
Best Business Practice	COMP132	Do not automatically credit sick leave at the beginning of the leave year.	Technology	Mandatory*	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
Best Business Practice	COMP133	Process variable leave accruals for part-time employees (move up with accruals).	Technology	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off

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Best Business Practice	COMP134	Provide for reduction in leave accrual when a full-time employee's absence in a nonpay status within a leave year equals the base pay hours for a pay period (80 hours in most cases).	Technology	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
Best Business Practice	COMP135	Provide for accrued compensatory time to be paid off as overtime at the rate earned for separating employees.	Technology	Mandatory*	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
Best Business Practice	COMP136	Allow manual adjustment of leave data.	Technology	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
Best Business Practice	COMP137	Reduce annual leave balances to zero after lump-sum payments are made and SF-1150 is produced.	Technology	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
Best Business Practice	COMP138	Monitor the length of time employees are on LWOP to determine when health benefit payments are payable.	Technology	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
Best Business Practice	COMP139	Update leave data with retroactive adjustments.	Technology	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
Best Business Practice	COMP140	Generate SF-1150, Record of Leave Data.	Technology	Mandatory	Shared Service Center	5.4.3 Manage Leave Usage and Paid Time Off
Best Business Practice	COMP141	Make external schedule information (e.g., training schedules) available to job scheduling.	Technology	Useful	Shared Service Center	5.4.1 Schedule Employees
Best Business Practice	COMP142	Make employee skills and / or competency data available to scheduling.	Technology	Useful	Shared Service Center	5.4.1 Schedule Employees
Best Business Practice	COMP143	Support a 24-hour day schedule.	Technology	Mandatory	Shared Service Center	5.4.1 Schedule Employees
Best Business Practice	COMP144	Integrate pay calendars into time and attendance system.	Technology	Useful	Shared Service Center	5.4.1 Schedule Employees
Best Business Practice	COMP145	Support variable scheduling using edits based on business rules and employee data (e.g., minors cannot be scheduled at certain times).	Technology	Mandatory*	Shared Service Center	5.4.1 Schedule Employees
Best Business Practice	COMP146	Support overtime authorization through workflow.	Technology	Mandatory	Shared Service Center	5.4.1 Schedule Employees
Best Business Practice	COMP147	Manage pay calendars.	Technology	Useful	Shared Service Center	5.4.1 Schedule Employees
Best Business Practice	COMP148	Allow employees to maintain schedules (tours of duty).	Technology	Critical	Shared Service Center	5.4.1 Schedule Employees
Best Business Practice	COMP149	Allow time data entry and approval to be driven by job scheduling.	Technology	Mandatory	Shared Service Center	5.4.1 Schedule Employees

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Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage
Best Business Practice	COMP150	Maintain accounts for employees with multiple simultaneous appointments.	Technology	Mandatory	Shared Service Center	5.4.1 Schedule Employees
Best Business Practice	COMP151	Store work schedule history.	Technology	Mandatory	Shared Service Center	5.4.1 Schedule Employees
Best Business Practice	COMP152	Integrate organization data with scheduling function (e.g., department, cost center, work center, rate pool, etc.).	Technology	Mandatory	Shared Service Center	5.4.1 Schedule Employees
Best Business Practice	COMP153	Make organization hierarchy available to scheduling function.	Technology	Mandatory	Shared Service Center	5.4.1 Schedule Employees
Best Business Practice	COMP154	Utilize automated workflow to support schedule changes.	Technology	Critical	Shared Service Center	5.4.1 Schedule Employees
Best Business Practice	COMP155	Collect employee hours by categories.	Technology	Mandatory	Shared Service Center	5.4.2 Attest Attendance Data
Best Business Practice	COMP156	Support employees who clock in early or clock out late but are paid for scheduled hours.	Technology	Mandatory*	Shared Service Center	5.4.2 Attest Attendance Data
Best Business Practice	COMP157	Trigger workflow for approval of overtime where excess hours accumulate to overtime hours.	Technology	Mandatory*	Shared Service Center	5.4.2 Attest Attendance Data
Best Business Practice	COMP158	Support multiple shift start times.	Technology	Mandatory	Shared Service Center	5.4.2 Attest Attendance Data
Best Business Practice	COMP159	Provide for processing a variety of-work schedule types (e.g., when actually employed [WAE]).	Technology	Mandatory	Shared Service Center	5.4.2 Attest Attendance Data
Best Business Practice	COMP160	Display both employee name and employee ID on time entry screens (contingent on non-SSN ID).	Technology	Critical	Shared Service Center	5.4.2 Attest Attendance Data
Best Business Practice	COMP161	Retain electronic T&A entry to allow corrections to be performed without rekeying the entire T&A; unapproved T&As should not be purged from the system after cut-off .	Technology	Mandatory	Shared Service Center	5.4.2 Attest Attendance Data
Best Business Practice	COMP162	Allow the employee to view their T&A data (work history, annual leave, etc.).	Technology	Mandatory	Shared Service Center	5.4.2 Attest Attendance Data
Best Business Practice	COMP163	Capture all leave in specified increments.	Technology	Mandatory	Shared Service Center	5.4.2 Attest Attendance Data
Best Business Practice	COMP164	Capture unpaid hours in specified increments.	Technology	Mandatory	Shared Service Center	5.4.2 Attest Attendance Data
Best Business Practice	COMP165	Require employees to attest to time data entered if required by policy. After attesting, if the employee amends the time card, they must re-attest.	Technology	Mandatory*	Shared Service Center	5.4.2 Attest Attendance Data

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Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage
Best Business Practice	COMP166	Provide for automatic year-end leave forfeiture processing using maximum carry-over amounts maintained in reference tables.	Technology	Mandatory	Shared Service Center	5.4.2 Attest Attendance Data
Best Business Practice	COMP167	Provide projected annual leave accruals for leave year and “use or lose” each pay period.	Technology	Critical	Shared Service Center	5.4.2 Attest Attendance Data
Best Business Practice	COMP168	Support exception time reporting.	Technology	Mandatory	Shared Service Center	5.4.2 Attest Attendance Data
Section 2.6.1.1: Work Schedules	COMP169	Ensure credit hours are earned and used as authorized by the local credit hour plan.	Technology	Mandatory	Shared Service Center	5.4.2 Attest Attendance Data
Best Business Practice	COMP170	Ensure premium hours (e.g., overtime) are entered in authorized increments.	Technology	Mandatory	Shared Service Center	5.4.2 Attest Attendance Data
Best Business Practice	COMP171	Provide edits against the work schedule (e.g., no regular work hours over 80 in a pay period).	Technology	Mandatory	Shared Service Center	5.4.2 Attest Attendance Data
Best Business Practice	COMP172	Update leave balance each time leave is accrued or used in the T&A system.	Technology	Critical	Shared Service Center	5.4.2 Attest Attendance Data
Best Business Practice	COMP173	Notify a supervisor that there is a prior-period corrected timecard that needs approval.	Technology	Critical	Shared Service Center	5.4.4 Certify Employee Attendance Data
Best Business Practice	COMP174	Allow supervisors to approve time using a secure, automated web-based time approval solution.	Technology	Mandatory	Shared Service Center	5.4.4 Certify Employee Attendance Data
Best Business Practice	COMP175	Allow supervisors to approve time by group, by employee, or by residual time.	Technology	Mandatory	Shared Service Center	5.4.4 Certify Employee Attendance Data
Best Business Practice	COMP176	Provide sufficient data, in addition to time data, to support supervisor approval.	Technology	Mandatory	Shared Service Center	5.4.4 Certify Employee Attendance Data
Best Business Practice	COMP177	Establish automated workflow to facilitate the time approval process.	Technology	Mandatory	Shared Service Center	5.4.4 Certify Employee Attendance Data
Best Business Practice	COMP178	Document approval for overtime, comp time, credit hours, sick and annual leave.	Technology	Mandatory	Shared Service Center	5.4.4 Certify Employee Attendance Data
Best Business Practice	COMP179	Accept electronic documented timecard approvals from authorized approving officials.	Technology	Mandatory	Shared Service Center	5.4.4 Certify Employee Attendance Data
Best Business Practice	COMP180	Validate that all electronic timecards have been approved by an approving official.	Technology	Mandatory	Shared Service Center	5.4.4 Certify Employee Attendance Data
Best Business Practice	COMP181	Provide an online reference to T&A regulations, policies and procedures to support research on timekeeping questions and issues.	Service	Useful	Shared Service Center	5.4.4 Certify Employee Attendance Data
Best Business Practice	COMP182	Support electronic signature for timecard approval.	Technology	Mandatory	Shared Service Center	5.4.4 Certify Employee Attendance Data

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Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage
Best Business Practice	COMP183	Provide names of individuals involved in review and approval of time on electronic T&A media.	Technology	Mandatory	Shared Service Center	5.4.4 Certify Employee Attendance Data
Best Business Practice	COMP184	Update employee-furnished payroll information (e.g., direct deposit, voluntary deductions, tax withholding).	Technology	Mandatory	Shared Service Center	5.5.1 Manage Employee Furnished Payroll Data
Best Business Practice	COMP185	Allow input and changes to the employee's mailing address record or electronic fund transfer data record for net salary and saving allotment disbursements.	Technology	Mandatory	Shared Service Center	5.5.1 Manage Employee Furnished Payroll Data
Best Business Practice	COMP186	Identify/update employee tax data required by specific states.	Technology	Mandatory	Shared Service Center	5.5.1 Manage Employee Furnished Payroll Data
Best Business Practice	COMP187	Identify/update employee's locality withholding tax information for each locality in which employee resides or works.	Technology	Mandatory	Shared Service Center	5.5.1 Manage Employee Furnished Payroll Data
Best Business Practice	COMP188	Update Federal distribution destinations.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP189	Update settings needed for tax calculations.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP190	Update wage bracket settings.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP191	Update local tax information.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP192	Update information about the geographic area associated with the locality code.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP193	Update rules to calculate local withholding taxes and tax rates.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP194	Update settings on the locality's tax reporting requirements.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP195	Update tax reciprocity for local taxes.	Technology	Useful	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP196	Update and maintain Federal salary table.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP197	Update State tax reciprocity.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP198	Update accounting codes.	Technology Service	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP199	Update processing schedules to appropriate pay processing groups.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll

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Best Business Practice	COMP200	Update setup parameters for quarterly and yearly tax reporting.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP201	Update tax form definition settings.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP202	Update payroll error messages that can occur during batch payroll processes.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP203	Trigger final salary payment based on personnel action and/or T&A action.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP204	Update accumulators.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP205	Store basic pay, locality pay, adjusted pay and all position-related premium pay and differentials.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP206	Store compensation plan variables (e.g., pay plan, grade or level, skill/knowledge data, organizational data [facility level], geographic location data). Associate this information to a position and use it to determine compensation amounts for employee.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP207	Maintain base pay and locality pay separately to allow for accurate pay processing.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP208	Provide workflow to support approval of individual pay, utilizing a defined routing and approval path including amount thresholds for higher approvals.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP209	Maintain record of accrued nonpay status since last step increase or promotion.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP210	Automatically change the due date of within-grade increase (WGI).	Technology	Critical	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP211	Automatically process WGI and changes in tenure group actions based on an employee's eligibility to receive an increase and on appropriate authorization.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP212	Update pay plans.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP213	Update pay plan definitions.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP214	Update pay plan pay frequency.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP215	Update pay plan process controls.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll

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Best Business Practice	COMP216	Update/maintain appropriate FLSA status.	Service	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP217	Update pay tables.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP218	Update interest rates that will be used in military service deposit processing.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP219	Update employee additional pay.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP220	Update calculation information.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP221	Update off -cycle net payment schedules.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP222	Update off -cycle net check summary information.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP223	Update off-cycle net payment information.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP224	Store and report relocation, retention and recruitment bonuses (one-time payments).	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP225	Allow use of a continuing service agreement (CSA).	Technology	Useful	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP226	Allow a user to enter and track cost of living allowances (COLA) for nonforeign areas based on the percentage provided by OPM.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP227	Allow for physicians comparability allowance to be entered for an employee (begin date, amount, category - field or area of expertise, CSA - number of years the individual agrees to serve).	Technology	Mandatory*	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP228	Specify a reimbursable agreement number.	Technology	Useful	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP229	Update employee Individual Retirement Record (IRR) historical fiscal balances.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP230	Accommodate all implemented provisions of the Federal Employee's Pay Comparability Act (FEPCA) of 1990.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP231	Update off-cycle deductions.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll

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Best Business Practice	COMP232	Update Retirement Insurance Transfer System (RITS) interface parameters.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP233	Update TSP interface control information.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP234	Update employee voluntary deductions and information (e.g., allotments, bonds, Combined Federal Campaign (CFC), union dues).	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP235	Update military deposit data including period of military service, amount due, unpaid balance, date, amount of payments received and interest updates.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP236	Calculate processing fee amount or percentage.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP237	Update payroll records for employees not refiling Form W-4 or Form W-5 to tax default settings.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP238	Update payment method information for transmitting for all types of payments.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP239	Update TSP voucher information to be used by the TSP interface process.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP240	Support mass pay changes (tax table changes, health benefits rate changes, etc.) for current and retroactive processing (add requirement for individual and move to Prepare).	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP241	Support individual pay changes (tax table changes, health benefits rate changes, etc.) for current and retroactive.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP242	Update request for mass retroactive pay adjustments.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP243	Update request for individual retroactive pay adjustments.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP244	Update withholding percentage.	Service	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP245	Identify employees with net pay less than \$0.00 to trigger applicable intervention.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll-
Best Business Practice	COMP246	Allow reasonableness tests on gross pay.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll-
Best Business Practice	COMP247	Run the RITS process.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll-

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
APPENDIX B – COMPENSATION MANAGEMENT

Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage
Best Business Practice	COMP248	Process employee voluntary deductions.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll-
Best Business Practice	COMP249	Allow for a sufficient number of series I and series EE bonds.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll-
Best Business Practice	COMP250	Refund bond balances when the employee separates.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll-
Best Business Practice	COMP251	Determine when a bond may be issued given its denomination and the amount of the pay deduction.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll-
Best Business Practice	COMP252	Edit involuntary collections as a percentage of disposable income.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll-
Best Business Practice	COMP253	Support adjustments and regular calculations that cross fiscal and/or calendar years, providing proper information to the core financial system.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll-
Best Business Practice	COMP254	Pay certain employees over the pay limit for a period of time.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll-
Best Business Practice	COMP255	Run pay calculation process.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll-
Best Business Practice	COMP256	Run pay reversal and adjustment process.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll-
Best Business Practice	COMP257	Run the Individual Retirement Record (IRR) process.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll-
Best Business Practice	COMP258	Provide disbursement voucher data for verification and certification of the payroll process.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll-
Best Business Practice	COMP259	Automatically refund to the employee any unpaid bond balance when a bond allotment is cancelled.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP260	An incident number or injury date must be recorded with Continuation of Pay (COP).	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP261	If annual leave payout for a separating employee extends into a new year and employee's pay has increased, pay monies owed to the employee.	Service	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP262	Offset the dollar amount of other receivables owed the agency against final net pay or, if applicable, lump-sum annual leave payments on separation from the agency.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP263	Update employee balance adjustments (e.g., FICA balances for transfer-ins).	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
APPENDIX B – COMPENSATION MANAGEMENT

Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage
Best Business Practice	COMP264	Process supplemental, recertified, reissued, and death case schedule payments and generate the appropriate accounting entries in a format acceptable for uploading to the responsible office's accounting system.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP265	Record gross pay, deductions and net pay, generating information to update other processes and other systems as appropriate, including the standard general ledger maintained in the core financial system.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP266	Agency systems must provide for the reconciliation of human resources and payroll data within the systems, for comparison and reconciliation with that of disbursing, accounting, and other administrative systems/subsystems/modules to ensure accuracy, completeness, and data integrity.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP267	Agency systems must maintain, store, and permit ready retrieval of employment and payroll data. The timeframes for varying pieces of this requirement differ depending on the subject matter, and the system must be sufficiently flexible to retain and purge data consistent with the varying recordkeeping requirements.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP268	Reconcile Payroll Distribution, Voucher and Schedule of Payments (SF-1166), and Control Master Record (CMR) data.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP269	Adjust individual employee records after final pay period calculation and prior to issuance of W-2s (e.g., State tax switch, erroneously recorded Permanent Change of Station [PCS] moves).	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP270	Update employee year-to-date balances.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP271	Allow automatic reconciliation of payroll reports.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP272	Allow reconciling and correction processing for each taxing authority processing in reconcile.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP273	Certify payroll schedules with the disbursing authority.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP274	Accept, process and report on transactions with other internal and external systems.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
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Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage
Best Business Practice	COMP275	Provide visibility to multiple awards occurrences for an employee.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll-
Best Business Practice	COMP276	Accept imported performance ratings and award amounts to generate award actions.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll-
Best Business Practice	COMP277	Accept notification of an employee's death to prevent normal payment processing of unpaid compensation.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll-
Best Business Practice	COMP278	Record incident number or injury date for employees injured on the job and receiving continuation of pay.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP279	Provide capability to accept data on fringe benefits.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP280	Provide default for employee's tax withholding status if data is missing.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP281	Accept withholding amounts for employees who transfer from other Federal agencies to ensure limits are not exceeded. Move to Prepare.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP282	Track wage and tax limitations by employee SSN to ensure limits are not exceeded.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP283	Provide a method for entering taxable travel payments data into the system.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP284	Run the TSP interface process.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP285	Generate electronic fund transfers of amounts withheld to appropriate organizations.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP286	Run the Treasury schedule and Federal Reserve Bank (FRB) bond interface processes.	Technology	Mandatory*	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP287	Receive Treasury interface control information.	Technology	Mandatory*	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP288	Run process to generate mass pay adjustment and report to other legislative authorities.	Technology Service	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP289	Run process to undo a previously processed retro pay request.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP290	Include adjustments from the retro process in on-cycle pay period pay calculation.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP291	Process a retroactive pay raise.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
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Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage
Best Business Practice	COMP292	Provide the capability to change any pay-related data element on a one-time basis with the appropriate controls.	Technology	Mandatory	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP293	Identify leave types that could cause employee indebtedness (such as health/life premiums for employees on LWOP) and generate automatic receivables transaction for accounting system.	Service	Critical	Shared Service Center	5.5.2 Process On-cycle Payroll
Best Business Practice	COMP294	Transmit the TSP interface file.	Technology	Mandatory	Shared Service Center	5.5.5 Process Disbursements
Best Business Practice	COMP295	Provide wage and tax data to SSA/IRS.	Technology	Mandatory	Shared Service Center	5.5.5 Process Disbursements
Best Business Practice	COMP296	Provide quarterly tax data to IRS.	Technology	Mandatory	Shared Service Center	5.5.5 Process Disbursements
Best Business Practice	COMP297	Provide periodic wage and tax data to State and local authorities.	Technology	Mandatory	Shared Service Center	5.5.5 Process Disbursements
Best Business Practice	COMP298	Provide appropriate payment data to agency accounting systems.	Technology	Mandatory	Shared Service Center	5.5.5 Process Disbursements
Best Business Practice	COMP299	Electronically transmit payment records to U.S. Treasury or other authorized disbursing officers.	Technology	Mandatory	Shared Service Center	5.5.5 Process Disbursements
Best Business Practice	COMP300	Electronically transmit data to Federal Reserve Bank or other authorized bond-issuing agent for issuance of U.S. Savings Bonds.	Technology	Mandatory	Shared Service Center	5.5.5 Process Disbursements
Best Business Practice	COMP301	Interface to benefits third-party administrators.	Technology	Mandatory	Shared Service Center	5.5.5 Process Disbursements
Best Business Practice	COMP302	Return unclaimed pay to agency to be repaid to Treasury.	Technology	Mandatory	Shared Service Center	5.5.5 Process Disbursements
Best Business Practice	COMP303	Provide electronic payroll history and separation information for use in unemployment compensation.	Technology	Mandatory	Shared Service Center	5.5.5 Process Disbursements
Best Business Practice	COMP304	Reconcile with each health benefit carrier at least quarterly.	Technology	Mandatory	Shared Service Center	5.5.5 Process Disbursements
Best Business Practice	COMP305	Provide electronic payroll history for use in employment verification.	Technology	Mandatory	Shared Service Center	5.5.5 Process Disbursements
Best Business Practice	COMP306	Reconcile detailed labor cost data to the total charge to an agency's appropriation for gross pay and government additives.	Technology	Mandatory*	Shared Service Center	5.5.5 Process Disbursements

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
APPENDIX B – COMPENSATION MANAGEMENT

Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage
Best Business Practice	COMP307	Provide capability to manage the printing of checks or advices (move to Disburse).	Service	Mandatory	Shared Service Center	5.5.5 Process Disbursements
Best Business Practice	COMP308	Accumulate cost data.	Technology	Critical	Shared Service Center	5.5.4 Distribute Labor Costs
Best Business Practice	COMP309	Accumulate work units by cost structure and responsibility center to provide to other systems performing cost-accounting functions.	Technology	Critical	Shared Service Center	5.5.4 Distribute Labor Costs
Best Business Practice	COMP310	Support the collection of labor distribution hours by the data elements to interface with financial system(s).	Technology	Mandatory	Shared Service Center	5.5.4 Distribute Labor Costs
Best Business Practice	COMP311	Summarize and convert labor cost records into accounting entries in a format acceptable to target accounting system(s).	Technology	Mandatory	Shared Service Center	5.5.4 Distribute Labor Costs
Best Business Practice	COMP312	Allocate actual payroll costs and payments between fiscal years, done on a day-by-day basis, not a percentage of the pay-period basis, so that costs are allocated accurately (e.g. four days in FY-05 and six days in FY-06). Should have the cap recast all of the cost data elements by fiscal year segments for a pay period that spans fiscal years.	Technology	Mandatory	Shared Service Center	5.5.4 Distribute Labor Costs
Best Business Practice	COMP313	Allow revisions to accounting codes by employee for a specified time period (used for details to other organizations when an SF 50 is not prepared).	Technology	Mandatory	Shared Service Center	5.5.4 Distribute Labor Costs
Best Business Practice	COMP314	Make labor cost data available online.	Technology	Critical	Shared Service Center	5.5.4 Distribute Labor Costs
Best Business Practice	COMP315	Make labor cost data downloadable.	Technology	Critical	Shared Service Center	5.5.4 Distribute Labor Costs
Best Business Practice	COMP316	Archive labor cost allocation data for a specified time period.	Technology	Critical	Shared Service Center	5.5.4 Distribute Labor Costs
Best Business Practice	COMP317	Report work years and personnel cost for a specified time period.	Technology	Mandatory	Shared Service Center	5.5.4 Distribute Labor Costs
Best Business Practice	COMP318	Distribute the government share of taxes and other costs to the appropriate accounting codes.	Technology	Mandatory	Shared Service Center	5.5.4 Distribute Labor Costs
Best Business Practice	COMP319	Charge one-time actions (e.g., awards) to accounting codes on the personnel action for the award.	Technology	Mandatory*	Shared Service Center	5.5.4 Distribute Labor Costs
Best Business Practice	COMP320	Allow distribution of costs for nonemployees.	Policy	Mandatory*	Shared Service Center	5.5.4 Distribute Labor Costs

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
 APPENDIX B – COMPENSATION MANAGEMENT

Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage
Best Business Practice	COMP321	Allow for decentralized printing and distribution of selected payroll reports recurring.	Technology	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
Best Business Practice	COMP322	Allow reporting to external entities (e.g., quarterly, annual, and ad hoc).	Technology	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
Best Business Practice	COMP323	Provide a predefined set of standard payroll reports along with predefined run frequencies or dates .	Technology	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
5 CFR Part 890, Subpart A	COMP324	Make information available for budget execution, (e.g., total pay and awards paid out).	Technology	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
OMB, Office of Federal Financial Management, Core Financial System Requirements; OFFM-NO-0105; February 2005 (Exposure Draft)	COMP325	Generate SF 113A report.	Technology	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
Best Business Practice	COMP326	Generate SF 113G report recurring.	Technology	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
Best Business Practice	COMP327	Provide pay and benefit transaction data, as necessary, to agency financial systems.	Technology	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
Best Business Practice	COMP328	Allow for messages to appear on the employee earnings and leave statements.	Service	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
Best Business Practice	COMP329	Reflect current period monetary value for each employee's record leave balance.	Service	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
Best Business Practice	COMP330	Provide employee leave and earnings statement.	Technology	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
Best Business Practice	COMP331	Generate reports on various methods of payments (e.g., direct deposit/electronic funds transfer).	Technology	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
IRS Publication 15 (Circular E)	COMP332	Provide an interface for end-user ad hoc reporting for needs not met by Enterprise Human Resources Integration (EHRI).	Technology	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
Best Business Practice	COMP333	Generate notification when an employee for whom health benefit deductions have not been taken returns to pay status and repayment of benefits become payable.	Technology	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
Best Business Practice	COMP334	Report payroll deductions.	Technology	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
Best Business Practice	COMP335	Produce W2C.	Technology	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
 APPENDIX B – COMPENSATION MANAGEMENT

Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage
Best Business Practice	COMP336	Produce Form 1099.	Technology	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
Best Business Practice	COMP337	Provide automatic reconciliation of W-2s by mid-January.	Service	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
Best Business Practice	COMP338	Provide capability to reprint W-2s by employee or specific groups for the last five years.	Technology	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
Best Business Practice	COMP339	Derive summary totals of earnings, deductions, contributions and paid hours for control purposes and to facilitate reporting.	Technology	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
Best Business Practice	COMP340	Generate detail registers of subsidiary ledgers that support all vouchers, accounting entries and disbursements authorized by the payroll office.	Technology	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
Best Business Practice	COMP341	Destruction of records created within the Federal Government must be in accordance with the National Archives and Records Administration (NARA), per 36 C.F.R 1228. Basic payroll records are currently authorized for disposal by General Records Schedule 2, Payrolling and Pay Administration Records, and General Records Schedule 20, Electronic Records. (Copies may be obtained from your agency's records officer or from NARA.)	Technology	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
Best Business Practice	COMP342	Provide standard employee payroll reports.	Technology	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
Best Business Practice	COMP343	Identify employees with closed military service accounts.	Technology	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
Best Business Practice	COMP344	Run the register of separations and transfers (ROST) process to select and print ROST to accompany IRRs for separating employees.	Technology	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
Best Business Practice	COMP345	Update State unemployment information.	Technology	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
Best Business Practice	COMP346	Update State disability information.	Technology	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
Best Business Practice	COMP347	Identify employees claiming exemption from withholding needing to refile Form W-4.	Technology	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
Best Business Practice	COMP348	Identify employees receiving advance EIC payments needing to refile Form W-5.	Technology	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
 APPENDIX B – COMPENSATION MANAGEMENT

Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage
Best Business Practice	COMP349	Provide advice of payments to recipients (e.g., individual charities, unions, professional organizations, health organizations).	Technology	Mandatory	Shared Service Center	5.5.7 Perform Periodic Reporting
OMB, Office of Federal Financial Management, Core Financial System Requirements; OFFM	COMP350	Accept and disseminate data and interfaces using current technology.	Technology	Mandatory	Shared Service Center	Cross-process
Best Business Practice	COMP351	Provide for all necessary interfaces to internal and external entities.	Technology	Mandatory	Shared Service Center	Cross-process
Best Business Practice	COMP352	Accept, process and report on transactions with other internal and external systems.	Technology	Mandatory	Shared Service Center	Cross-process
Best Business Practice	COMP353	Subject all transactions from interfacing systems to the standard human resources-payroll system edits, validations, and error-correction procedures.	Technology	Mandatory	Shared Service Center	Cross-process
Best Business Practice	COMP354	Provide system flexibility in accepting data input from multiple media that recognizes the unique data input requirements of interface systems.	Technology	Mandatory	Shared Service Center	Cross-process
Best Business Practice	COMP355	Record and track such transactions and related information to provide the basis for control purposes.	Technology	Mandatory	Shared Service Center	Cross-process
Best Business Practice	COMP356	Allow customized data input, processing rules and edit criteria.	Technology	Mandatory	Shared Service Center	Cross-process
Best Business Practice	COMP357	Allow flexibility in defining internal operational procedures and in supporting agency requirements.	Technology	Mandatory	Shared Service Center	Cross-process
Best Business Practice	COMP358	Identify and process transactions from other systems that enter and update the standard human resources-payroll system.	Technology	Mandatory	Shared Service Center	Cross-process
Best Business Practice	COMP359	Provide employees and managers self-service capabilities providing information pertinent to their needs (e.g., provide employees access to their personal employment and earnings data; provide managers access to their organizational and subordinate workforce nonpersonal data).	Technology	Mandatory	Shared Service Center	Cross-process
Best Business Practice	COMP360	Allow user to specify and personalize the screens to view data.	Technology	Useful	Shared Service Center	Cross-process

## Appendix C – Benefits Management Requirements

Changes to Benefits Management Requirements		
Changed From	Changed To	Reason
5.1.3 Coordinate Process Implementation with Partners & Providers	6.1.3 Coordinate Process Implementation with Partners and Providers	BRM Version 2
5.1.4 Create Benefits Communications Approach & Content	6.1.4 Create Benefits Communications Approach and Content	BRM Version 2
5.2.1 Deliver Benefits Communication	6.2.1 Deliver Benefits Communication	BRM Version 2
5.2.2 Manage Provider Contracts	6.2.2 Manage Provider Contracts	BRM Version 2
5.2.4 Activate Enrollments	6.2.4 Activate Enrollments	BRM Version 2
5.2.3 Elect Benefits	6.2.3 Elect Benefits	BRM Version 2
5.2.5 Maintain Appropriate Records	6.2.5 Maintain Appropriate Records	BRM Version 2

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
 APPENDIX C – BENEFITS MANAGEMENT

The Shared Service Center has the primary role in providing and operating the facility or system to address the functionality, transaction, or process described by these requirements in accordance with the priority specified.

Nothing in these requirements implies or authorizes the performance of inherently governmental functions by non-governmental entities.

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage
HR Policy (Ch 83, Title 5, USC; Parts 831-839, 847, Title 5, CFR; Ch 84, Title 5, USC; Parts 841-847, Title 5, CFR; Ch 87, Title 5, USC; Part 870, Title 5, CFR; Ch 84, Title 5, USC; Part 1600, Title 5, CFR; SP Bulletins; Title 42, USC; Title 26, USC; Ch 81, Title 5, USC; Title 26, USC, 5 CFR Part 892, OPM FEDFLEX Plan; Title 5, CFR 5 USC, Ch 90; Pub. L. 108-496; Title 42, USC; Pub. L. 104-208; Pub. L. 107-67; Ch 53, Title 5, USC; Part 537, Title 5, CFR; 26 USC 132(f); Ch 57, Title 5, USC; Part 575, Title 5, CFR)	BEN1	Provide users with benefits guidance and reference materials.	Policy	Mandatory	Shared Service Center/Agency	6.1.3 Coordinate Process Implementation with Partners and Providers	6.1.4 Create Benefits Communication Approach and Content		
HR Policy	BEN2	Provide ability for users to request benefits guidance and reference materials.	Service	Mandatory	Shared Service Center/Agency	6.1.3 Coordinate Process Implementation with Partners and Providers	6.1.4 Create Benefits Communication Approach and Content		
HR Policy	BEN3	Provide ability for users to provide feedback on benefits guidance and reference materials.	Service	Useful	Shared Service Center/Agency	6.1.3 Coordinate Process Implementation with Partners and Providers	6.1.4 Create Benefits Communication Approach and Content		

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
 APPENDIX C – BENEFITS MANAGEMENT

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage
HR Policy	BEN4	Provide ability for users to periodically evaluate the benefits guidance and reference materials.	Service	Critical	Shared Service Center/Agency	6.1.3 Coordinate Process Implementation with Partners and Providers	6.1.4 Create Benefits Communication Approach and Content		
HR Policy	BEN5	Provide ability for users to receive changes to benefits guidance and reference materials.	Service	Mandatory	Shared Service Center/Agency	6.1.3 Coordinate Process Implementation with Partners and Providers	6.1.4 Create Benefits Communication Approach and Content		
HR Policy	BEN6	Provide ability for users to create agency-specific benefits guidance and reference materials (e.g., augmented benefits materials from OPM; materials for discretionary programs; materials for reservists called for duty; materials tailored for other specific audiences).	Service	Mandatory	Shared Service Center/Agency	6.1.3 Coordinate Process Implementation with Partners and Providers	6.1.4 Create Benefits Communication Approach and Content		
HR Policy	BEN7	Provide ability for users to modify existing agency-specific guidance and reference materials.	Service	Mandatory	Shared Service Center/Agency	6.1.3 Coordinate Process Implementation with Partners and Providers	6.1.4 Create Benefits Communication Approach and Content	6.2.1 Deliver Benefits Communication	
02.02.01.32	BEN8	Allow benefits program manager to modify the feedback mechanisms of editable materials.	Service	Critical	Shared Service Center	6.1.4 Create Benefits and Communication Approach and Content	6.2.1 Deliver Benefits Communication		
Best Business Practice	BEN9	Format communication messages into appropriate media tools (web/email/letters/etc.).	Technology	Mandatory	Shared Service Center/Agency	6.1.3 Coordinate Process Implementation with Partners and Providers	6.1.4 Create Benefits Communication Approach and Content		
02.02.02.699	BEN10	Allow a benefits specialist to generate ad hoc notices regarding a counseling session.	Service, Technology	Mandatory	Shared Service Center/Agency	6.1.3 Coordinate Process Implementation with Partners and Providers	6.1.4 Create Benefits Communication Approach and Content		

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
 APPENDIX C – BENEFITS MANAGEMENT

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage
HR Policy	BEN11	Provide employees with benefits-related communication.	Policy	Mandatory	Shared Service Center	6.2.1 Deliver Benefits Communication			
HR Policy	BEN12	Generate proactive communication to inform employees of benefits related information.	Technology	Critical	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
HR Policy	BEN13	Generate benefits-related communication for employees based on benefits eligibility.	Technology	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
HR Policy	BEN14	Identify employees for benefits related Communication based on life event changes indicators (e.g. changes in marital status, changes in dependents).	Technology	Useful	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
HR Policy	BEN15	Generate benefits related Communication for employees based on life event changes indicators (e.g. changes in marital status, changes in dependents).	Service, Technology	Useful	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
HR Policy	BEN16	Advise employees of the existence and potential impact of any court orders when the employee requests a change of beneficiary designation.	Policy	Mandatory	Shared Service Center/Agency	6.2.1 Deliver Benefits Communication			
HR Policy	BEN17	Identify employees for benefits-related communication based on changes to benefits programs (e.g., government administrative changes, policy changes, court cases).	Service, Technology	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
HR Policy	BEN18	Generate benefits-related communication for employees based on changes to benefits programs (e.g. government administrative changes, policy changes, court cases).	Policy, Service, Technology	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage
02.02.04.19	BEN19	Document the reasons for creating new notices or changing notices.	Service	Critical	Shared Service Center/Agency	6.1.4 Create Benefits Communication Approach and Content			
Best Business Practice	BEN20	Send changes to agency benefit point of contact in the format requested by agency.	Service	Mandatory	Shared Service Center	6.2.1 Deliver Benefits Communication			
Ch 83, Title 5, USC; Parts 831-839, 847, Title 5, CFR. Ch 84, Title 5, USC; Parts 841-847, Title 5, CFR, Pub. L. 106-265;	BEN21	Identify employees for benefits-related communication based on elections to transition from Federal Insurance Contributions Act (FICA)-only coverage to the Federal Employees Retirement System (FERS) Program coverage.	Policy	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
Ch 83, Title 5, USC; Parts 831-839, 847, Title 5, CFR. Ch 84, Title 5, USC; Parts 841-847, Title 5, CFR.	BEN22	Generate benefits-related communication for employees based on elections to transition from the Civil Service Retirement System (CSRS) Program to the Federal Employees Retirement System (FERS) Program.	Policy	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
Pub. L. 106-265; Part 839, Title 5, CFR	BEN23	Generate benefits related communication for employees based on elections to transition from Federal Insurance Contributions Act (FICA)-only coverage to the Federal Employees Retirement System (FERS) Program coverage.	Policy	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
Ch 84, Title 5, USC; Part 846, Title 5, CFR	BEN24	Identify employees for benefits-related communication based on the employee's eligibility to make individual coverage elections (e.g., employees who are eligible to elect FERS, Non-Appropriated Fund Instrumentality [NAFI]).	Policy	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			

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Ch 84, Title 5, USC; Part 846, Title 5, CFR	BEN25	Generate benefits-related Communication for employees based on the employee's eligibility to make individual coverage elections (e.g., employees who are eligible to elect FERS, NAFI).	Policy	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
Part 353, Title 5, CFR	BEN26	Identify employees for benefits related communication based on restoration rights.	Policy	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
Part 353, Title 5, CFR	BEN27	Generate benefits related Communication for employees based on restoration rights.	Policy	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
HR Policy	BEN28	Identify employees for benefits related communication based on interest-free anniversary dates .	Policy, Service	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
HR Policy	BEN29	Generate benefits related communication for employees based on interest-ree anniversary dates	Policy, Technology, Service	Critical	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
HR Policy	BEN30	Identify employees for ad hoc benefits-related communication as appropriate.	Service, Technology	Critical	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
HR Policy	BEN31	Generate ad hoc benefits-related communication for employees as appropriate.	Service, Technology	Critical	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			

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HR Policy	BEN32	Send benefits-related communication to appropriate parties other than employees.	Service	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
HR Policy	BEN33	Provide benefits statements to employees on demand.	Service, Technology	Mandatory*	Shared Service Center	6.2.1 Deliver Benefits Communication			
HR Policy	BEN34	Generate a standard proactive communication at the commencement of nonpay status that explains the impacts to the various benefits programs for which the employee is covered.	Policy, Service, Technology	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
Part 353, Title 5, CFR	BEN35	Generate a standard proactive communication based on an employee transferring to the military (i.e., upon a reservist being called up to active duty).	Policy Service, Technology	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
Part 353, Title 5, CFR	BEN36	Generate a standard proactive communication based on an employee transferred to an international organization, an Indian tribal organization, State/local governments, institution of higher education, or employee organization.	Policy Service, Technology	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
HR Policy	BEN37	Generate a standard proactive communication prior to the end of restoration rights.	Policy Service, Technology	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
Ch 89, Title 5, USC; Part 890, Title 5, CFR	BEN38	Generate a standard proactive communication to employees who are approaching the statutory limitations of nonpay service and thus a loss of Federal Employees Health Benefits (FEHB) coverage.	Policy Service, Technology	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			

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Ch 87, Title 5, USC; Part 870, Title 5, CFR	BEN39	Generate a standard proactive communication to employees who are approaching 12 months of non-pay service and thus a loss of Federal Employees Group Life Insurance (FEGLI) coverage.	Policy Service, Technology	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
HR Policy	BEN40	Generate a standard proactive communication to employees who are affected by mandatory separations.	Policy Service, Technology	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
HR Policy	BEN41	Generate a standard proactive communication based on separation code status.	Policy Service, Technology	Critical	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
HR Policy	BEN42	Generate communication relating to retirement claims to the employee.	Service	Critical	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
HR Policy	BEN43	Generate a detailed employee-specific benefits information communication for new employees (e.g., new hire, transfer, re-employed annuitants).	Policy Service, Technology	Mandatory	Shared Service Center/Agency	6.1.3 Coordinate Process Implementation with Partners and Providers			
HR Policy	BEN44	Generate communication to counselors prior to communication being sent to employees.	Policy Service, Technology	Critical	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
HR Policy	BEN45	Generate a standard communication calendar for benefits counselors.	Policy Service, Technology	Useful	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage
HR Policy	BEN46	Generate ad hoc communication, as necessary.	Policy, Service, Technology	Critical	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
HR Policy (Ch 83, Title 5, USC; Parts 831-839, 847, Title 5, CFR; Ch 84, Title 5, USC; Parts 841-847, Title 5, CFR; Ch 89, Title 5, USC; Part 890, Title 5, CFR; Ch 87, Title 5, USC; Part 870, Title 5, CFR; Part 1600, Title 5, CFR; Title 42, USC; Title 26, USC; Ch 81, Title 5, USC; Title 26, USC; Section 125, Internal Revenue Code; Pub. L. 106-265; Part 875, Title 5, CFR; Pub. L. 108-496; Pub. L. 104-208; Pub. L. 107-67; Ch 53, Title 5, USC; Part 537, Title 5, CFR; 26 USC 132(f); Ch 57, Title 5, USC; Part 575, Title 5, CFR)	BEN47	Educate all employees on all available benefits programs.	Policy, Service	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
HR Policy	BEN48	Create benefits-related training based on changes to benefits programs.	Policy, Service	Mandatory	Shared Service Center/Agency	6.1.3 Coordinate Process Implementation with Partners and Providers			
HR Policy (Title 5, USC, 8350; Title 26, USC; Section 125, Internal Revenue Code; Pub. L. 104-208; Pub. L. 107-67; Ch 53, Title 5, USC; Part 537, Title 5, CFR; 26 USC 132(f); Ch 57, Title 5, USC; Part 575, Title 5, CFR)	BEN49	Train benefits management personnel on appropriate benefits programs.	Policy, Service	Mandatory	Shared Service Center/Agency	6.1.3 Coordinate Process Implementation with Partners and Providers			

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage
HR Policy	BEN50	Generate a standard proactive communication to the agency HR Benefits Counselor at the commencement of insufficient pay status that explains the impacts to the various benefits programs for which the employee is covered.	Policy, Service, Technology	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
Ch 89, Title 5, USC; Part 890, Title 5, CFR	BEN51	Communicate to employees the impact of insufficient pay on their benefits.	Policy Service, Technology	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
Best Business Practice	BEN52	Provide project management to implement processes with partners and providers.	Service	Mandatory	Shared Service Center/Agency	6.1.3 Coordinate Process Implementation with Partners and Providers			
JFMIP 18 - pg. 18	BEN53	Record the benefit specialist's ID, date, and time updated for each transaction affecting benefit coverage.	Technology	Mandatory	Shared Service Center	All Benefit Transactions			
JFMIP 49 - pg. 43	BEN54	Display message to the benefit specialist notifying them of acceptance or rejection of each transaction once inputs are completed.	Service	Critical	Shared Service Center	All Benefit Transactions			
Ch 89, Title 5, USC; Part 890, Title 5, CFR, Ch 87, Title 5, USC; Part 870, Title 5, CFR	BEN55	Process benefit elections resulting from insufficient pay, nonpay status, or transfer to an international or tribal organization.	Policy, Service	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
HR Policy	BEN56	Terminate benefits when employees are no longer eligible.	Policy, Service, Technology	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers	6.2.4 Activate Enrollments		
JFMIP HR Systems 35 - pg. 40	BEN57	Record termination of benefit payment, including the reason and effective date.	Technology	Critical	Shared Service Center	6.2.4 Activate Enrollment			

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HR Policy	BEN58	Process all benefits-related files from multiple sources in multiple formats.	Policy, Service, Technology	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
HR Policy	BEN59	Create standard reports based on benefits-related data.	Service, Technology	Mandatory*	Shared Service Center/Agency	6.1.3 Coordinate Process Implementation with Partners and Providers			
HR Policy	BEN60	Create ad hoc reports based on benefits related data.	Service, Technology	Mandatory*	Shared Service Center/Agency	6.1.3 Coordinate Process Implementation with Partners and Providers			
HR Policy (Ch 83, Title 5, USC; Parts 831-839, 847, Title 5, CFR; Ch 87, Title 5, USC; Part 870, Title 5, CFR; Ch 84, Title 5, USC; Part 1600, Title 5, CFR)	BEN61	Provide the ability for employees to designate beneficiaries for the appropriate benefits programs.	Policy, Service	Mandatory	Shared Service Center/Agency	6.1.3 Coordinate Process Implementation with Partners and Providers	6.2.5 Maintain Appropriate Records		
Ch 84, Title 5, USC; Part 1600, Title 5, CFR	BEN62	Enroll eligible employees into the appropriate benefits programs.	Policy, Service, Technology	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers	6.2.4 Activate Enrollments	6.2.5 Maintain Appropriate Records	
Ch 89, Title 5, USC; Part 890, Title 5, CFR. Ch 81, Title 5, USC.	BEN63	Transfer an eligible Workers' Compensation (OWCP) recipient's enrollment in the Federal Employees Health Benefits (FEHB) program to the Workers' Compensation (OWCP) program upon OWCP request, separation of service, or at the end of 10 months, whichever comes first.	Policy	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers	6.2.4 Activate Enrollments		

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Ch 87, Title 5, USC; Part 870, Title 5, CFR	BEN64	Transfer an eligible Workers' Compensation (OWCP) recipient's enrollment in the Federal Employees Group Life Insurance (FEGLI) program from the agency to the Office of Personnel Management (OPM) at the end of 12 months of nonpay status or when the employee separates, whichever comes first.	Policy	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers	6.2.4 Activate Enrollments		
HR Policy (For Example: Pub. L. 107-67; Ch 53, Title 5, USC; Part 537, Title 5, CFR; 26 USC 132(f); Ch 57, Title 5, USC; Part 575, Title 5, CFR; Pub. L. 104-208)	BEN65	Determine eligibility for agency-specific benefits.	Policy	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers	6.2.4 Activate Enrollments		
ERP18	BEN66	Track dependent eligibility based on birthday.	Technology	Critical	Shared Service Center	6.2.4 Activate Enrollment			
HR Policy (Ch 89, Title 5, USC; Part 890, Title 5, CFR; Ch 87, Title 5, USC; Part 870, Title 5, CFR; Title 26, USC; Ch 83, Title 5, USC; Parts 831-839, 847, Title 5, CFR. Ch 84, Title 5, USC; Parts 841-847, Title 5, CFR; Pub. L. 106-265)	BEN67	Accept and process benefits elections via various customer service mechanisms, including self-service.	Service	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers	6.2.4 Activate Enrollments		
HR Policy	BEN68	Provide the ability for employees to change their benefits coverage based on qualifying life events via various mechanisms.	Service, Technology	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers	6.2.4 Activate Enrollments		
JFMIP 4 - pg. 16	BEN69	Provide for electronic acceptance of benefit application.	Service	Critical	Shared Service Center	6.2.4 Activate Enrollment			
JFMIP HR Systems 07 - pg. 16	BEN70	Incorporate inputs and completeness controls to ensure only complete applications are accepted.	Technology	Mandatory	Shared Service Center	6.2.4 Activate Enrollment			

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage
JFMIP HR Systems 32 - pg. 39	BEN71	Capture changes in claimant circumstances from other systems - include death, change in residence, change in income, marriage/divorce/separation, change in disability condition, etc.	Technology	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers	6.2.4 Activate Enrollment		
02.02.01.42	BEN72	Receive target audience comments via various media.	Technology	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers	6.2.1 Deliver Benefits Communication		
HR Policy	BEN73	Accept and process benefit program deposits.	Service	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers	6.2.2 Manage Provider Contracts	6.2.4 Activate Enrollments	6.2.5 Maintain Appropriate Records
Ch 89, Title 5, USC; Part 890, Title 5, CFR. Ch 87, Title 5, USC; Part 870, Title 5, CFR.	BEN74	Perform processing of reemployed annuitants (e.g., eligibility to make contributions, salary offsets, FEHB, FEGLI).	Policy, Service, Technology	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers	6.2.2 Manage Provider Contracts	6.2.3 Elect Benefits	6.2.4 Activate Enrollments
Pub. L. 104-208	BEN75	Adjudicate civilian line-of-duty death gratuity benefit applications.	Policy	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
HR Policy (Ch 84, Title 5, USC; Parts 841-847, Title 5, CFR)	BEN76	Determine/redetermine retirement benefits coverage based on qualifying events.	Policy	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers	6.2.3 Elect Benefits	6.2.4 Activate Enrollments	
Pub. L. 106-265; Part 839, Title 5, CFR	BEN77	Perform Federal Erroneous Retirement Coverage Corrections Act (FERCCA) error corrections in coordination with processes outside of benefits program management (e.g., determine coverage error, prepare election package, notify employee and OPM, process election).	Policy, Service, Technology	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers	6.2.2 Manage Provider Contracts	6.2.4 Activate Enrollments	

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Ch 89, Title 5, USC; Part 890, Title 5, CFR	BEN78	Process temporary continuation of Federal Employees Health Benefits (FEHB) program coverage where appropriate.	Policy, Service	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers	6.2.4 Activate Enrollments		
HR Policy	BEN79	Receive court order information from various sources.	Service	Mandatory*	Shared Service Center/Agency	6.1.3 Coordinate Process Implementation with Partners and Providers			
Best Business Practice	BEN80	Determine relevant parties and disseminate court order information.	Service	Mandatory*	Shared Service Center/Agency	6.1.3 Coordinate Process Implementation with Partners and Providers			
HR Policy (Ch 89, Title 5, USC; Part 870, Part 890, Title 5, CFR; Ch 84, Title 5, USC; Part 1600, Title 5, CFR)	BEN81	Provide due process on a denial of benefits.	Policy, Service	Mandatory	Shared Service Center/Agency	6.2.4 Activate Enrollments			
HR Policy	BEN82	Receive and validate retirement program claims to appropriate parties for adjudication.	Service, Technology	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers	6.2.2 Manage Provider Contracts		
Best Business Practice	BEN83	Send retirement program claims to appropriate parties.	Service, Technology	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers	6.2.2 Manage Provider Contracts		
HR Policy	BEN84	Determine which benefits program a claim is covered under.	Service	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers	6.2.2 Manage Provider Contracts		
Ch 87, Title 5, USC; Part 870, Title 5, CFR	BEN85	Assist potential beneficiaries with the claims process for Federal Employees Group Life Insurance (FEGLI) claims.	Policy, Service	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers	6.2.2 Manage Provider Contracts		

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Ch 89, Title 5, USC; Part 890, Title 5, CFR	BEN86	Assist in the Federal Employees Health Benefits (FEHB) program enrollment reconciliation process.	Policy, Service, Technology	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers	6.2.2 Manage Provider Contracts		
Ch 89, Title 5, USC; Part 870, Title 5, CFR	BEN87	Receive and maintain foster child certification forms for appropriate benefits programs.	Policy, Service,	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers	6.2.2 Manage Provider Contracts		
Ch 89, Title 5, USC; Part 890, Title 5, CFR	BEN88	Determine eligibility of coverage for dependents incapable of self-support for applicable benefits programs.	Policy, Service	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers	6.2.2 Manage Provider Contracts		
Title 5, USC (Ch 89, Title 5, USC; Part 890, Title 5, CFR; Ch 87, Title 5, USC; Parts 870, Title 5, CFR; Ch 83, Title 5, USC; Parts 831-839, 847, Title 5, CFR; Ch 84, Title 5, USC; Parts 841-847, Title 5, CFR)	BEN89	Maintain a special nonpay (e.g., transfers to an international organization, transfers to an Indian tribal organization) employee's elections to continue benefits coverage in the Official Personnel File (OPF).	Policy, Service, Technology	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers	6.2.2 Manage Provider Contracts		

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HR Policy (Ch 83, Title 5, USC; Parts 831-839, 847, Title 5, CFR; Ch 84, Title 5, USC; Parts 841-847, Title 5, CFR; Ch 89, Title 5, USC; Part 890, Title 5, CFR; Ch 87, Title 5, USC; Part 870, Title 5, CFR; Part 1600, Title 5, CFR; Title 42, USC; Title 26, USC; Ch 81, Title 5, USC; Title 26, USC; Pub. L. 104-208; Pub. L. 107-67; Ch 53, Title 5, USC; Part 537, Title 5, CFR; 26 USC 132(f); Ch 57, Title 5, USC; Part 575, Title 5, CFR; Pub. L. 108-469; Pub. L. 106-265; Part 875, Title 5, CFR)	BEN90	Implement eligibility rules for each benefits program.	Policy	Mandatory	Shared Service Center/Agency	6.1.3 Coordinate Process Implementation with Partners and Providers	6.2.3 Elect Benefits	6.2.4 Activate Enrollments	
HR Policy	BEN91	Implement future benefits programs as necessary or appropriate.	Service, Technology	Mandatory*	Shared Service Center/Agency	All Activities			
HR Policy (Pub. L. 107-67; Pub. L. 104-208; Ch 53, Title 5, USC; Part 537, Title 5, CFR; 26 USC 132(f))	BEN92	Administer discretionary benefits programs.	Service, Technology	Mandatory*	Shared Service Center	All Activities			
HR Policy	BEN93	Implement other agency-specific benefits programs as necessary or appropriate (e.g., FIRREA). (*If the requirement is applicable, the requirement is mandatory.)	Service	Mandatory*	Shared Service Center/Agency	All Activities			
HR Policy	BEN94	Obtain and archive appropriate information and agreements to effectively manage provider contracts.	Policy, Service, Technology	Mandatory	Shared Service Center/Agency	6.1.3 Coordinate Process Implementation with Partners and Providers	6.2.2 Manage Provider Contracts		
HR Policy	BEN95	Allow access to the official employee record.	Service, Technology	Mandatory	Shared Service Center/Agency	6.2.2 Manage Provider Contracts			

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Ch 81, Title 5, USC	BEN96	Provide the ability to contest workers' compensation (Office of Workers Compensation Programs) claims when appropriate.	Policy	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers	6.2.4 Activate Enrollments		
HR Policy	BEN97	Provide the ability for employees to obtain benefits-related customer service through multiple servicing channels.	Service	Mandatory	Shared Service Center/Agency	6.1.4 Create Benefits Communication Approach and Content	6.2.1 Deliver Benefits Communication		
HR Policy	BEN98	Model and calculate estimated benefits payments.	Technology	Critical	Shared Service Center	6.1.4 Create Benefits Communication Approach and Content	6.2.1 Deliver Benefits Communication		
HR Policy	BEN99	Provide comparison tables for potential benefit choices.	Service	Mandatory	Shared Service Center	6.1.4 Create Benefits Communication Approach and Content	6.2.1 Deliver Benefits Communication		
02.02.02.536	BEN100	View the estimated annuity.	Service	Mandatory*	Shared Service Center	6.1.4 Create Benefits Communication Approach and Content	6.2.1 Deliver Benefits Communication		
HR Policy	BEN101	Support multiple languages.	Policy	Useful	Shared Service Center	All Activities			
HR Policy	BEN102	Support the English language.	Technology	Mandatory	Shared Service Center	All Activities			
HR Policy	BEN103	Provide on-demand benefits counseling upon employee request.	Service	Mandatory	Shared Service Center	6.2.1 Deliver Benefits Communication			
HR Policy	BEN104	Provide benefits counseling as necessary based on agency-driven changes (e.g., mandatory retirements, reductions in force).	Service	Mandatory	Shared Service Center	6.2.1 Deliver Benefits Communication			

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HR Policy	BEN105	Provide tiered customer service with increasing knowledge levels to effectively address employees' benefits needs.	Service, Technology	Critical	Shared Service Center/Agency	All Activities			
Best Business Practice	BEN106	Provide information to benefits specialists involved in resolving complex employee benefit issues.	Service, Technology	Mandatory	Shared Service Center/Agency	All Activities			
02.02.02.176	BEN107	Send notices to end-users when information has been gathered that fulfills a customer service request.	Service	Mandatory*	Shared Service Center/Agency	5.2.1 Deliver Benefits Communications			
HR Policy	BEN108	Refer customer service requests from non-vested and deferred-vested former employees or their survivors to the appropriate parties.	Service	Mandatory	Shared Service Center	5.2.1 Deliver Benefits Communication			
HR Policy (Ch 83, Title 5, USC; Parts 831-839, 847, Title 5, CFR; Ch 84, Title 5, USC; Parts 841-847, Title 5, CFR; Ch 89, Title 5, USC; Part 890, Title 5, CFR; Ch 87, Title 5, USC; Part 870, Title 5, CFR; Ch 84, Title 5, USC; Part 1600, Title 5, CFR; Title 42, USC; Title 26, USC; Ch 81, Title 5, USC; Section 125, Internal Revenue Code; Pub. L. 106-265; Part 875, Title 5, CFR; Pub. L. 108-496; Title 42, USC; Pub. L. 104-208; Pub. L. 107-67; Ch 53, Title 5, USC; Part 537, Title 5, CFR; 26 USC 132(f); Ch 57, Title 5, USC; Part 575, Title 5, CFR)	BEN109	Receive employee benefits data related to all benefits programs.	Policy	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
HR Policy; Data Model	BEN110	Create employee benefits data elements in accordance with the Data Model (DM).	Technology	Critical	Shared Service Center/Agency	6.1.3 Coordinate Process Implementation with Partners and Providers			

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HR Policy	BEN111	Handle multiple data formats.	Technology	Critical	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
HR Policy	BEN112	Edit existing benefits data elements,as necessary.	Technology, Service	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
HR Policy	BEN113	Confirm that authorized changes to existing benefits data elements were successfully processed.	Service, Technology	Mandatory	Shared Service Center/Agency	6.1.3 Coordinate Process Implementation with Partners and Providers			
HR Policy	BEN114	Ensure that benefits data is made available as necessary to outside parties.	Technology	Mandatory	Shared Service Center	6.1.3 Coordinate Process Implementation with Partners and Providers			
HR Policy	BEN115	Ensure that shared service center/agency shared service centers have access to all necessary data to effectively perform benefits related transactions.	Technology	Mandatory	Shared Service Center	6.2.2 Manage Provider Contracts			
HR Policy	BEN116	Ensure that shared service center/agency shared service Centers have all necessary forms and documents to effectively perform benefits related transactions.	Service	Mandatory	Shared Service Center	6.2.2 Manage Provider Contracts			
HR Policy	BEN117	Ensure that all benefits management processes, procedures and activities are Americans with Disabilities Act (ADA) compliant.	Policy, Technology	Mandatory	Shared Service Center/Agency	All Activities			
Best Business Practice	BEN118	Adapt agency process requirements to automated solutions.	Technology	Mandatory	Shared Service Center/Agency	All Activities			

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
 APPENDIX C – BENEFITS MANAGEMENT

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage
HR Policy	BEN119	Reply to ad hoc requests for information and assistance (that are outside of the scope of other benefits management requirements) as necessary.	Technology	Mandatory	Shared Service Center/Agency	All Activities			
HR Policy	BEN120	Ensure that access to employee data is limited to appropriate personnel only.	Technology	Mandatory	Shared Service Center/Agency	All Activities			
HR Policy	BEN121	Ensure the systematic security of all employee data.	Technology	Mandatory	Shared Service Center/Agency	All Activities			
HR Policy	BEN123	Ensure that the appropriate change management activities occur to facilitate the transition to a Shared Service Center/Agency services environment.	Service, Technology	Mandatory	Shared Service Center/Agency	All Activities			
HR Policy	BEN124	Ensure that service level agreements are created with all service providers.	Performance	Mandatory	Shared Service Center/Agency	All Activities			

## Appendix D – Human Resources Strategy Requirements

The Shared Service Center *may* have a role in providing and operating the facility or system to address the functionality, transaction, or process described by these requirements in accordance with the priority specified.

If an SSC chooses to offer services for any of the non-core services, it must meet the applicable mandatory requirements at the time such services are provided to the customer.

Nothing in these requirements implies or authorizes the performance of inherently governmental functions by non-governmental entities.

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	HRS1	Recommend data sources.	Service	Mandatory	Shared Service Center/ Agency	1.1.1 Determine Internal Environment Analysis Scope and Objectives	1.2.1 Determine External Environment Analysis Scope and Objectives	1.2.2 Identify External Environment Data Collection Protocols		
Best Business Practice	HRS2	Develop analysis practices and techniques that support agency environmental data analysis.	Service	Mandatory	Shared Service Center/ Agency	1.1.1 Determine Internal Environment Analysis Scope and Objectives	1.2.1 Determine External Environment Analysis Scope and Objectives	1.2.3 Define External Environment Analysis Protocols		
5 CFR part 752; HCAAF Section III, p. III-14 (Sept. 2005);	HRS3	Establish practices that support an agency's analysis of trends across management indicators.	Policy	Mandatory	Shared Service Center/ Agency	1.1.2 Collect Internal Environment Data	1.1.3 Analyze Internal Environment Data			
5 USC, Part 1, CH 3, 306a(3); The Government Performance Act of 1993, Section 3	HRS4	Gather data that will be relevant to the human capital strategic planning process.	Policy	Mandatory	Shared Service Center/ Agency	1.1.2 Collect Internal Environment Data	1.2.4 Collect External Environment Data			

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
APPENDIX D – HUMAN RESOURCES STRATEGY

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
HCAAF	HRS5	Gather competency management data in accordance with the Human Capital Assessment and Accountability Framework (HCAAF).	Policy	Critical	Shared Service Center/ Agency	1.1.2 Collect Internal Environment Data	1.2.4 Collect External Environment Data			
Best Business Practice	HRS6	Provide multitiered customer support to agencies on HR-related issues.	Technology	Mandatory	Shared Service Center/ Agency	1.1.2 Collect Internal Environment Data	1.1.3 Analyze Internal Environment Data	1.2.4 Collect External Environment Data		
Best Business Practice	HRS7	Make required data available electronically.	Service	Mandatory	Shared Service Center/ Agency	1.1.4 Disseminate Internal Environment Analysis Results	1.2.6 Disseminate External Environment Analysis Results			
Best Business Practice	HRS8	Provide self-service tools to support ad hoc data requests.	Technology	Mandatory	Shared Service Center/ Agency	1.1.4 Disseminate Internal Environment Analysis Results	1.2.6 Disseminate External Environment Analysis Results			
HCAAF, Talent Management, page 11	HRS9	Develop competency model framework.	Policy	Mandatory	Shared Service Center/ Agency	1.5.1 Establish Competency Model				
5 CFR 250. Civil Service Rule X; E.O. 13197; President's Management Agenda (PMA); HCAAF Section VI, p. 23 of 5 (Dec 2005)	HRS10	Maintain an accountability system, in accordance with Civil Service Rule X.	Policy	Mandatory	Shared Service Center/ Agency	1.10.1 Validate HR Performance Measures and Metrics	1.10.2 Track HR Performance Results	1.10.3 Analyze HR Performance Results		

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
APPENDIX D – HUMAN RESOURCES STRATEGY

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 USC, Section 2301, Merit System Principles; 5CFR; HCAAF Section VI, p. VI-6 (Sept.2005)	HRS11	Support periodic review of HR transactions to ensure compliance with Federal laws, regulations, Merit Principles, and agency-specific requirements.	Policy	Mandatory	Shared Service Center/ Agency	1.10.2 Track HR Performance Results				
5 USC, Section 2302, Prohibited Personnel Practices; 5 CFR HCAAF Section VI, p. VI-6 (Sept 2005)	HRS12	Take corrective action in cases of noncompliance or errors relating to HR transactions.	Policy	Mandatory	Shared Service Center/ Agency	1.10.3 Analyze HR Performance Results				
Best Business Practice	HRS13	Provide automated processes that can support and facilitate succession planning.	Technology	Critical	Shared Service Center/ Agency	1.1.2 Collect Internal Environment Data	1.1.3 Analyze Internal Environment Data			
Best Business Practice	HRS14	Provide an automated process that captures requests for workforce information.	Technology	Useful	Shared Service Center/ Agency	1.1.2 Collect Internal Environment Data	1.1.3 Analyze Internal Environment Data	1.2.4 Collect External Environment Data	1.2.5 Analyze External Environment Data	
HCAAF	HRS15	Gather competency management data in accordance with the HCAAF.	Policy	Critical	Shared Service Center/ Agency	1.1.2 Collect Internal Environment Data	1.2.4 Collect External Environment Data			
Best Business Practice	HRS16	Provide an automated process that tracks requests for human capital information.	Technology	Useful	Shared Service Center/ Agency	1.1.2 Collect Internal Environment Data	1.1.3 Analyze Internal Environment Data	1.2.4 Collect External Environment Data		
Best Business Practice	HRS17	Analyze data on strategies, trends, issues, and events relevant to the human capital strategic planning process using predefined data analysis protocols.	Policy	Critical	Shared Service Center/ Agency	1.1.3 Analyze Internal Environment Data	1.2.5 Analyze External Environment Data			

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
APPENDIX D – HUMAN RESOURCES STRATEGY

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 USC, Part 1, CH 3, 306a(3); The Government Performance Act of 1993, Section 3	HRS18	Gather data on strategies, trends, issues, events relevant to the human capital strategic planning process using predefined data collection protocols.	Policy	Critical	Shared Service Center/ Agency	1.1.2 Collect Internal Environment Data	1.2.4 Collect External Environment Data			
Best Business Practice	HRS19	Analyze data on strategies, trends, issues, and events relevant to the human capital strategic planning process using predefined data analysis protocols.	Policy	Critical	Shared Service Center/ Agency	1.1.3 Analyze Internal Environment Data	1.2.5 Analyze External Environment Data			
HCAAF, 1-C-2, Elements of YES	HRS20	Provide analysis and/or reports on qualitative and quantitative data relevant to Human Capital strategic planning.	Policy	Mandatory	Shared Service Center/ Agency	1.1.3 Analyze Internal Environment Data	1.2.4 Collect External Environment Data	1.2.5 Analyze External Environment Data		
Best Business Practice	HRS21	Provide an automated capability to prepare data for analysis to support human capital strategic planning.	Technology	Critical	Shared Service Center/ Agency	1.1.3 Analyze Internal Environment Data	1.2.5 Analyze External Environment Data			
HCAAF Section II, p. II-15 (Sept 2005)	HRS22	Ensure that the information systems can provide human capital data to all appropriate management levels in order to guide planning, analysis, and decision making.	Policy	Critical	Shared Service Center/ Agency	1.1.2 Collect Internal Environment Data	1.1.4 Disseminate Internal Environment Analysis Results	1.2.4 Collect External Environment Data	1.2.6 Disseminate External Environment Analysis Results	
Best Business Practice	HRS23	Provide appropriate environmental data to stakeholders involved in the human capital strategic planning process.	Policy	Critical	Shared Service Center/ Agency	1.1.4 Disseminate Internal Environment Analysis Results	1.2.6 Disseminate External Environment Analysis Results			
Best Business Practice	HRS24	Update competency management framework periodically.	Service	Critical	Shared Service Center/ Agency	1.5.1 Establish Competency Model	1.5.3 Validate Competency Model			
Best Business Practice	HRS25	Implement Competency Models.	Policy	Critical	Shared Service Center/ Agency	1.5.3 Validate Competency Model	1.5.4 Execute Competency Model			

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
APPENDIX D – HUMAN RESOURCES STRATEGY

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	HRS26	Provide automated processes that can support competency management that meets the HCAAF requirements.	Technology	Critical	Shared Service Center/ Agency	1.5.4 Execute Competency Model				
President's Management Agenda, Paragraph 5, The Expected Long-Term Results, bullet 1	HRS27	Gather information on a recurring basis about actual HR spending and HR financial performance results compared to budgeted HR funds.	Policy	Critical	Shared Service Center/ Agency	1.8.4 Report Against HR Budget				
President's Management Agenda, Paragraph 5, The Expected Long-Term Results, bullet 4	HRS28	Produce reports on a recurring basis about actual HR spending and HR financial performance results compared to budgeted HR funds.	Policy	Critical	Shared Service Center/ Agency	1.8.4 Report Against HR Budget				
PMA President's Management Agenda, Paragraph 5, The Expected Long-Term Results, bullet 4	HRS29	Disseminate reports on a recurring basis about actual spending and financial performance results compared to budgeted funds.	Policy	Critical	Shared Service Center/ Agency	1.8.4 Report Against HR Budget				
Best Business Practice	HRS30	Provide automated processes that support the development and application of human capital (HC) measures and metrics.	Technology	Critical	Shared Service Center/ Agency	1.10.1 Validate HR Performance Measures and Metrics	1.10.2 Track HR Performance Results	1.10.3 Analyze HR Performance Results		
HCAAF Section IV, p. IV-26 (Sept. 2005)	HRS31	Track workforce trends.	Technology	Critical	Shared Service Center/ Agency	1.10.2 Track HR Performance Results				

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
 APPENDIX D – HUMAN RESOURCES STRATEGY

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
HCAAF Section IV, p. IV-26 (Sept. 2005).	HRS32	Analyze workforce trends.	Technology	Critical	Shared Service Center/ Agency	1.10.3 Analyze HR Performance Results				
Best Business Practice	HRS33	Provide an automated system that supports the development of individual development plans to facilitate HC planning	Technology	Useful	Shared Service Center/ Agency	1.1.2 Collect Internal Environment Data	1.1.3 Analyze Internal Environment Data	1.2.4 Collect External Environment Data,	1.2.5 Analyze External Environment Data	
Best Business Practice	HRS34	Provide an automated needs assessment tool to support HC planning.	Technology	Useful	Shared Service Center/ Agency	1.1.2 Collect Internal Environment Data	1.1.3 Analyze Internal Environment Data	1.2.4 Collect External Environment Data	1.2.5 Analyze External Environment Data	
Best Business Practice	HRS35	Provide automated survey tools/processes (e.g., customer services, organizational assessment, multi-rater assessment).	Technology	Useful	Shared Service Center/ Agency	1.1.2 Collect Internal Environment Data	1.1.3 Analyze Internal Environment Data	1.2.4 Collect External Environment Data,	1.2.5 Analyze External Environment Data	1.10.2 Track HR Performance Results

## Appendix E – Organization and Position Management Requirements

The Shared Service Center *may* have a role in providing and operating the facility or system to address the functionality, transaction, or process described by these requirements in accordance with the priority specified.

If an SSC chooses to offer services for any of the non-core services, it must meet the applicable mandatory requirements at the time such services are provided to the customer.

Nothing in these requirements implies or authorizes the performance of inherently governmental functions by non-governmental entities.

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	ORGP1	Provide consultative support for the agency's organization design.	Service	Useful	Shared Service Center	All Activities		
Best Business Practice	ORGP2	Provide administrative support for the agency's organization design (e.g., reports, functional charts, description of duties).	Service	Useful	Shared Service Center	All Activities		
Best Business Practice	ORGP3	Comply with ADA standards/requirements.	Policy	Mandatory	Shared Service Center/ Agency	All Activities		
Best Business Practice	ORGP4	Provide data to agency personnel based on role.	Technology	Mandatory	Shared Service Center/ Agency	All Activities		
Best Business Practice	ORGP5	Provide data for analysis to appropriate personnel.	Technology	Mandatory	Shared Service Center/ Agency	All Activities		
Best Business Practice	ORGP6	Respond to ad hoc requests for information and assistance as necessary.	Technology	Mandatory	Shared Service Center/ Agency	All Activities		

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
 APPENDIX E – ORGANIZATION AND POSITION MANAGEMENT

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	ORGP7	Limit access to employee data to appropriate personnel only.	Technology	Mandatory	Shared Service Center/ Agency	All Activities		
5 CFR 532.707; Chapter 99, NDAA of 2004	ORGP8	Release information in accordance with Freedom of Information Act/Privacy Act.	Policy	Mandatory	Shared Service Center/ Agency	All Activities		
Best Business Practice	ORGP9	Secure all employee data.	Technology	Mandatory	Shared Service Center/ Agency	All Activities		
5 USC 3133	ORGP10	Submit requirements for Senior Executive Services (SES) position authorization (biennial or off-cycle) to OPM.	Policy	Mandatory	Shared Service Center/ Agency	2.1.1 Determine Organization Structure	2.1.2 Administer Position Management Program	2.1.6 Maintain Positions
5 USC 3133	ORGP11	Ensure SES position is authorized.	Policy	Mandatory	Shared Service Center/ Agency	2.1.2 Administer Position Management Program	2.1.6 Maintain Positions	

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
 APPENDIX E – ORGANIZATION AND POSITION MANAGEMENT

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage
5 USC Chapter 51 Part III Subpart D; Position Classification, job grading, and position management (VA Procedure update) Part 4.a; Classifier's Handbook - Chapter 3 Position Description; Introduction to Position Classification Standards - Section III; Classifier's Handbook; Introduction to the Federal Wage System Job Grading System Section I 2301 Sub (b); Chapter 99, NDAA of 2004	ORGP12	Maintain the agency's standards in documenting and evaluating positions against OPM and agency standards for General Schedule positions.	Service	Mandatory	Shared Service Center/ Agency	2.1.3 Establish Job Requirements		
5 USC Chapter 51 Section III Subpart D; Delegated Examining Operations Handbook, 2003; Chapter 99, NDAA of 2004	ORGP13	Identify tasks to be performed and the competencies and qualifications needed to perform the tasks (e.g., through interviews with employees, managers/supervisors, subject matter experts and interest groups, review of the same or like positions, benchmarking).	Policy	Mandatory	Shared Service Center/ Agency	2.1.4 Analyze Job Requirements		

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
 APPENDIX E – ORGANIZATION AND POSITION MANAGEMENT

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage
5 CFR 511; 5 CFR 532; 5 USC Chapter 51 Part III Subpart D (Exceptions are found in 5 USC, 5102); 5 USC Chapter 53 Part III Subpart D; Chapter 99, NDAA of 2004	ORGP14	Process an appeal in accordance with OPM and/or agency guidance.	Policy	Mandatory	Shared Service Center/ Agency	2.1.4 Analyze Job Requirements	2.1.7 Request Reevaluation	
5 USC Chapter 51 Part III Subpart D Section 5106 ( a- b ) and 5107; 5USC, Part III, Subpart D, Chapter 53; 5 CFR 532.703(a) and Classifier's Handbook - Determining Series; Chapter 99, NDAA of 2004	ORGP15	Determine the classification of positions in accordance with the applicable standards.	Policy	Mandatory	Shared Service Center/ Agency	2.1.5 Evaluate Job Requirements Against Standards/ Criteria		

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
APPENDIX E – ORGANIZATION AND POSITION MANAGEMENT

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage
5 USC Chapter 51 Part III Subpart D Section 5106 ( a- b ) and 5107; 5USC, Part III, Subpart D, Chapter 53; 5 CFR 532.703(a) and Classifier's Handbook - Determining Series; Chapter 99, NDAA of 2004	ORGP16	Apply classification standards consistently across comparable work.	Performance	Mandatory	Shared Service Center/ Agency	2.1.5 Evaluate Job Requirements Against Standards/ Criteria		
Classifier's Handbook - Chapter 2, FES; Chapter 99, NDAA of 2004	ORGP17	Record the classification judgment.	Service	Mandatory	Shared Service Center/ Agency	2.1.5 Evaluate Job Requirements Against Standards/ Criteria		
5 USC Chapter 51 Section III Subpart D; Chapter 99, NDAA of 2004	ORGP18	Verify that authorizations for positions exist (e.g., payment of Federal funds).	Policy	Mandatory	Shared Service Center/ Agency	2.1.5 Evaluate Job Requirements Against Standards/ Criteria		
5 USC Chapter 51 Section III Subpart D ; Chapter 99, NDAA of 2004	ORGP19	Determine position requirements based on the agency's review of the inventory of positions.	Policy	Mandatory	Shared Service Center/ Agency	2.1.5 Evaluate Job Requirements Against Standards/ Criteria		
Best Business Practice	ORGP20	Support pay banding.	Technology	Mandatory	Shared Service Center/ Agency	2.1.6 Maintain Positions		

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
APPENDIX E – ORGANIZATION AND POSITION MANAGEMENT

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage
5 USC Chapter 51 Section III Subpart D; Chapter 99, NDAA of 2004	ORGP21	Maintain the agency's inventory of positions to accommodate evolving organization competency needs and changes in laws, regulations, policies, organizational design and technology.	Policy	Mandatory	Shared Service Center/ Agency	2.1.6 Maintain Positions		
Best Business Practice	ORGP22	Align position data to the incumbent's data; when position data changes, make the new data available in the employee's record.	Technology	Mandatory	Shared Service Center/ Agency	2.1.6 Maintain Positions		
Best Business Practice	ORGP23	Support multiple organization structures (e.g., hierarchy, matrix, project team).	Service	Mandatory	Shared Service Center/ Agency	2.1.6 Maintain Positions		
Best Business Practice	ORGP24	Track actual geographic location of jobs.	Technology	Mandatory	Shared Service Center/ Agency	2.1.6 Maintain Positions		
Best Business Practice	ORGP25	Track positions by organization structure.	Technology	Mandatory	Shared Service Center/ Agency	2.1.6 Maintain Positions		
Best Business Practice	ORGP26	Capture position-related information.	Technology	Mandatory	Shared Service Center/ Agency	2.1.6 Maintain Positions		
Best Business Practice	ORGP27	Identify positions that should be deactivated or removed.	Technology	Mandatory	Shared Service Center/ Agency	2.1.6 Maintain Positions		
Best Business Practice	ORGP28	Execute position data changes (e.g., amending, establishing, activating, reactivating, and deactivating positions).	Technology	Mandatory	Shared Service Center/ Agency	2.1.6 Maintain Positions		
Best Business Practice	ORGP29	Maintain position history.	Service	Mandatory	Shared Service Center/ Agency	2.1.6 Maintain Positions		

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
 APPENDIX E – ORGANIZATION AND POSITION MANAGEMENT

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	ORGP30	Capture position revisions.	Technology	Mandatory	Shared Service Center/ Agency	2.1.6 Maintain Positions		
5 USC Chapter 51 Part III Subpart D Section 5112; Chapter 99, NDAA of 2004	ORGP31	Process a request for reclassification in accordance with OPM and agency guidance.	Policy	Mandatory	Shared Service Center/ Agency	2.1.7 Request Reevaluation		
5 USC Chapter 51 Part III Subpart D Section 5112; Chapter 99, NDAA of 2004	ORGP32	Gather and forward position documentation (i.e., organizational charts, position descriptions, etc.) to the agency or OPM in support of the classification appeal process.	Policy	Mandatory	Shared Service Center/ Agency	2.1.7 Request Reevaluation		
5 USC Chapter 51 Part III Subpart D Section 5112; Chapter 99, NDAA of 2004	ORGP33	Examine reevaluation request rationale in order to determine whether a reevaluation is warranted.	Policy	Mandatory	Shared Service Center/ Agency	2.1.7 Request Reevaluation		
5 CFR 532.705; Chapter 99, NDAA of 2004	ORGP34	Process cancellation of employee's request for reconsideration of appeal decision in accordance with OPM and/or agency guidance.	Policy	Mandatory	Shared Service Center/ Agency	2.1.7 Request Reevaluation	2.1.8 Evaluate Job	
5 CFR 511.603(a)(1); 5 USC Chapter 51 Part III Subpart D (Exceptions are found in 5 USC, 5102); Chapter 99, NDAA of 2004	ORGP35	Inform the employee or an employee's designated representative of the opportunity to request an agency and/or OPM decision as to the classification of the employee's official position.	Policy	Mandatory	Shared Service Center/ Agency	2.1.7 Request Reevaluation		

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
APPENDIX E – ORGANIZATION AND POSITION MANAGEMENT

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage
5 USC Chapter 51 Part III Subpart D Section 5112; Chapter 99, NDAA of 2004	ORGP36	Reevaluate positions against appropriate position classification/job grading standards before formal appeal is filed.	Policy	Mandatory	Shared Service Center/ Agency	2.1.7 Request Reevaluation	2.1.8 Evaluate Job	
5 CFR 532.703; 5 USC Chapter 53, Part III, Subpart D; Chapter 99, NDAA of 2004	ORGP37	Process cancellation of employee's classification appeal in accordance with OPM and/or agency guidance.	Policy	Mandatory	Shared Service Center/ Agency	2.1.7 Request Reevaluation		
5 CFR 532.605; Chapter 99, NDAA of 2004	ORGP38	Forward to OPM required documentation in accordance with agency or OPM policy.	Policy	Mandatory	Shared Service Center/ Agency	2.1.8 Evaluate Job	2.1.12 Implement Appeal Decision	
5 CFR 532.705; Chapter 99, NDAA of 2004	ORGP39	Evaluate facts of appeal using appropriate classification standards and law during its adjudication.	Policy	Mandatory	Shared Service Center/ Agency	2.1.8 Evaluate Job		
5 USC Chapter 51 Part III Subpart D Section 5112; Chapter 99, NDAA of 2004	ORGP40	Gather the required documentation to support OPM and/or agency when an appeal is filed for general schedule positions.	Policy	Mandatory	Shared Service Center/ Agency	2.1.8 Evaluate Job		
5 CFR 511.605(c); 5 CFR 532.705; Chapter 99, NDAA of 2004	ORGP41	Process an appeal reconsideration request in accordance with agency and/or OPM guidance.	Policy	Mandatory	Shared Service Center/ Agency	2.1.8 Evaluate Job		
5 CFR 532.705; Chapter 99, NDAA of 2004	ORGP42	Gather the required documentation to support OPM when an appeal is reopened and/or reconsidered.	Policy	Mandatory	Shared Service Center/ Agency	2.1.8 Evaluate Job		
5 USC Chapter 51 Part III Subpart D Section 5112; Chapter 99, NDAA of 2004	ORGP43	Implement appeal decisions for General Schedule positions.	Policy	Mandatory	Shared Service Center/ Agency	2.1.12 Implement Appeal Decision		

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
APPENDIX E – ORGANIZATION AND POSITION MANAGEMENT

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage
5 USC Chapter 51 Part III Subpart D Section 5112; 5 CFR 532.703(b)(12); 5 USC Chapter 53 Part III Subpart D; Chapter 99, NDAA of 2004	ORGP44	Document the classification appeal decision in accordance with agency and/or OPM guidance.	Policy	Mandatory	Shared Service Center/ Agency	2.1.11 Adjudicate Appeal		
5 CFR 532.703(b)(10); 5USC Chapter 53 Part III Subpart D; Chapter 99, NDAA of 2004	ORGP45	Implement appeal decision in accordance with OPM and/or agency guidance for wage grade positions.	Policy	Mandatory	Shared Service Center/ Agency	2.1.12 Implement Appeal Decision		
5 CFR 511.703(b) (10); 5 USC Chapter 53 Part III Subpart D; Chapter 99, NDAA of 2004	ORGP46	Effect retroactive reclassification based only on duties and responsibilities existing at the time of downgrading or loss of pay.	Policy	Mandatory	Shared Service Center/ Agency	2.1.12 Implement Appeal Decision		
5 CFR 511.606(c); Chapter 99, NDAA of 2004	ORGP47	Make the appellate record available to the employee, an employee's representative, or the agency upon request.	Policy	Mandatory	Shared Service Center/ Agency	2.1.12 Implement Appeal Decision		
5 CFR 532.705; Chapter 99, NDAA of 2004	ORGP48	Implement changes that result from readjudication decisions in accordance with agency and/or OPM instructions.	Policy	Mandatory	Shared Service Center/ Agency	2.1.12 Implement Appeal Decision		

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
 APPENDIX E – ORGANIZATION AND POSITION MANAGEMENT

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage
5 CFR 511.606; Chapter 99, NDAA of 2004	ORGP49	Complete the follow-up activities required to implement the appeal decision (e.g., rewriting descriptions of duties, reclassifying jobs, and initiating personnel actions) for General Schedule positions.	Policy	Mandatory	Shared Service Center/ Agency	2.1.12 Implement Appeal Decision		
Best Business Practice	ORGP50	Route revised position descriptions to related systems (e.g., staffing acquisition, etc).	Technology	Critical	Shared Service Center/ Agency	2.1.6 Maintain Positions		
Best Business Practice	ORGP51	Align positions to projects.	Technology	Critical	Shared Service Center/ Agency	2.1.6 Maintain Positions		
Best Business Practice	ORGP52	Align position to funding source.	Technology	Critical	Shared Service Center/ Agency	2.1.6 Maintain Positions		
Classifier's Handbook - Chapter 2 FES; Chapter 99, NDAA of 2004	ORGP53	Establish benchmarks that describe work situations which represent significant numbers of positions in the particular occupation.	Policy	Useful	Shared Service Center/ Agency	2.1.4 Analyze Job Requirements		
Best Business Practice	ORGP54	Track both funded and unfunded vacancies.	Technology	Useful	Shared Service Center/ Agency	2.1.6 Maintain Positions		
Best Business Practice	ORGP55	Track non-Federal employees (e.g., volunteers, contractors).	Technology	Useful	Shared Service Center/ Agency	2.1.6 Maintain Positions		

## Appendix F – Staff Acquisition Requirements

The Shared Service Center *may* have a role in providing and operating the facility or system to address the functionality, transaction, or process described by these requirements in accordance with the priority specified.

If an SSC chooses to offer services for any of the non-core services, it must meet the applicable mandatory requirements at the time such services are provided to the customer.

Nothing in these requirements implies or authorizes the performance of inherently governmental functions by non-governmental entities.

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 CFR 334; DEOH 5-B, 6-C	ACQ1	Support an agency's use of mobility assignments.	Policy	Mandatory	Shared Service Center/ Agency	3.1.1 Analyze Staffing Needs	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.1.3 Identify Sourcing Strategies	3.2.2 Determine Appropriate Source Options	3.6.7 Close Out Case File
5 CFR 340; HCAAF, Sept 2005, p. V-10	ACQ2	Support counting part-time career employees when administering a personnel ceiling applicable to the agency IAW 5 CFR 340 .	Policy	Mandatory	Shared Service Center/ Agency	3.1.1 Analyze Staffing Needs				
5 CFR 338.301, 300.102, 300.103; 29 CFR 1607; DEOH 2-B, 5-B; QSGSP III, IV, V, VI P.L. 108-201 (NASA Flexibility Act of 2004)	ACQ3	Review, analyze and apply statutes, regulations, policies, guidelines, union contracts, other agreements, and any other information relevant to staff acquisition, recruiting and retention.	Policy	Mandatory	Shared Service Center/ Agency	3.1.2 Review Laws, Regulations, Policies, Guidelines	3.3.1 Conduct Job Analysis	3.3.2 Develop Assessment Criteria	3.5.3. Develop Assessment Approach	3.5.6 Make Tentative Selection
Linkages for ACQ3 continued						3.5.7 Validate Selection				

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 CFR 300, 315, 316, 330.403, 332, 335, 337, 338, 340, 362, 733; 5 USC 3310, 3329, 3331, 3333, 3394, 5533, 7311; 39 USC 101; DEOH 2-A, 6-A ; P.L. 108-201 (NASA Flexibility Act of 2004)	ACQ4	Support the appointment of candidates IAW statutes, regulations, policies, guidelines, union contracts, other agreements, and any other information relevant to staff acquisition, recruiting and retention.	Policy	Mandatory	Shared Service Center/ Agency	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.5.6 Make Tentative Selection	3.5.7 Validate Selection	3.6.1 Determine Terms of Offer	3.6.2 Extend Job Offer
5 CFR 300.103; 29 CFR 1607; DEOH 2A, 2B, 5B; 5 CFR 338.301; QSGSP III, IV, V, VI; HCCAF, Sept 2005, p. V-11	ACQ5	Establish competitive employment practices that result in selection from among the best qualified candidates.	Policy	Mandatory	Shared Service Center/ Agency	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.5.1 Determine Qualified / Eligible Applicants	3.5.6 Make Tentative Selection	3.5.7 Validate Selection	3.6.3 Respond to Job Offer
Linkages for ACQ5 continued						3.6.4 Initiate Pre-Employment Processes	3.6.5 Certify Compliance with Pre-Employment Requirements	3.6.6 Bring Selectee on Board		
5 CFR 300.103(c); HCAAF, Sept 2005, p. V-15	ACQ6	Establish employment practices that are developed and used without discrimination on the basis of race, color, religion, sex, age, national origin, partisan political affiliation or other nonmerit grounds.	Policy	Mandatory	Shared Service Center/ Agency	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.1.4 Develop Staff Acquisition Strategy	3.2.3 Develop Staff Acquisition Plan		
HCAAF, Sept 2005, p. V-16	ACQ7	Establish competitive employment practices that fairly test the relative capacity and fitness of candidates for the jobs to be filled.	Policy	Mandatory	Shared Service Center/ Agency	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.3.2 Develop Assessment Criteria	3.3.3. Develop Assessment Approach		

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 CFR 7.3; 5 CFR 338.101; HCAAF, Sept 2005, p. V-7	ACQ8	Support the administration of competitive examinations only to persons who are citizens of the United States or who owe permanent allegiance to the United States	Policy	Mandatory	Shared Service Center/ Agency	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.5.1 Determine Qualified/ Eligible Applicants	3.4.5 Receive Applicant Documentation		
5 CFR 316, 319.402 (b), 338.101(b); 5 CFR 213.3148(a) – Schedule A; 5 CFR 213.3102(bb); 42 USC 2473(c)(10); DEOH 4-B; HCAAF, Sept 2005, p. V-7 338.101 C	ACQ9	Apply citizenship rules for appointments IAW 5 CFR 316 and other laws, regulations, rules, and guidelines.	Policy	Mandatory	Shared Service Center/ Agency	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.1.3 Identify Sourcing Strategies	3.4.5 Receive Applicant Documentation	3.5.1 Determine Qualified/ Eligible Applicants	
5 CFR 300.102	ACQ10	Ensure that all employees involved in delegated examining activities are trained and certified as prescribed in the <i>Delegated Examining Operations Handbook (DEOH)</i> .	Policy	Mandatory	Shared Service Center/ Agency	3.1.2 Review Laws, Regulations, Policies, and Guidelines				
5 USC, Part III, Subpart B, Ch 31, Subchapter I, 3110(b); 5 CFR, Part 310	ACQ11	Enforce the prohibition of hiring relatives IAW 5 USC, Part III, Subpart B, Ch 31, Subchapter I, 3110(b).	Policy	Mandatory	Shared Service Center/ Agency	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.5.1 Determine Qualified/ Eligible Applicants	3.5.2 Assess Candidates to be Referred	3.5.3 Refer Candidates for Consideration	3.5.5 Assess Candidates for Selection
Linkages for ACQ11 continued						3.5.6 Make Tentative Selection	3.5.7 Validate Selection			
5 USC 3303	ACQ12	Support agency's appropriate handling of recommendations for an applicant from a United States Senator or Representative.	Policy	Mandatory	Shared Service Center/ Agency	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.5.1 Determine Qualified/ Eligible Applicants	3.5.2 Assess Candidates to be Referred	3.5.4 Refer Candidates for Consideration	3.5.5 Assess Candidates for Selection

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Process linkages for ACQ12 continued						3.5.6 Make Tentative Selection	3.5.7 Validate Selection			
5 USC Ch 71	ACQ13	Comply with negotiated agreements between an agency and labor union related to an agency's employment practices.	Policy	Mandatory	Shared Service Center/ Agency	3.1.2 Review Laws, Regulations, Policies, and Guidelines				
5 USC 2301, 3101, Ch. 33 & 35; 5 CFR 315, 316, 317, 330, 332, 335, 337, 338, and 550; HCAAF, Sept 2005, p. V-2, p. V-5, p. V-13	ACQ14	Adhere to the Merit System Principles in 5 USC 2301.	Policy	Mandatory	Shared Service Center/ Agency	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.1.4 Develop Staff Acquisition Strategy	3.2.3 Develop Staff Acquisition Plan	3.5.6 Make Tentative Selection	
Best Business Practice	ACQ15	Adhere to pertinent legal and regulatory requirements and other congressionally mandated enabling legislation when conducting staff acquisition processes.	Policy	Mandatory	Shared Service Center/ Agency	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.1.4 Develop Staff Acquisition Strategy	3.2.3 Develop Staff Acquisition Plan	3.5.6 Make Tentative Selection	
5 CFR 315.725 Subpart G	ACQ16	Ensure that any law, executive order, or civil service rule or regulation which would disqualify an applicant for appointment shall also disqualify an employee for conversion to career or career-conditional employment under 5 CFR 315, Subpart G.	Policy	Mandatory	Shared Service Center/ Agency	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.5.1 Determine Qualified / Eligible Applicants			
5 CFR 319.203; 5 USC 3104	ACQ17	Comply with provisions in statutes, Executive orders, or regulations that relate to employment under senior-level and scientific and professional systems.	Policy	Mandatory	Shared Service Center/ Agency	3.1.1 Analyze Staffing Needs	3.1.2 Review Laws, Regulations, Policies, Guidelines	3.2.2 Determine Appropriate Source Options	3.2.3 Develop Staff Acquisition Plan	

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
DEOH 2-A	ACQ18	Comply with the Luevano consent decree requirements IAW DEOH 2-A .	Policy	Mandatory	Shared Service Center/ Agency	3.1.1 Analyze Staffing Needs	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.3.2 Develop Assessment Criteria	3.2.2 Determine Appropriate Source Options	3.3.3 Develop Assessment Approach
Linkages for ACQ18 continued						3.2.3 Develop Staff Acquisition Plan	3.4.2 Conduct Pre-Announcement Recruitment	3.4.3 Announce/ Market Jobs	3.4.4 Apply for Employment	3.4.5 Receive Applicant Documentation
DEOH 2-A	ACQ19	Shared Service Center shall not have access to assessment instruments related to the Luevano Consent Decree.	Policy	Mandatory	Shared Service Center/ Agency	3.1.1 Analyze Staffing Needs	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.3.2 Develop Assessment Criteria	3.3.3 Develop Assessment Approach	
5 CFR, 530, 575; 5 USC, 5753; P.L. 108-201, Section 9804, (NASA Flexibility Act of 2004)	ACQ20	Support an agency's use of relocation incentives IAW 5 CFR 575.	Policy	Mandatory	Shared Service Center/ Agency	3.1.1 Analyze Staffing Needs	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.1.4 Develop Staff Acquisition Strategy	3.1.5 Communicate Staff Acquisition Strategy	3.2.3 Develop Staff Acquisition Plan
Linkages for ACQ20 continued						3.2.4 Communicate Staff Acquisition Plan	3.6.1 Determine Terms of Offer			
5 CFR 302, 304; 5 USC 3109	ACQ21	Support an agency's appointment of experts and consultants IAW 5 USC 3109 and 5 CFR 304.	Policy	Mandatory	Shared Service Center/ Agency	3.1.1 Analyze Staffing Needs	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.1.4 Develop Staff Acquisition Strategy	3.2.3 Develop Staff Acquisition Plan	
Linkages for ACQ21 continued						3.5.7 Validate Selection	3.6.1 Determine Terms of Offer	3.6.2 Extend Job Offer	3.6.3 Respond to Job Offer	3.6.4 Initiate Pre-Employment Processes
						3.6.5 Certify Compliance with Pre-Employment Requirements	3.6.6 Bring Selectee on Board			

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 CFR 340; 5 USC 3402, 3403	ACQ22	Support the employment of other than full-time career employees IAW 5 CFR 340.	Policy	Mandatory	Shared Service Center/ Agency	3.1.1 Analyze Staffing Needs	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.1.4 Develop Staff Acquisition Strategy	3.2.3 Develop Staff Acquisition Plan	
HCAAF, Sept 2005, p. V-6, p. V-8, p. V-9, p. V-15, p. V-16; 5 CFR; DEOH 3-A	ACQ23	Support an agency's development of a staff acquisition plan.	Policy	Mandatory	Shared Service Center/ Agency	3.1.1. Analyze Staffing Needs	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.1.3 Identify Sourcing Strategies	3.1.4 Develop Staff Acquisition Strategy	3.2.1 Match Staffing Requests to Description of Duties
Linkages for ACQ23 continued						3.2.2 Determine Appropriate Source Options	3.2.3 Develop Staff Acquisition Plan	3.2.4 Communicate Staff Acquisition Plan		
5 CFR 353.106, 353.107, 530, 575; 5 USC 5753 P.L. 108-201, Section 9804, (NASA Flexibility Act of 2004)	ACQ24	Support an agency's use of recruitment incentives IAW 5 CFR 575..	Policy	Mandatory	Shared Service Center/ Agency	3.1.1 Analyze Staffing Needs	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.1.4 Develop Staff Acquisition Strategy	3.2.3 Develop Staff Acquisition Plan	3.6.1 Determine Terms of Offer
5 CFR 575, 5 USC 5753 P.L. 108-201, Section 9804, (NASA Flexibility Act of 2004)	ACQ25	Support an agency's use of retention incentives IAW 5 CFR 575..	Policy	Mandatory	Shared Service Center/ Agency	3.1.1 Analyze Staffing Needs	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.1.4 Develop Staff Acquisition Strategy	3.2.3 Develop Staff Acquisition Plan	3.6.1 Determine Terms of Offer
5 CFR 575	ACQ26	Support an agency's use of extended assignment incentives IAW 5 CFR 575.	Policy	Mandatory	Shared Service Center/ Agency	3.1.1 Analyze Staffing Needs	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.1.4 Develop Staff Acquisition Strategy	3.2.3 Develop Staff Acquisition Plan	3.6.1 Determine Terms of Offer

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
HCAAF, Sept 2005, p. V-5, p. V-7, p. V-9, p. V-14, p. V-15, p. V-16; 5 USC 1103 (c); DEOH 3-A, 3-C	ACQ27	Support an agency's strategic workforce planning initiatives IAW HCAAF.	Policy	Mandatory	Shared Service Center/ Agency	3.1.1 Analyze Staffing Needs	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.1.3 Identify Sourcing Strategies	3.1.4 Develop Staff Acquisition Strategy	3.2.3 Develop Staff Acquisition Plan
5 CFR 530, Subpart C	ACQ28	Support the agency's establishment of special rates IAW 5 CFR 530.	Policy	Mandatory	Shared Service Center/ Agency	3.1.1 Analyze Staffing Needs	3.1.4 Develop Staff Acquisition Strategy	3.2.3 Develop Staff Acquisition Plan		
5 CFR 300.103, 302.302 (c), 304, 317.703(f), 330, 335, 351, 352.205; 5 USC 3109; DEOH 2-A, 4-B, 5-B, 6-A, 6-B 6-C; QSGSP IV	ACQ29	Establish practices to carry out the agency's placement assistance responsibilities IAW 5 CFR 330 and other laws, regulations, rules, and guidelines.	Policy	Mandatory	Shared Service Center/ Agency	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.1.4 Develop Staff Acquisition Strategy	3.1.5 Communicate Staff Acquisition Strategy	3.2.2. Determine Appropriate Source Options	3.2.3 Develop Staff Acquisition Plan
Linkages for ACQ29 continued						3.2.4 Communicate Staff Acquisition Plan	3.4.1 Finalize Applicant Sources	3.4.3 Announce Jobs	3.4.5 Receive Applicant Documentation	3.5.1 Determine Qualified/ Eligible Applicants
						3.5.3 Apply Federal Rules on Preferences	3.5.5 Assess Candidates for Selection	3.6.3 Respond to Job Offer	3.6.6 Bring Selectee on Board	
5 CFR 334 P.L. 108-201, Section 9808, (NASA Flexibility Act of 2004)	ACQ30	Support the assignment of individuals under the Intergovernmental Personnel Act in accordance with 5 CFR 334.	Policy	Mandatory	Shared Service Center/ Agency	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.6.4 Initiate Pre-Employment Processes	3.6.5 Certify Compliance with Pre-Employment Requirements	3.1.3 Identify Sourcing Strategies	3.2.2 Determine Appropriate Source Options
5 USC 3102; 5 USC Ch 51, 52, 81; 18 USC 209; 28 USC 2671-2680; 31 USC 1342;	ACQ31	Support the employment of individual(s) determined to be necessary to enable disabled agency employees to perform their official duties.	Policy	Mandatory	Shared Service Center/ Agency	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.5.6 Make Tentative Selection	3.5.7 Validate Selection	3.6.1 Determine Terms of Offer	

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 CFR 315.611, 316.703, 330, 332, 335, 351, 430; 39 USC Chapter 45; DEOH 3-B, 4-A, 5-B	ACQ32	Support agency merit promotion programs IAW 5 CFR 335.	Policy	Mandatory	Shared Service Center/ Agency	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.1.3 Identify Sourcing Strategies	3.1.4 Develop Staff Acquisition Strategy	3.1.5 Communicate Staff Acquisition Strategy	3.2.2 Determine Appropriate Source Options
Linkages for ACQ32 continued						3.4.3 Announce Jobs	3.3.2 Develop Assessment Criteria	3.3.3 Develop Assessment Approach	3.4.5 Receive Applicant Documentation	3.5.1 Determine Qualified/ Eligible Applicants
						3.5.2 Assess Candidates to be Referred	3.5.4 Refer Candidates for Selection	3.5.5 Assess Candidates for Selection	3.5.6 Make Tentative Selection	3.5.7 Validate Selections
						3.6.1 Determine Terms of Offer	3.6.2 Extend Job Offer	3.6.3 Respond to Job Offer	3.6.4 Initiate Pre-Employment Processes	3.6.5 Certify Compliance with Pre-Employment Requirements
						3.6.6 Bring Selectee on Board	3.6.7 Close Out Case File			
5 CFR 302, 339, 340, 353, 733; 5 USC 5533, 8101(1); QSGSP VI	ACQ33	Restore to duty employees from uniformed services or with compensable injuries IAW 5 CFR 353.	Policy	Mandatory	Shared Service Center/ Agency	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.4.5 Receive Applicant Documentation	3.5.1 Determine Qualified/ Eligible Applicants	3.5.3 Apply Federal Rules on Preferences	3.6.1 Determine Terms of Offer
Linkages for ACQ33 continued						3.6.2 Extend Job Offer	3.6.3 Respond to Job Offer	3.6.4 Initiate Pre-Employment Processes	3.6.5 Certify Compliance with Pre-Employment Requirements	3.6.6 Bring Selectee on Board

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 CFR 300, 302.304(a), 307.104, 315.806, 317.501(d), 332.101(b), 353, Subparts B, E, 752; 5 USC 3312(b), 3318(b); DEOH 5-B, 5-C	ACQ34	Support the agency's use of employment practices that ensure the candidate's opportunity for appeal, grievances, complaints, or administrative review IAW appropriate authorities.	Policy	Mandatory	Shared Service Center/ Agency	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.2.3 Develop Staff Acquisition Plan	3.5.1 Determine Qualified/ Eligible Applicants	3.5.3 Apply Federal Rules on Preferences	3.5.4 Refer Candidates for Consideration
5 CFR 300, 302, 330.207, 332, 339.101, 731.201; DEOH 3-B, 4-A, 5-A, 5-B, 5-C, 6-A, 6-B, 6-C, 6-D; 5 USC 3317, 3318, 3319	ACQ35	Support the agency's use of competitive examining IAW 5 CFR 332, DEOH, and any other applicable policy and/or guidance.	Policy	Mandatory	Shared Service Center/ Agency	3.1.2 Review Laws, Regulations, Policies, and guidelines	3.3.1 Conduct Job Analysis	3.3.2 Develop Assessment Criteria	3.4.1 Finalize Applicant Sources	3.4.2 Conduct Pre-Announcement Recruitment
Linkages for ACQ35 continued						3.4.3 Announce Jobs	3.4.5 Receive Applicant Documentation	3.5.1 Determine Qualified/ Eligible Applicants	3.5.2 Assess Candidates to be Referred	3.5.3 Apply Federal Rules on Preferences
						3.5.4 Refer Candidates for Consideration	3.5.5 Assess Candidates for Selection	3.5.6 Make Tentative Selection	3.6.7 Close Out Case File	
DEOH 2-A	ACQ36	Use the bilingual/bicultural program under the terms of the Delegated Examining Operations Handbook (DEOH).	Policy	Mandatory	Shared Service Center/ Agency	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.1.4 Develop Staff Acquisition Strategy	3.2.3 Develop Staff Acquisition Plan	3.3.2 Develop Assessment Criteria	3.5.2 Assess Candidates to be Referred
5 CFR 339; 5 USC 3312; QSGSP VI	ACQ37	Support the uniform application of medical qualification standards IAW 5 CFR 339.	Policy	Mandatory	Shared Service Center/ Agency	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.5.1 Determine Qualified/ Eligible Applicants	3.5.2 Assess Candidates to be Referred	3.5.5 Assess Candidates for Selection	3.6.4 Initiate Pre-Employment Processes

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 USC 2301(b); 5 CFR; Uniform Guidelines on Employee Selection Procedures	ACQ38	Provide consultative support to ensure Federal hiring policies and guidelines adhere to the Merit System Principles (MSPs) IAW 5 USC 2301(b) and the Uniform Guidelines on Employee Selection Procedures.	Policy	Mandatory	Shared Service Center/ Agency	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.4.3 Announce Jobs	3.5 Evaluate Candidates	3.6 Hire Employee	
5CFR 307	ACQ39	Make appointments under the Veterans Recruitment Act IAW 5CFR 307.	Policy	Mandatory	Shared Service Center/ Agency	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.5.6 Make Tentative Selection	3.5.7 Validate Selection	3.6.1 Determine Terms of Offer	3.6.2 Extend Job Offer
5 CFR 362	ACQ40	Make appointments under the Presidential Management of Fellows Program IAW 5 CFR 362.	Policy	Mandatory	Shared Service Center/ Agency	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.5.6 Make Tentative Selection	3.5.7 Validate Selection	3.6.1 Determine Terms of Offer	3.6.2 Extend Job Offer
5 CFR 352, Subpart C; 5 CFR 1201.21	ACQ41	Consider each employee detailed or transferred to an international organization under 5 CFR 352, Subpart C for all promotions and pay increases for which the employee would be considered were the employee not absent, IAW 5 CFR 352.314.	Policy	Mandatory	Shared Service Center/ Agency	3.1.3 Identify Sourcing Strategies				
EO 13171	ACQ42	Support agency's maintenance of a program for the recruitment and career development of Hispanic applicants and employees.	Policy	Mandatory	Shared Service Center/ Agency	3.1.3 Identify Sourcing Strategies	3.1.4 Develop Staff Acquisition Strategy	3.2.2 Determine Appropriate Source Options	3.2.3 Develop Staff Acquisition Plan	3.4.1 Finalize Applicant Sources
HCAAF, Sept 2005, p. V-2; DEOH 1-A; 5 USC 2301(b)(1)	ACQ43	Recruit qualified individuals to achieve a diverse workforce where selection and advancement is determined on equal opportunity IAW 5 USC 2301(b)(1).	Policy	Mandatory	Shared Service Center/ Agency	3.1.3 Identify Sourcing Strategies	3.1.4 Develop Staff Acquisition Strategy	3.2.3 Develop Staff Acquisition Plan		

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
HCAAF, Sept 2005, p. V-5, V-15); DEOH 3-A; 5 CFR 575 P.L. 108-201, Chapter 98, (NASA Flexibility Act of 2004)	ACQ44	Support the use of flexible compensation strategies.	Policy	Mandatory	Shared Service Center/ Agency	3.1.3 Identify Sourcing Strategies	3.1.4 Develop Staff Acquisition Strategy	3.6.1 Determine Terms of Offer		
HCAAF, Sept 2005, p. V-7; DEOH P.L. 108-201, Chapter 98 (NASA Flexibility Act of 2004)	ACQ45	Support the use of appropriate hiring flexibilities and tools.	Policy	Mandatory	Shared Service Center/ Agency	3.1.3 Identify Sourcing Strategies	3.1.4 Develop Staff Acquisition Strategy			
HCAAF, Sept 2005, P. V-14, p. V-15, p. V-16; 5 CFR, 5 USC 1103(c)	ACQ46	Support an agency's staff acquisition strategy.	Policy	Mandatory	Shared Service Center/ Agency	3.1.3 Identify Sourcing Strategies	3.1.4 Develop Staff Acquisition Strategy	3.1.5 Communicate Staff Acquisition Strategy	3.2.3 Develop Staff Acquisition Plan	
5 CFR 300; HCAAF, Sept 2005, p. V-15; 5 USC 3330; DEOH 2-A, 3-B, 3-C	ACQ47	Support agency's activities to build the applicant pool.	Policy	Mandatory	Shared Service Center/ Agency	3.1.3 Identify Sourcing Strategies	3.1.4 Develop Staff Acquisition Strategy	3.4.2 Conduct Pre-Announcement Recruitment	3.4.3 Announce Jobs	
5 CFR 300, 319.401(b), 362.206(c); HCAAF, Sept 2005, p. V-5, p. V-7; 5 USC 1103(c); 18 USC 211; Federal Acquisition Regulation; DEOH 3-A	ACQ48	Support an agency's implementation of the staff acquisition plan.	Policy	Mandatory	Shared Service Center/ Agency	3.1.3 Identify Sourcing Strategies	3.1.4 Develop Staff Acquisition Strategy	3.2.2 Determine Appropriate Source Options	3.2.4 Communicate Staff Acquisition Plan	3.4.1 Finalize Applicant Sources

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Linkages for ACQ48 continued						3.4.2 Conduct Pre-Announcement Recruitment	3.4.3 Announce Jobs	3.4.5 Receive Applicant Documentation		
5 CFR 330.503	ACQ49	Implement corrective actions as required by OPM after its evaluation of agency compliance with competitive principles.	Policy	Mandatory	Shared Service Center/ Agency	3.1.4 Develop Staff Acquisition Strategy	3.2.3 Develop Staff Acquisition Plan	3.3.3 Develop Assessment Approach	3.5.4 Refer Candidates for Selection	3.1.2 Review Laws, Regulations, Policies, Guidelines
5 USC 3111(b); 5 CFR 308	ACQ50	Support an agency's use of volunteer service IAW 5 USC 3111, 5 CFR 308, and/or other applicable authorities.	Policy	Mandatory	Shared Service Center/ Agency	3.1.4 Develop Staff Acquisition Strategy	3.2.3 Develop Staff Acquisition Plan			
5 USC 3161	ACQ51	Support the employment and compensation of employees in temporary organizations IAW 5 USC 3161.	Policy	Mandatory	Shared Service Center/ Agency	3.1.4 Develop Staff Acquisition Strategy	3.2.3 Develop Staff Acquisition Plan			
5 CFR 302.401(b), 317.501(d), 319.401(d), 330.205(d), (g), 334.106(b), 337, 293, 575.109, 575.209, 575.309, 575.407, 575.515; HCAAF, Sept 2005, p. V-7; 5 USC 1103 (c), 3318; DEOH 5-B, 6-C	ACQ52	Maintain records IAW with appropriate authorities.	Policy	Mandatory	Shared Service Center/ Agency	3.1.4 Develop Staff Acquisition Strategy	3.5.1 Determine Qualified/ Eligible Applicants	3.5.2 Assess Candidates to be Referred	3.6.2 Extend Job Offer	3.6.4 Initiate Pre-Employment Process
Linkages for ACQ52 continued						3.6.7 Close Out Case File	3.1.2 Review Laws, Regulations, Policies, and Guidelines			

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 CFR; HCAAF; DEOH 2-C	ACQ53	Support oversight of an agency's staff acquisition practices.	Policy	Mandatory	Shared Service Center/ Agency	3.1.5 Communicate Staff Acquisition Strategy	3.2.4 Communicate Staff Acquisition Plan			
5 CFR 316, Subpart D and G, 334.106(b); DEOH 2-A P.L. 108-201, Section 9806 (NASA Flexibility Act of 2004)	ACQ54	Support agency's use of temporary and term employment IAW 5 CFR 316.	Policy	Mandatory	Shared Service Center/ Agency	3.2.2 Determine Appropriate Source Options	3.2.3 Develop Staff Acquisition Plan	3.2.4 Communicate Staff Acquisition Plan	3.4.1 Finalize Applicant Sources	3.6.2 Extend Job Offer
5 CFR 337.204(c), 337.206 (c and d); DEOH 5-B, 6-C	ACQ55	Support an agency's use of direct-hire authority IAW 5 CFR 337 Subpart B.	Policy	Mandatory	Shared Service Center/ Agency	3.2.2 Determine Appropriate Source Options	3.2.4 Communicate Staff Acquisition Plan	3.3 Establish Evaluation Approach	3.4 Source Candidate	3.5. Evaluate Candidate
5 CFR 301, Subpart C, 307, 315.608(b); DEOH 2-A	ACQ56	Identify candidates who qualify for consideration for a position under special appointing authorities.	Policy	Mandatory	Shared Service Center/ Agency	3.2.2 Determine Appropriate Source Options	3.4.1 Finalize Applicant Sources	3.5.1 Determine Qualified/ Eligible Applicants		
5 CFR 301, Subpart B	ACQ57	Support the appointment of individuals recruited overseas to positions overseas with an overseas limited appointment, IAW 5 CFR 301, Subpart B.	Policy	Mandatory	Shared Service Center/ Agency	3.2.2 Develop Appropriate Source Options	3.4.1 Finalize Applicant Sources	3.4.3 Announce Jobs	3.5.6 Make Tentative Selection	
5 CFR 213, 302, 307, 315.806, 316, 5 USC 2108, 3309, 3312, 3317, 3318, 3320, 3336, 8101(1), 8151; DEOH 2-A, 4-B, 5-B, 6-A, 6-B, 6-C	ACQ58	Support the agency's use of excepted service employment IAW 5 CFR 213, 302, and any other applicable authorities.	Policy	Mandatory	Shared Service Center/ Agency	3.2.3 Develop Staff Acquisition Plan; 3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.3.2 Develop Assessment Criteria	3.4.1 Finalize Applicant Sources; 3.4.2 Conduct Pre-Announcement Recruitment	3.4.5 Receive Applicant Documentation	3.5.1 Determine Qualified / Eligible Applicants
Linkages for ACQ58 continued						3.5.2 Assess Candidates to be Referred	3.5.3 Apply Federal Rules on Preferences	3.5.4 Refer Candidates for Consideration	3.5.5 Assess Candidates for Selection	3.5.6 Make Tentative Selection

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
						3.6.7 Close Out Case File				
5 CFR 352, 1201.21	ACQ59	Support the agency's use of reemployment rights IAW 5 CFR 352.	Policy	Mandatory	Shared Service Center/ Agency	3.2.3 Develop Staff Acquisition Plan	3.4.1 Finalize Applicant Sources	3.4.3 Announce Jobs	3.4.5 Receive Applicant Documentation	3.5.1 Determine Qualified/ Eligible Applicants
Linkages for ACQ59 continued						3.5.3 Apply Federal Rules on Preferences	3.5.7 Validate Selection	3.6.2 Extend Job Offer	3.6.6 Bring Selectee on Board	
5 CFR	ACQ60	Support the agency's communication of the staff acquisition plan.	Policy	Mandatory	Shared Service Center/ Agency	3.2.4 Communicate Staff Acquisition Plan				
5 CFR 300.103; DEOH 2-B, 5-A	ACQ61	Support an agency's conformance with job analysis requirements IAW 5 CFR 300.103.	Policy	Mandatory	Shared Service Center/ Agency	3.3.1 Conduct Job Analysis	3.3.3 Develop Assessment Approach	3.3.2 Develop Assessment Criteria		
OPM Operating Manual: Qualification Standards for GS Positions; Job Qualification System for Trade and Labor Occupations	ACQ62	Capture position qualifications.	Technology	Mandatory	Shared Service Center/ Agency	3.3.1 Conduct Job Analysis				
5 CFR 300.702, 302.302, 335.103, 337.303; 5 CFR 338; 5 USC 3311, 3328; Military Service Act (Section 3); DEOH 5-B, 6-C; QSGSP III, IV, V, VI	ACQ63	Support the development of valid selection procedures and assessment criteria including qualification standards IAW 5 CFR 300, 302, 338; and other laws, regulations, rules, and guidelines.	Policy	Mandatory	Shared Service Center/ Agency	3.3.2 Develop Assessment Criteria	3.3.3 Develop Assessment Approach			

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 CFR 300.201, 319, 335; HCAAF, Sept 2005, p. V-2; DEOH 1-A, 2-C; 5 USC 2301(b)(1)	ACQ64	Support the agency's application of candidate assessment approaches IAW 5 CFR 300, 332, 302, 338, and DEOH.	Policy	Mandatory	Shared Service Center/ Agency	3.3.2 Develop Assessment Criteria	3.3.3 Develop Assessment Approach			
5 CFR 339.202; QSGSP IV, VI	ACQ65	Support establishing medical qualification standards IAW 5 CFR 339.	Policy	Mandatory	Shared Service Center/ Agency	3.3.2 Develop Assessment Criteria				
5 CFR 339.205	ACQ66	Support the establishment of periodic medical examination or immunization programs IAW 5 CFR 339.205.	Policy	Mandatory	Shared Service Center/ Agency	3.3.2 Develop Assessment Criteria				
5 CFR 300.103; 5 USC 3308; DEOH 5-B; QSGSP IV	ACQ67	Support the establishment of minimum education requirements IAW 5 CFR 300.103.	Policy	Mandatory	Shared Service Center/ Agency	3.3.2 Develop Assessment Criteria	3.3.1 Conduct Job Analysis			
5 CFR 337; 5 USC 3319 (a and d); DEOH 2-B, 5-B, 6-C	ACQ68	Support the agency's use of category rating systems IAW 5 CFR 337 Subpart C.	Policy	Mandatory	Shared Service Center/ Agency	3.3.2 Develop Assessment Criteria	3.3.3 Develop Assessment Approach	3.5.2. Assess Candidates to be Referred	3.5.3 Apply Federal Rules on Preferences	3.5.4 Refer Candidates for Consideration
Best Business Practice	ACQ69	Save job-based questionnaires.	Technology	Mandatory	Shared Service Center/ Agency	3.3.2 Develop Assessment Criteria				
Best Business Practice	ACQ70	Retrieve job-based questionnaires.	Technology	Mandatory	Shared Service Center/ Agency	3.3.2 Develop Assessment Criteria				
DEOH 2-A, 2-C	ACQ71	Ensure assessment tools are job related.	Service	Mandatory	Shared Service Center/ Agency	3.3.2 Develop Assessment Criteria	3.3.3 Develop Assessment Approach			
5 CFR 330; DEOH 2-A; QSGSP III, IV, V, VI	ACQ72	Use the Outstanding Scholar program under the terms of the DEOH and 5 CFR 330.	Policy	Mandatory	Shared Service Center/ Agency	3.3.2 Develop Assessment Criteria	3.4.1 Finalize Applicant Sources	3.4.3 Announce Jobs	3.4.5 Receive Applicant Documentation	3.5.1 Determine Qualified / Eligible Applicants

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Process linkages ACQ72 continued						3.5.7 Validate Selections				
Best Business Practice	ACQ73	Generate Candidate Lists, Eligible Lists, and Certified Lists.	Technology	Mandatory	Shared Service Center/ Agency	3.4.3 Announce Jobs	3.4.2 Conduct Pre-Announcement Recruitment			
Best Business Practice	ACQ74	Generate job/vacancy announcements.	Technology	Mandatory	Shared Service Center/ Agency	3.4.3 Announce Jobs				
Best Business Practice	ACQ75	Maintain candidate lists, eligible lists, and certified Lists.	Technology	Mandatory	Shared Service Center/ Agency	3.4.3 Announce Jobs	3.5.1 Determine Qualified/Eligible Candidates	3.5.4 Refer Candidates for Consideration		
Best Business Practice	ACQ76	Automatically generate requisition and applicant numbers.	Technology	Mandatory	Shared Service Center/ Agency	3.4.3 Announce Jobs				
Best Business Practice	ACQ77	Allow applicants to search job posting by job characteristics (e.g., location, title).	Technology	Mandatory	Shared Service Center/ Agency	3.4.3 Announce Jobs				
5 CFR 319.401(b), 330, 339; DEOH 2-A, 3-B, 3-C, 4-B	ACQ78	Develop job announcements IAW DEOH, 5 CFR 335 and other appropriate authorities.	Policy	Mandatory	Shared Service Center/ Agency	3.2.3 Develop Staff Acquisition Plan	3.4.3 Announce Jobs			
5 CFR 302.106, 317.501(b), 330, 337.303(c); DEOH 3-B, 3-C, 4-A, 5-B	ACQ79	Post job announcements to applicable sources.	Policy	Mandatory	Shared Service Center/ Agency	3.4.1 Finalize Applicant Sources	3.4.3 Announce Jobs			
5 CFR 330, 353; DEOH 5-B, 6-B, 6-C	ACQ80	Support agency's selection of candidates IAW 5 CFR 330.	Policy	Mandatory	Shared Service Center/ Agency	3.4.1 Finalize Applicant Sources	3.5.3 Apply Federal Rules on Preferences	3.5.6 Make Tentative Selection		
Best Business Practice	ACQ81	Allow applicants to develop an electronic resume.	Technology	Mandatory	Shared Service Center/ Agency	3.4.5 Receive Applicant Documentation				

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	ACQ82	Allow applicants to submit resumes to multiple positions.	Technology	Mandatory	Shared Service Center/ Agency	3.4.5 Receive Applicant Documentation				
Best Business Practice	ACQ83	Allow applicants to apply for Federal vacancies online.	Technology	Mandatory	Shared Service Center/ Agency	3.4.5 Receive Applicant Documentation				
Best Business Practice	ACQ84	Provide notification and status information to applicants.	Service	Mandatory	Shared Service Center/ Agency	3.4.5 Receive Applicant Documentation				
Best Business Practice	ACQ85	Provide applicant profile page to view announcements applied for and status of announcement.	Technology	Mandatory	Shared Service Center/ Agency	3.4.5 Receive Applicant Documentation				
Best Business Practice	ACQ86	Provide for application materials to be received either in a complete package or in parts over time.	Technology	Mandatory	Shared Service Center/ Agency	3.4.5 Receive Applicant Documentation				
Best Business Practice	ACQ87	Minimize data entry by populating data entry fields with existing data as appropriate.	Technology	Mandatory	Shared Service Center/ Agency	3.4.5 Receive Applicant Documentation				
Best Business Practice	ACQ88	Automatically update all pertinent fields with data previously provided.	Technology	Mandatory	Shared Service Center/ Agency	3.4.5 Receive Applicant Documentation				
Best Business Practice	ACQ89	Accept multiple formats (e.g., PDF, text) for resumes submitted electronically.	Technology	Mandatory	Shared Service Center/ Agency	3.4.5 Receive Applicant Documentation				
Best Business Practice	ACQ90	Receive application packages (e.g., application, resume, supplemental questionnaire) via the web.	Technology	Mandatory	Shared Service Center/ Agency	3.4.5 Receive Applicant Documentation				
Best Business Practice	ACQ91	Track and report applicant data.	Technology	Mandatory	Shared Service Center/ Agency	3.4.5 Receive Applicant Documentation				

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
DEOH Chapter 3, Section B	ACQ92	Allow the ability to set a limit to the number of applications IAW DEOH Chapter 3, Section B.	Technology	Mandatory	Shared Service Center/ Agency	3.4.5 Receive Applicant Documentation				
DEOH Chapter 3, Section B	ACQ93	Define an open application period based on a specific end date IAW DEOH Chapter 3, Section B.	Technology	Mandatory	Shared Service Center/ Agency	3.4.5 Receive Applicant Documentation				
Best Business Practice	ACQ94	Close vacancy announcements automatically	Technology	Mandatory	Shared Service Center/ Agency	3.4.5 Receive Applicant Documentation	3.4.3 Announce Jobs			
Best Business Practice	ACQ95	Perform periodic purges of applicant files.	Technology	Mandatory	Shared Service Center/ Agency	3.4.5 Receive Applicant Documentation	3.6.7 Close out Case File			
Best Business Practice	ACQ96	Provide reporting tools that allow for ad hoc reporting of applicant data.	Technology	Mandatory	Shared Service Center/ Agency	3.4.5 Receive Applicant Documentation				
5 CFR 302.304(a), 302.401(b), 332, 335; 5 USC 3318; DEOH 5-C, 6-C	ACQ97	Notify applicant of application status IAW 5 CFR 302, 332, and 335.	Policy	Mandatory	Shared Service Center/ Agency	3.4.3 Announce Jobs	3.4.5 Receive Applicant Documentation	3.5.1 Determine Qualified / Eligible Applicants	3.5.4 Refer Candidates for Selection	3.6.6. Bring Selectee On Board
Linkages for ACQ97 continued						3.6.7 Close Out Case File				
5 CFR 293, 294, 297	ACQ98	Make applicant documentation available only to appropriate parties IAW 5 CFR 293, 294, 297, and other laws, regulations, rules, and guidelines.	Policy	Mandatory	Shared Service Center/ Agency	3.4.5 Receive Applicant Documentation				
5 CFR; DEOH 4-A, 5-C	ACQ99	Receive and capture application documentation.	Policy	Mandatory	Shared Service Center/ Agency	3.4.5 Receive Applicant Documentation				

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 CFR 300.604, 300, Subpart F; 5 USC 3304(c)	ACQ100	Determine applicant eligibility and qualifications.	Policy	Mandatory	Shared Service Center/ Agency	3.5.1 Determine Qualified/ Eligible Applicants	3.5.7 Validate Selection			
5 CFR 353.108	ACQ101	Deny restoration rights only IAW 5 CFR 353.108.	Policy	Mandatory	Shared Service Center/ Agency	3.5.1 Determine Qualified/ Eligible Applicants	3.5.3 Apply Federal Rules on Preferences			
Best Business Practice	ACQ102	Utilize screening tools for employment eligibility based on specified job requirements.	Technology	Mandatory	Shared Service Center/ Agency	3.5.1 Determine Qualified/Eligible Applicants	3.3.2 Develop Assessment Criteria			
Best Business Practice	ACQ103	Scan paper application materials to make them available electronically for candidate evaluation and qualification.	Technology	Mandatory	Shared Service Center/ Agency	3.5.1 Determine Qualified/Eligible Applicants				
5 CFR 302, 337, 362.201; 5 USC 3309, 3319(b), c(2); DEOH 5-B 5 USC 2108 and 5 CFR 211	ACQ104	Apply federal rules on veterans' preference.	Policy	Mandatory	Shared Service Center/ Agency	3.5.2 Assess Candidates to be Referred	3.5.3 Apply Federal Rules on Preferences	3.5.4 Refer Candidates for Consideration		
5 USC 5755; 5 CFR 575, Subpart D	ACQ105	Use supervisory differentials IAW 5 USC 5755 and 5 CFR 575, Subpart D.	Policy	Mandatory	Shared Service Center/ Agency	3.6.1 Determine Terms of Offer				
5 USC 5379; 5 CFR 537	ACQ106	Use repayment of student loans IAW 5 USC 5379 and 5 CFR 537.	Policy	Mandatory	Shared Service Center/ Agency	3.6.1 Determine Terms of Offer				
5 CFR 315.301(a), 530, 531, 532, and 534; P.L. 108-201, Chapter 98 (NASA Flexibility Act of 2004)	ACQ107	Provide consultative support to the selecting official on employment offer parameters (e.g., recruitment incentives, pay setting).	Policy	Mandatory	Shared Service Center/ Agency	3.6.1 Determine Terms of Offer				

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 CFR	ACQ108	Extend a job offer to a selectee IAW statutes, regulations, policies, union contracts, other agreements, and any other guidelines.	Policy	Mandatory	Shared Service Center/ Agency	3.6.2 Extend Job Offer				
Best Business Practice	ACQ109	Capture applicant's response to offer.	Technology	Mandatory	Shared Service Center/ Agency	3.6.2 Extend Job Offer				
5 CFR	ACQ110	Support the negotiations of the terms of employment.	Policy	Mandatory	Shared Service Center/ Agency	3.6.3 Respond to Job Offer				
5 CFR 302.102(b)	ACQ111	Perform pre-employment processes based on a prospective employee's status in the Federal workforce.	Policy	Mandatory	Shared Service Center/ Agency	3.6.4 Initiate Pre-Employment Process	3.6.5 Certify Compliance with Pre-Employment Requirements			
5 CFR 576.202	ACQ112	Ensure that an individual who received a voluntary separation incentive payment within five years of reemployment repays the entire amount prior to the first day of reemployment IAW 5 CFR 576, Subpart A.	Policy	Mandatory	Shared Service Center/ Agency	3.6.5 Certify Compliance with Pre-Employment Requirements				
5 CFR 335, HCAAF, Sept 2005, p. V-16	ACQ113	Audit the vacancy case file, as appropriate IAW DEOH and 5 CFR 335.	Policy	Mandatory	Shared Service Center/ Agency	3.6.7 Close Out Case File				
Best Business Practice	ACQ114	Provide reporting tools for applicant data that allow for standard reporting.	Technology	Mandatory	Shared Service Center/ Agency	Cross-process				
Best Business Practice	ACQ115	Enable print/view resume capabilities for agencies.	Technology	Mandatory	Shared Service Center/ Agency	Cross-process	3.4.5 Receive Applicant Documentation			
Best Business Practice	ACQ116	Provide authorized personnel the capability to review recruitment status.	Technology	Mandatory	Shared Service Center/ Agency	Cross-process				

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	ACQ117	Provide secure transmission from SSC to agency.	Technology	Mandatory	Shared Service Center/ Agency	Cross-process				
HCAAF, Sept 2005	ACQ118	Track hiring cycle times.	Technology	Mandatory	Shared Service Center/ Agency	Cross-process				
Best Business Practice	ACQ119	Track performance measures outlined by Service Level Agreement.	Technology	Mandatory	Shared Service Center/ Agency	Cross-process				
HCAAF, Sept 2005, p. V-5, p. V-6, p. V-7, p. V-16; DEOH 3-A	ACQ120	Support the assessment of recruitment activities, including metrics.	Policy	Critical	Shared Service Center/ Agency	3.1.1 Analyze Staffing Needs				
Best Business Practice	ACQ121	Reflect the agency-specified "look and feel" in all vacancy announcement media.	Technology	Critical	Shared Service Center/ Agency	3.1.4 Develop Staff Acquisition Strategy	3.4.3 Announce Jobs			
Best Business Practice	ACQ122	Permit authorized individuals to create vacancy announcements in real time.	Technology	Critical	Shared Service Center/ Agency	3.4.3 Announce Jobs				
Best Business Practice	ACQ123	Utilize hyperlinks from announcements to direct applicants to more detailed information.	Technology	Critical	Shared Service Center/ Agency	3.4.3 Announce Jobs				
Best Business Practice	ACQ124	Allow managers to search against applicant and employee databases for qualified candidates.	Technology	Critical	Shared Service Center/ Agency	3.5.1 Determine Qualified/Eligible Applicants				
Best Business Practice	ACQ125	Anonymously track applicant race, national origin, and other demographic information.	Technology	Critical	Shared Service Center/ Agency	3.4.5 Receive Applicant Documentation				
Best Business Practice	ACQ126	Save job descriptions.	Technology	Useful	Shared Service Center/ Agency	3.3.1 Conduct Job Analysis				

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	ACQ127	Track return on investment of recruitment marketing activities.	Service	Useful	Shared Service Center/ Agency	3.4.3 Announce Jobs				
Best Business Practice	ACQ128	Enable candidates to submit application supporting documentation electronically.	Technology	Useful	Shared Service Center/ Agency	3.4.1 Finalize Applicant Sources	3.4.2 Conduct Pre-Announcement Recruitment	3.4.3 Announce Jobs	3.4.4 Apply for Employment	3.4.5 Receive Applicant Documentation
Best Business Practice	ACQ129	Allow potential applicants to register online (i.e., through the Internet) to receive automatic email notices whenever a job vacancy is posted in areas that interest them.	Technology	Useful	Shared Service Center/ Agency	3.4.1 Finalize Applicant Sources	3.4.2 Conduct Pre-Announcement Recruitment	3.4.3 Announce Jobs	3.4.4 Apply for Employment	3.4.5 Receive Applicant Documentation
Best Business Practice	ACQ130	Track applicant source.	Technology	Useful	Shared Service Center/ Agency	3.4.5 Receive Applicant Documentation				
Best Business Practice	ACQ131	Notify applicant of additional questions, forms or processes required to complete the application process.	Service	Useful	Shared Service Center/ Agency	3.4.5 Receive Applicant Documentation				
Best Business Practice	ACQ132	Submit all resumes received (electronically/mail/fax) to a searchable database.	Technology	Useful	Shared Service Center/ Agency	3.4.5 Receive Applicant Documentation				
Best Business Practice	ACQ133	Enable an applicant survey upon complete submission of an application.	Technology	Useful	Shared Service Center/ Agency	3.4.5 Receive Applicant Documentation				
Best Business Practice	ACQ134	Send notifications to applicants regarding missing documentation (e.g., college transcripts).	Service	Useful	Shared Service Center/ Agency	3.4.5 Receive Applicant Documentation				
Best Business Practice	ACQ135	Provide special notifications or tailored correspondence to applicants for unique recruitment situations.	Service	Useful	Shared Service Center/ Agency	3.5.1 Determine Qualified/Eligible Applicants				

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	ACQ136	Allow the applicant to be considered for other positions based on application data captured.	Technology	Useful	Shared Service Center/ Agency	3.5.4 Refer Candidates for Selection				
Best Business Practice	ACQ137	Capture the interviewer name or names.	Technology	Useful	Shared Service Center/ Agency	3.5.5 Assess Candidates for Selection				
Best Business Practice	ACQ138	Capture interview notes.	Technology	Useful	Shared Service Center/ Agency	3.5.5 Assess Candidates for Selection				
Best Business Practice	ACQ139	Track interview results.	Technology	Useful	Shared Service Center/ Agency	3,5,5 Assess Candidates for Selection				
Best Business Practice	ACQ140	Generate automatic interview reminders for interviewers and interviewees.	Technology	Useful	Shared Service Center/ Agency	3.5.5 Assess Candidates for Selection				
Best Business Practice	ACQ141	Track offer deadlines.	Technology	Useful	Shared Service Center/ Agency	3.6.2 Extend Job Offer				
Homeland Security Presidential Directive-12	ACQ142	Interface to a third-party system for background checks.	Technology	Useful	Shared Service Center/ Agency	3.6.4 Initiate Pre-Employment Processes	3.6.5 Certify Compliance with Pre-employment Requirements			
Best Business Practice	ACQ143	Schedule and track pre-employment processes.	Technology	Useful	Shared Service Center/ Agency	Cross-process				
<b>Senior Executive Service Specific Requirements</b>										
5 CFR 317, Part D, 5 USC 3392	ACQSES1	Apply qualifications for SES positions IAW Part D of 5 CFR 317.	Policy	Mandatory	Shared Service Center/ Agency	3.3.2 Develop Assessment Criteria	3.5.1 Determine Qualified/ Eligible Candidates	3.5.2 Assess Candidates to be Referred		
5 CFR 317, Part E, 5 USC 3392, 5 USC 3393	ACQSES2	Make career appointments to the SES IAW Part E of 5 CFR 317.	Policy	Mandatory	Shared Service Center/ Agency	3.4.3 Announce Jobs	3.5.1 Determine Qualified/ Eligible Candidates	3.5.2 Assess Candidates to be Referred	3.5.3 Apply Federal Rules on Preference	3.5.4 Refer Candidates for Consideration

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Linkages for ACQSES2 continued						3.5.5 Assess Candidates for Selection	3.5.6 Make Tentative Selection	3.5.7 Validate Selection	3.6.1 Determine Terms of Offer	3.6.3 Respond to Job Offer
						3.6.6 Bring Selectee on Board	3.6.7 Close Out Case File			
5 CFR 317, Part F, 5 USC 3392, 5 USC 3394	ACQSES3	Make noncareer and limited appointments to the SES IAW Part F of 5 CFR 317.	Policy	Mandatory	Shared Service Center/ Agency	3.2.1 Match Staffing Requests to Descriptions of Duties	3.2.3 Develop Staff Acquisition Plan	3.3.2 Develop Assessment Criteria	3.5.1 Determine Qualified/ Eligible Candidates	3.5.6 Make Tentative Selection
Linkages for ACQSES3 Continued						3.5.7 Validate Selections	3.6.1 Determine Terms of Offer	3.6.2 Extend Job Offer	3.6.3 Respond to Job Offer	3.6.4 Initiate Pre-Employment Processes
						3.6.5 Certify Compliance with Pre-employment Requirements	3.6.6 Bring Selectee on Board			
5 CFR 317, Part G, 5 USC 3392, 5 USC 3393	ACQSES4	Make SES career appointments using reinstatement IAW Part G of 5 CFR 317.	Policy	Mandatory	Shared Service Center/ Agency	3.1.2 Review Laws, Regulations, Policies, and Guidelines	3.3.2 Develop Assessment Criteria	3.3.3 Develop Assessment Approach	3.4.5 Receive Applicant Documentation	3.5.5 Assess Candidates for Selection
Linkages for ACQSES4 continued						3.5.6 Make Tentative Selection	3.5.7 Validate Selections	3.6.1 Determine Terms of Offer	3.6.2 Extend Job Offer	3.6.3 Respond to Job Offer
						3.6.4 Initiate Pre-Employment Processes	3.6.5 Certify Compliance with Pre-employment Requirements	3.6.6 Bring Selectee on Board		
5 CFR 317, Part I, 5 USC 3395	ACQSES5	Reassign, transfer, and detail members of the SES IAW Part I of 5 CFR 317.	Policy	Mandatory	Shared Service Center/ Agency	3.5.1 Determine Qualified/ Eligible Candidates	3.5.6 Make Tentative Selection	3.5.7 Validate Selection	3.6.1 Determine Terms of Offer	3.6.2 Extend Job Offer
Linkages for ACQSES5 continued						3.6.3 Respond to Job Offer	3.6.4 Initiate Pre-Employment Processes	3.6.5 Certify Compliance with Pre-employment Requirements		

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5 CFR 317, Part J	ACQSES6	Take SES corrective actions required by OPM IAW Part J of 5 CFR 317.	Policy	Mandatory	Shared Service Center/ Agency	3.5.3 Apply Federal Rules on Preferences	3.5.6 Make Tentative Selection	3.6.1 Determine Terms of Offer		
5 CFR 359, Part D	ACQSES7	Remove SES career appointees during probation IAW Part D of 5 CFR 359.	Policy	Mandatory	Shared Service Center/ Agency	3.5.3 Apply Federal Rules on Preferences				
5 CFR 359, Part F	ACQSES8	Remove SES career appointees as a result of reduction in IAW Part D of 5 CFR 359.	Policy	Mandatory	Shared Service Center/ Agency	3.4.1 Finalize Applicant Sources	3.5.1 Determine Qualified/ Eligible Candidates	3.5.2 Assess Candidates to be Referred	3.5.3 Apply Federal Rules on Preferences	3.5.4 Refer Candidates for Consideration
Linkages for ACQSES8 continued						3.5.5 Assess Candidates for Selection	3.6.2 Extend Job Offer	3.6.6 Bring Selectee on Board	3.6.7 Close Out Case File	
5 CFR 359, Part G	ACQSES9	Enforce placement rights and place SES appointees IAW Part G of 5 CFR 359.	Policy	Mandatory	Shared Service Center/ Agency	3.3.2 Develop Assessment Criteria	3.4.1 Finalize Applicant Sources	3.5.1 Determine Qualified/ Eligible Candidates	3.5.6 Make Tentative Selection	3.5.7 Validate Selection
Linkages for ACQSES9 continued						3.6.1 Determine Terms of Offer	3.6.2 Extend Job Offer	3.6.3 Respond to Job Offer		
5 USC 3132(d)	ACQSES 10	Establish practices to demonstrate a sustained effort to bring the agency or unit personnel system into conformity with the Senior Executive Service to the extent practicable, if excluded under the requirement of 5 USC 3132.	Policy	Mandatory	Shared Service Center/ Agency	3.2.3 Develop Staff Acquisition Plan				
5 CFR 330.102(a); 5 USC 3327	ACQSES 11	Notify the public promptly of Federal employment information IAW 5 CFR 330.	Policy	Mandatory	Shared Service Center/ Agency	3.4.3 Announce Jobs				
5 CFR 317	ACQSES 12	Validate that appointments of existing Schedule C and non-career Senior Executive Service employees to the positions in the competitive service are made in compliance with Merit Principles.	Policy	Mandatory	Shared Service Center/ Agency	3.5.7 Validate Selection				

## Appendix G – Performance Management Requirements

The Shared Service Center *may* have a role in providing and operating the facility or system to address the functionality, transaction, or process described by these requirements in accordance with the priority specified.

If an SSC chooses to offer services for any of the non-core services, it must meet the applicable mandatory requirements at the time such services are provided to the customer.

Nothing in these requirements implies or authorizes the performance of inherently governmental functions by non-governmental entities.

Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 USC 43, 97, 99; 5 CFR 430, 9701, 9901; HCAAF	PM1	Monitor changes that could have an impact on employee performance management.	Policy	Mandatory	Shared Service Center/ Agency	4.1.1 Review Laws, Regulations, Policies and Guidelines				
5 USC 43, 97, 99; 5 CFR 430, 9701, 9901; HCAAF	PM2	Communicate changes to stakeholders that could have an impact on employee performance management.	Policy	Mandatory	Shared Service Center/ Agency	4.1.1 Review Laws, Regulations, Policies, and Guidelines				
5 USC 43, 97, 99; 5 CFR 430, 9701, 9901; HCAAF	PM3	Communicate the agency performance management strategy to stakeholders using a variety of media.	Policy	Mandatory	Shared Service Center/ Agency	4.1.3 Communicate Agency Performance Management Strategy				

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
APPENDIX G – PERFORMANCE MANAGEMENT

Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 USC 43, 97, 99; 5 CFR 430, 9701, 9901, OPM Policy Document: "System Audit Tool: Performance Appraisal Assessment Tool" (PAAT); HCAAF	PM4	Design a performance management framework.	Policy	Mandatory	Shared Service Center/ Agency	4.2.1 Design Performance Management Framework	4.2.2 Develop Performance Management Program(s)			
5 CFR 430, 9701, and 9901; 5 USC 97 and 99	PM5	Use methods to make distinctions among employees or groups of employees IAW 5 CFR 430 and other applicable laws, rules and regulations.	Policy	Mandatory	Shared Service Center/ Agency	4.2.1 Design Performance Management Framework	4.2.2 Develop Performance Management Program(s)	4.2.3 Implement Performance Management Program(s)		
5 CFR 430, 9701, and 9901; 5 USC 43; 5 USC 97 and 99	PM6	Take action to improve performance management systems and programs IAW laws, regulations, policies, and guidelines.	Policy	Mandatory	Shared Service Center/ Agency	4.2.1 Design Performance Management Framework	4.2.2 Develop Performance Management Program(s)	4.4.1 Evaluate Performance Management Program Results	4.2.4 Assess Performance Management Program(s)_	4.4.2 Evaluate Long-term Impacts and Value of Performance Management Programs
5 USC 4312-4314; 5 CFR 430, subpart C	PM7	Support the development of performance management systems for members of the SES IAW with 5 USC 4312, 4313, and 5 CFR 430, subpart C.	Policy	Mandatory	Shared Service Center/ Agency	4.2.1 Design Performance Management Framework	4.2.2 Develop Performance Management Program(s)			
5 USC 43, 97, 99; 5 CFR 430, 9701, 9901, HCAAF; PAAT	PM8	Support the development of performance appraisal systems for non-SES employees IAW 5 USC 4302, 5 CFR 430, and other applicable laws, regulations, policies, and guidelines.	Policy	Mandatory	Shared Service Center/ Agency	4.2.1 Design Performance Management Framework				

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
APPENDIX G – PERFORMANCE MANAGEMENT

Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 USC 43, 97, 99; 5 CFR 430, 9701, 9901; HCAAF	PM9	Support the development of performance appraisal programs for non-SES employees IAW applicable agency appraisal systems, 5 CFR 430, subpart B, and laws, regulations, policies, and guidelines.	Policy	Mandatory	Shared Service Center/ Agency	4.2.2 Develop Performance Management Program(s)				
5 USC 43, 97, 99; 5 CFR 430, 9701, 9901; HCAAF; 5 CFR 93.404	PM10	Maintain records related to performance appraisal system(s) and program(s) IAW 5 CFR 430.209.	Policy	Mandatory	Shared Service Center/ Agency	4.2.1 Review Laws, Regulations, Policies and Guidelines	4.2.2 Develop Performance Management Program(s)	4.2.4 Assess Performance Management Program(s)	4.3.5 Finalize Performance Appraisal	4.4.1 Evaluate Performance Management Program Results
PM10 Process linkages continued						4.4.2 Evaluate Long-term Impacts and Value of Performance Management Programs				
5 CFR 430, subpart D; 5 USC 5307(d)	PM11	Support the application for certification of the SES and/or senior professional appraisal system(s) IAW 5 CFR 430, subpart D.	Policy	Mandatory	Shared Service Center/ Agency	4.2.2 Develop Performance Management Program(s)				
5 CFR 430, subpart D; 5 CFR 530.204	PM12	Provide data support for the SES and senior professional performance management system(s) IAW 5 CFR 430, subpart D, and other applicable guidance.	Policy	Mandatory	Shared Service Center/ Agency	4.1.1 Review Laws, Regulations, Policies, and Guidelines	4.2.2 Develop Performance Management Program(s)	4.2.3 Implement Performance Management Programs(s)	4.2.4 Assess Performance Management Programs	4.3.5 Finalize Performance Appraisal
PM12 Process linkages continued						4.4.1 Evaluate Performance Management Program Results	4.4.2 Evaluate Long-term Impacts and Value of Performance Management Programs			

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APPENDIX G – PERFORMANCE MANAGEMENT

Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 USC 2302 and 2303; CFR 430, Federal Workforce Flexibility Act; HCAAF; 5 USC 97 and 99	PM13	Conduct performance management training IAW laws, regulations, policies and guidelines.	Policy	Mandatory	Shared Service Center/ Agency	4.2.3 Implement Performance Management Program(s)	4.3.1 Establish Individual Performance Requirements	4.3.2 Conduct Feedback	4.3.3 Complete Final Performance Appraisal	
5 USC 43, 97, 99; 5 CFR 430, 9701, 9901; HCAAF	PM14	Develop communication materials regarding performance management program.	Policy	Mandatory	Shared Service Center/ Agency	4.2.3 Implement Performance Management Program(s)				
5 USC 43, 97, 99; 5 CFR 430, 9701, 9901; HCAAF	PM15	Implement performance management program IAW laws, regulations, policies. and guidelines.	Policy	Mandatory	Shared Service Center/ Agency	4.2.3 Implement Performance Management Program(s)				
HCAAF ; 5 USC 43, 97, 99; 5 CFR 430, 9701, 9901	PM16	Communicate performance appraisal system(s) and program(s) to appropriate individuals IAW laws, regulations, policies, and guidelines.	Policy	Mandatory	Shared Service Center/ Agency	4.2.3 Implement Performance Management Program(s)				
5 USC 4302(c), 97, and 99; PAAT	PM17	Maintain a performance appraisal system electronically in accordance with 5 USC4302.	Technology	Critical	Shared Service Center/ Agency	4.2.1 Design Performance Management Framework	4.2.3 Implement Performance Management Program(s)	4.2.4 Assess Performance Management Programs	4.3.1 Establish Individual Performance Requirements	4.3.3 Complete Final Performance Appraisal
PM17 Process linkages continued						4.3.5 Finalize Performance Appraisal	4.4.1 Evaluate Performance Management Program Results			
5 USC 43, 97, 99; 5 CFR 430, 9701, 9901; PAAT ; HCAAF	PM18	Evaluate performance appraisal systems and programs IAW 5 CFR 430.209, laws, regulations, policies and guidelines.	Policy	Mandatory	Shared Service Center/ Agency	4.4.1 Evaluate Performance Management Program Results	4.4.2 Evaluate Long-term Impacts and Value of Performance Management Programs	4.2.4 Assess Performance Management Programs		

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
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Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 USC 43, 97, 99; 5 CFR 430, 9701, 9901; PAAT ; HCAAF	PM19	Provide data support for the non-SES performance management system(s).	Service	Mandatory	Shared Service Center/ Agency	4.1.1 Review Laws, Regulations, Policies and Guidelines	4.2.2 Develop Performance Management Program(s)	4.2.3 Implement Performance Management Program(s)	4.2.4 Assess Performance Management Programs	4.3.5 Finalize Performance Appraisal
PM19 Process linkages continued						4.4.1 Evaluate Performance Management Program Results	4.4.2 Evaluate Long-term Impacts and Value of Performance Management Programs			
5 USC 43, 97, 99; 5 CFR 430, 9701, 9901	PM20	Support the development of employee performance plans IAW 5 CFR 430 and other applicable laws, regulations, policies, and guidelines.	Policy	Mandatory	Shared Service Center/ Agency	4.3.1 Establish Individual Performance Requirements	4.2.2 Develop Performance Management Program(s)			
5 USC 43, 97, 99; 5 CFR 430, subpart C; 5 CFR 430.209; 5 CFR 9701 and 9901	PM21	Provide consultative support to supervisors during the performance management process in accordance with applicable laws, regulations, policies, and guidelines.	Service	Critical	Shared Service Center/ Agency	4.3.1 Establish Individual Performance Requirements	4.3.2 Conduct Feedback	4.3.3 Complete Final Performance Appraisal	4.3.4 Discuss Final Performance Appraisal	4.3.5 Finalize Performance Appraisal
5 CFR 430.310; 5 USC 97, 99, and 4314	PM22	Support the administration of performance review boards IAW 5 CFR 430.310 and 5 USC 4314.	Policy	Mandatory	Shared Service Center/ Agency	4.3.5 Finalize Performance Appraisal	4.3.3 Complete Final Performance Appraisal			
5 USC 97 and 99; 5 CFR 430.209	PM23	Report ratings of record data to the centralized data record; IAW OPM reporting requirements and standards.	Policy	Mandatory	Shared Service Center/ Agency	4.3.5 Finalize Performance Appraisal				

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
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Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 CFR 430.209; 5 CFR 293; 5 USC 97 and 99	PM24	Transfer an employee's performance ratings (e.g., ratings of record, any subsequent performance ratings) when an employee transfers to another agency or is assigned to another organization within the agency in compliance with 5 CFR 293 and OPM instructions.	Policy	Mandatory	Shared Service Center/ Agency	4.3.5 Finalize Performance Appraisal				
5 CFR 430.209; 5 USC 97 and 99	PM25	Support the submission of performance appraisal systems and programs documentation to OPM.	Policy	Mandatory	Shared Service Center/ Agency	4.2.1 Design Performance Management Framework	4.2.2 Develop Performance Management Program(s)	4.2.4 Assess Performance Management Program(s)		
5 USC 97 and 99	PM26	Support the development of performance standards.	Service	Critical	Shared Service Center/ Agency	4.2.1 Design Performance Management Framework	4.2.2 Develop Performance Management Program(s)	4.3.1 Establish Individual Performance Requirements		
Best Business Practice	PM27	Provide for employee goal and achievement tracking.	Technology	Critical	Shared Service Center/ Agency	4.2.3 Implement Performance Management Program(s)				
Best Business Practice	PM28	Provide follow-up to ensure reviews are done.	Technology	Critical	Shared Service Center/ Agency	4.2.3 Implement Performance Management Program(s)				
Best Business Practice	PM29	Support use of performance ratings to determine pay increases (e.g., pay for performance).	Technology	Critical	Shared Service Center/ Agency	4.2.3 Implement Performance Management Program(s)	4.3.5 Finalize Performance Appraisal			
Best Business Practice	PM30	Track performance ratings by Demographics.	Technology	Mandatory	Shared Service Center/ Agency	4.2.3 Implement Performance Management Program(s)	4.4.1 Evaluate Performance Management Program Results			
Best Business Practice	PM31	Document employee coaching free-form comments.	Technology	Useful	Shared Service Center/ Agency	4.2.3 Implement Performance Management Program(s)	4.3.2 Conduct Feedback			

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
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Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	PM32	Support recurring performance reviews.	Technology	Critical	Shared Service Center/ Agency	4.2.1 Design Performance Management Framework	4.2.3 Implement Performance Management Program(s)	4.3.2 Conduct Feedback		
Best Business Practice	PM33	Provide the capability to set appraisal cycle parameters.	Technology	Critical	Shared Service Center/ Agency	4.2.1 Design Performance Management Framework	4.2.3 Implement Performance Management Program(s)	4.3.5 Finalize Performance Appraisal		
Best Business Practice	PM34	Support the development of guidelines for measuring performance against identified expectations.	Service	Critical	Shared Service Center/ Agency	4.2.1 Design Performance Management Framework	4.2.2 Develop Performance Management Program (s)	4.2.3 Implement Performance Management Program(s)	4.3.1 Establish Individual Performance Requirements	
Best Business Practice	PM35	Track performance progress.	Technology	Mandatory	Shared Service Center/ Agency	4.2.1 Design Performance Management Framework	4.2.3 Implement Performance Management Program(s)	4.3.2 Conduct Feedback		
Best Business Practice	PM36	Use automated workflow to support the performance management process.	Technology	Mandatory	Shared Service Center/ Agency	4.2.1 Design Performance Management Framework	4.2.3 Implement Performance Management Program(s)	4.3.5 Finalize Performance Appraisal		
Best Business Practice	PM37	Archive performance management information.	Technology	Mandatory	Shared Service Center/ Agency	4.2.1 Design Performance Management Framework	4.2.3 Implement Performance Management Program(s)			
Best Business Practice	PM38	Provide the capability to capture employee input and document employee accomplishments online.	Technology	Critical	Shared Service Center/ Agency	4.2.1 Design Performance Management Framework	4.2.3 Implement Performance Management Program(s)			
Best Business Practice	PM39	Notify individuals of performance management events.	Technology	Critical	Shared Service Center/ Agency	4.2.1 Design Performance Management Framework	4.2.3 Implement Performance Management Program(s)	4.3.1 Establish Individual Performance Requirements	4.3.2 Conduct Feedback	

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
APPENDIX G – PERFORMANCE MANAGEMENT

Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
PM39 Process linkages continue						4.3.3 Complete Final Performance Appraisal				
Best Business Practice	PM40	Provide access to electronic information files on performance management including policies, guidelines, and forms.	Technology	Critical	Shared Service Center/ Agency	4.2.1 Design Performance Management Framework	4.2.2 Develop Performance Management Program (s)	4.2.3 Implement Performance Management Program(s)		
Best Business Practice	PM41	Provide help-desk support for performance management .	Service	Mandatory	Shared Service Center/ Agency	4.2.1 Design Performance Management Framework	4.2.3 Implement Performance Management Program(s)	4.3.1 Establish Individual Performance Requirements	4.3.2 Conduct Feedback	4.3.3 Complete Final Performance Appraisal
PM41 Process linkages continued						4.3.4 Discuss Final Performance Appraisal	4.3.5 Finalize Performance Appraisal			
Best Business Practice	PM42	Provide automated support for the evaluation of performance management.	Technology	Critical	Shared Service Center/ Agency	4.2.4 Assess Performance Management Program (s)	4.4.1 Evaluate Performance Management Program Results	4.4.2 Evaluate Long-term Impacts and Value of Performance Management Programs		
Best Business Practice	PM43	Make performance management appraisal information available to other HR systems.	Technology	Critical	Shared Service Center/ Agency	4.2.1 Design Performance Management Framework	4.2.3 Implement Performance Management Program(s)	4.3.5 Finalize Performance Appraisal		

## Appendix H – Compensation Management Requirements (Non-core)

The Shared Service Center *may* have a role in providing and operating the facility or system to address the functionality, transaction, or process described by these requirements in accordance with the priority specified.

If an SSC chooses to offer services for any of the non-core services, it must meet the applicable mandatory requirements at the time such services are provided to the customer.

Nothing in these requirements implies or authorizes the performance of inherently governmental functions by non-governmental entities.

Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 USC, Chapters 45, 53, 57 (subchapter IV), 59, 61, 63, 97, and 99; 38 USC, Chapter 74; 5 CFR 591.204, 241, 242; Financial Institutions Reform, Recovery and Enforcement Act (FIRREA)	LTC1	Track compensation trends in accordance with (IAW) applicable laws, rules, regulations and guidelines.	Policy	Mandatory	Shared Service Center/ Agency	5.1.1 Review Laws, Regulations, Policies and Trends	5.1.2 Identify Parity Issues			
38 USC; 5 CFR 532.229 and 591.240-242	LTC2	Support agency participation in committees IAW applicable laws, policies, and regulations.	Policy	Mandatory	Shared Service Center/ Agency	5.1.2 Identify Parity Issues	5.1.4 Implement Compensation Program			
5 CFR 531.403, 404, 407	LTC3	Ensure that equivalent increases occur IAW CFR 531 and other applicable laws, rules, regulation,s and guidelines.	Policy	Mandatory	Shared Service Center/ Agency	5.1.3 Establish Compensation Program	5.3.1 Identify Employees to Receive Pay or Leave Change	5.3.2 Process Pay or Leave Change	5.3.3 Communicate Pay or Leave Change	

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
APPENDIX H – COMPENSATION MANAGEMENT (NON-CORE)

Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 USC 63, Subchapter IV, and 99; 38 USC; 5 CFR 430.405; 5 CFR 451.106; 5 CFR 534.405; 5 CFR 537.110; 5 CFR 531.507; 5 CFR 551.402; 5 CFR 575; 5 CFR 591.104; 5 CFR 630	LTC4	Maintain compensation management records IAW applicable laws, rules, regulations, and guidelines.	Policy	Mandatory	Shared Service Center/ Agency	5.1.3 Establish Compensation Program	5.1.4 Implement Compensation Program	5.2.2 Determine Eligibility for Bonus or Award	5.2.3 Set Bonus or Award Pay	5.2.4 Deliver Discretionary Compensation Communication
Process linkages LTC4 Continued						5.4.2 Schedule Employees	5.5.7 Perform Periodic Reporting			
5 USC 5305; 5 CFR 530, subpart C	LTC5	Support administration of special rates IAW 5 USC and 5 CFR 530, Subpart C.	Policy	Mandatory	Shared Service Center/ Agency	5.1.3 Establish Compensation Program				
5 CFR 430, Subpart B; 5 CFR 537.108	LTC6	Support the repayment of student loans IAW 5 CFR 537.108 and 5 CFR 430 Subpart B.	Policy	Mandatory	Shared Service Center/ Agency	5.1.3 Establish Compensation Program	5.1.4 Implement Compensation Program	5.3.1 Identify Employees to Receive Pay or Leave Change		
5 USC CH 59, Subchapter I and 5948; 5 CFR 591, subparts B and C; 591.103-104, 591, subpart A and 595.106	LTC7	Support the administration of allowances IAW 5 CFR 591, subpart C; 5 USC, Chapter 59, or other applicable laws, rules, regulations, and guidelines.	Policy	Mandatory	Shared Service Center/ Agency	5.1.3 Establish Compensation Program	5.1.4 Implement Compensation Program	5.1.5 Create Compensation Program Communications Approach and Content	5.3.1 Identify Employees to Receive Pay or Leave Change	5.3.2 Process Pay or Leave Change
Process Linkage LTC7 Continued						5.3.3 Communicate Pay or Leave Change				

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
 APPENDIX H – COMPENSATION MANAGEMENT (NON-CORE)

Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 USC Ch 63, 3582, and 5551; 38 USC; 5 CFR, 550 subpart L and 630	LTC8	Support leave administration IAW 5 USC Chapter 63, 5 CFR 630 and other applicable laws, regulations and guidelines relating to alternative leave system.	Policy	Mandatory	Shared Service Center/ Agency	5.1.3 Establish Compensation Program	5.1.4 Implement Compensation Program	5.1.5 Create Compensation Program Communications Approach and Content	5.3.1 Identify Employees to Receive Pay or Leave Change	5.3.2 Process Pay or Leave Change
Process Linkage LTC8 Continued						5.3.3 Communicate Pay or Leave Change	5.4.1 Manage Usage of Leave and Paid Time Off	5.4.2 Schedule Employees	5.4.3 Attest Attendance Data	5.4.4 Certify Employee Attendance Data
5 USC Ch 47 and 95; 38 USC, 42 USC; 5 CFR 470.317; 5 CFR Chapter XCIX and Part 9901 (NSPS); 5 CFR Chapter XCVII and Part 9701 (DHS; HCAAF Section IV: Pay for Performance, page IV-22 (Sept 2005)	LTC9	Provide support for alternative compensation systems that vary from OPM-administered core systems IAW applicable laws, rules, regulations and guidelines.	Policy	Mandatory	Shared Service Center/ Agency	5.1.3 Establish Compensation Program	5.1.4 Implement Compensation Program	5.1.5 Create Compensation Program Communications Approach and Content	5.3.1 Identify Employees to Receive Pay or Leave Change	5.3.2 Process Pay or Leave Change
Process Linkage LTC9 Continued						5.3.3 Communicate Pay or Leave Change	5.5.7 Perform Periodic Reporting	4.2.4 Assess Performance Management Programs	4.4.1 Evaluate Performance Management Program Results	4.4.2 Evaluate Long-term Impacts and Value of Performance Management Programs

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
 APPENDIX H – COMPENSATION MANAGEMENT (NON-CORE)

Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 USC Ch 47 and 95; 38 USC; 5 USC 5341; 5 CFR 532, subpart B; 5 CFR Chapter XCIX and Part 9901 (NSPS); 5 CFR Chapter XCVII and Part 9701 (DHS); Federal Wage System Operating Manuals	LTC10	Provide support for market-based pay surveys IAW applicable laws, rules, regulations and guidelines.	Policy	Mandatory	Shared Service Center/ Agency	5.1.1 Review Laws, Regulations, Policies and Trends	5.1.2 Identify Parity Issues	5.1.3 Establish Compensation Program	5.1.4 Implement Compensation Program	
5 USC Ch 47 and 95; 38 USC; 42 USC; 5 CFR, Parts 451, 530, 531, 532, 534, 536, 537, 550, 551, 553, 557, 575, 576, 581, 582, 591, 595, 610, 630; 5 CFR Chapter XCIX and Part 9901 (NSPS); 5 CFR Chapter XCVII and Part 9701 (DHS)	LTC11	Support the implementation of corrective actions IAW applicable laws, rules, regulations, and guidelines.	Policy	Mandatory	Shared Service Center/ Agency	5.1.3 Establish Compensation Program	5.1.4 Implement Compensation Program	5.2.1 Identify Bonus and Awards Payout Strategies	5.3.1 Identify Employees to Receive Pay or Leave Change	5.3.2 Process Pay or Leave Change
Process Linkage LTC11 Continued						5.3.3 Communicate Pay or Leave Change				

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
 APPENDIX H – COMPENSATION MANAGEMENT (NON-CORE)

Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 USC, Ch 45, 53, 57 (subchapter IV), 59, 61, 63, 97 and 99; 38 USC; 5 CFR Part 451;HCAAF Section IV: Awards, page IV-19 (Sept 2005); FIRREA	LTC12	Support compensation program implementation IAW 5 CFR and 5 USC.	Technology	Mandatory	Shared Service Center/ Agency	5.1.4 Implement Compensation Program				
5 USC, Chapters 45, 53, 57 (subchapter IV), 59, 61, 63, 97 and 99; 38 USC; 5 CFR Part 451;HCAAF Section IV: Awards, page IV-19 (Sept 2005); FIRREA	LTC13	Support compensation program development IAW 5 CFR and 5 USC.	Policy	Mandatory	Shared Service Center/ Agency	5.1.4 Implement Compensation Program				
5 USC, Chapters 45, 53, 57 (subchapter IV), 59, 61, 63, 97 and 99; 38 USC; 5 CFR Part 451;HCAAF Section IV: Awards, page IV-19 (Sept 2005); FIRREA	LTC14	Provide training on compensation management IAW applicable laws, rules, regulations, and guidelines.	Service	Critical	Shared Service Center/ Agency	5.1.5 Create Compensation Program Communication Approach and Content	5.2.1 Identify Bonus and Awards Payout Strategies			

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
 APPENDIX H – COMPENSATION MANAGEMENT (NON-CORE)

Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 USC 97, 99, 4505, 4507 and 4509; 5 CFR 451, subpart A, 5 CFR 534; HCAAF Section IV: Awards, page IV-19 (Sept 2005); EO 11438	LTC15	Support agency award programs IAW 5 CFR 451, subpart IAW or other applicable laws, rules, regulations and guidelines.	Policy	Mandatory	Shared Service Center/ Agency	5.2.1 Identify Bonus and Awards Payout Strategies	5.2.2 Determine Eligibility for Bonus or Award	5.2.3 Set Bonus or Award	5.2.4 Deliver Discretionary Compensation Communication	5.4.4 Certify Employee Attendance Data
5 USC, Ch 59; 5 CFR 575	LTC16	Support the administration of differentials IAW 5 USC, Chapter 59 and 5 CFR, Chapter 575, and other applicable laws, rules, regulations, and guidelines.	Policy	Mandatory	Shared Service Center/ Agency	5.3.1 Identify Employees to Receive Pay or Leave Change				
38 USC; 5 CFR 451.106; 5 CFR 430.405; 5 CFR 531.413; 5 CFR 531.507; 5 CFR 534.405; 5 CFR 575.407; 5 CFR 591.104; 5 CFR 630.408; 5 CFR 630.1012; 5 CFR 630.1211; OPM Operating Manual, Federal Workforce Reporting Systems (OPM Manual)	LTC17	Support reporting requirements IAW applicable laws, rules, regulations, and guidelines.	Policy	Mandatory	Shared Service Center/ Agency	5.5.7 Perform Periodic Reporting				

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
 APPENDIX H – COMPENSATION MANAGEMENT (NON-CORE)

Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 USC Ch 47 and 95; 38 USC; 5 USC 301; 5 CFR Chapter XCIX and Part 9901 (NSPS); 5 CFR Chapter XCVII and Part 9701 (DHS); 5 CFR 610.305; HCAAF Section IV: Pay for Performance, page IV-22 (Sept 2005); Washington, DC, Area Dismissal or Closure Procedures CPM (Nov 2005); Federal Executive Boards (FEBs) guidelines	LTC18	Provide support for communication strategies of compensation policies IAW laws, regulations, rules, and guidelines.	Policy	Mandatory	Shared Service Center/ Agency	5.1.5 Create Compensation Program Communications Approach and Content	4.1.3 Communicate Agency Performance Management Strategy	4.2.3 Implement Performance Management Program(s)		

## Appendix I – Human Resources Development Requirements

The Shared Service Center *may* have a role in providing and operating the facility or system to address the functionality, transaction, or process described by these requirements in accordance with the priority specified.

Shared Service Centers must take into account e-Gov initiatives and capitalize on existing and planned systems initiatives.

If an SSC chooses to offer services for any of the non-core services, it must meet the applicable mandatory requirements at the time such services are provided to the customer.

Nothing in these requirements implies or authorizes the performance of inherently governmental functions by non-governmental entities.

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
OPM Training Policy Handbook; 5 CFR 210; 5 USC 4107; 5 CFR 410	HRD1	Provide academic degree training IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training
OPM Training Policy Handbook; 5 CFR 210; 5 USC 4109	HRD2	Assign training IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
OPM Training Policy Handbook; 5 CFR 210; 5 USC 4108	HRD3	Prepare continued service agreements IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training
OPM Training Policy Handbook; 5 CFR 210; Title 17	HRD4	Comply with copyright laws when preparing training material IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training
OPM Training Policy Handbook; 5 CFR 210; 42 USC 2000; EO 11348; 5 USC 2301; 5 USC 4103; 5 CFR 335; 5 CFR 410	HRD5	Uphold equal employee opportunity concerns and Merit System Principles when operating training program IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training
OPM Training Policy Handbook; 5 CFR 210; 29 CFR 1614; 5 CFR 410; 5 USC 4109; 5 USC 310229 USC 791; 38 USC 4214	HRD6	Address employees with disabilities issues IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
OPM Training Policy Handbook; 5 CFR 210; 5 CFR 2638; 5 CFR 2635; 31 USC 1353; 5 USC 4111; 18 USC 209	HRD7	Address ethical issues related to training IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training
OPM Training Policy Handbook; 5 CFR 210; 31 USC 3324; 5 USC 4109; 5 USC 4110; 5 CFR 301; 5 CFR 410; 41 CFR 302; 5 USC 5704	HRD8	Manage expenses related to training IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training
OPM Training Policy Handbook; 5 CFR 210; EO 11348	HRD9	Provide interagency training IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training
OPM Training Policy Handbook; 5 CFR 210; 5 USC 41; 5 CFR 410	HRD10	Offer meetings and conferences IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training

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OPM Training Policy Handbook; 5 CFR 210; 5 USC 4109; 5 USC 5946	HRD11	Process training actions related to professional memberships IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training
OPM Training Policy Handbook; 5 CFR 210; 5 CFR 410; 5 CFR 551; 29 CFR 785	HRD12	Manage employee pay related to training IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training
OPM Training Policy Handbook; 5 CFR 210; 5 USC 41; EO 11348; 31 USC 1502; 31 USC 1535; OMB Circular A-76	HRD13	Procure training IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training
OPM Training Policy Handbook; 5 CFR 210; 5 CFR 410	HRD14	Manage records of plans, activities and expenditures related to training IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training

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OPM Training Policy Handbook; 5 CFR 210	HRD15	Provide required training IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training
OPM Training Policy Handbook; 5 CFR 210; 5 CFR 410; EO 11348; 5 USC 4103; 29 USC 19; 5 CFR 351	HRD16	Provide retraining of employees IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training
OPM Training Policy Handbook; 5 CFR 210; 5 CFR 213; 5 USC 41; 5 CFR 410; 5 USC 4107-4109; 38 USC 3681; 5 CFR 213	HRD17	Operate the Student Educational Employment Program IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training
OPM Training Policy Handbook; 5 CFR 210; PL 104-66; 5 USC 4103; EO 11348; 5 CFR 410; PL 103-62	HRD18	Conduct training needs assessments IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
OPM Training Policy Handbook; 5 CFR 210; PL 87-195; 22 USC 2357; 31 USC 3302; PL 91-648; 5 CFR 334	HRD19	Train non-government employees IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training
OPM Training Policy Handbook; 5 CFR 210; 5 USC 4112; PL 104-208	HRD20	Account for the use of government funds for training IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training
OPM Training Policy Handbook; 5 CFR 210; 41 CFR 101	HRD21	Offer worksite educational programs IAW OPM's Training Policy Handbook.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.2.2 Identify/ Propose HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.2 Design HRD Program Content	7.4.4 Administer Training
5 CFR 410.204	HRD22	Conduct required agency-specific training.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.4.5 Deliver HRD Program			
E-Government Act of 2002, Section 3702(f)	HRD23	Administer the provisions of the E-Government Act of 2002, as they relate to training.	Policy	Mandatory	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.4.4 Administer Training			

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5 CFR 412.104(e)(1)	HRD24	Manage Senior Executive Service (SES) development programs IAW 5 CRF 412.	Policy	Mandatory	Shared Service Center/ Agency	7.2.1 Determine Competencies to be Addressed by HRD	7.3.2 Design HRD Program content	7.2.3 Analyze, Prioritize, and Select HRD Programs and/or Learning Opportunities to be Implemented	7.4.1 Pilot HRD Program	7.4.2 Revise HRD Content and Methods of Delivery
Linkages for HRD24 continued						7.4.3 Announce HRD Program	7.4.4 Administer Training	7.4.5 Deliver HRD Program	7.5.1 Create or Update Individual Development Plan (IDP)	7.5.2 Execute Individual Development Plan
						7.5.3 Assess Progress Against Individual Development Plan (IDP)				
5 CFR 410.202, 5 CFR 410.301	HRD25	Integrate position requirements with training program development needs.	Service	Mandatory	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity				
5 CFR 412.104(e)(1)	HRD26	Comply with all Senior Executive Service (SES) development program guidelines IAW 5 CFR 412.	Policy	Mandatory	Shared Service Center/ Agency	7.3.3 Select HRD Provider	7.3.4 Develop HRD Program	7.3.2 Design HRD Program Content		

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 CFR 410.701(b); OPM Training Policy Handbook; 5 CFR 410.701 The Guide to Personnel Recordkeeping 3-40; 5 CFR 293 Title 5 CFR 410.601; 5 USC 4115	HRD27	Report and maintain employee training data and records in accordance with the Guide to Personnel Recordkeeping.	Policy	Mandatory	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD28	Research emerging trends and best practices for education and training delivery practices.	Service	Critical	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies and Guidelines	7.1.3 Communicate Agency HRD Policy	7.3.2 Design HRD content	7.4.4 Administer Training	
Best Business Practice	HRD29	Provide an automated mechanism to track employee attendance in the program.	Technology	Critical	Shared Service Center/ Agency	7.1.1 Review Laws, Regulations, Policies and Guidelines	7.4.5 Deliver HRD Program			
5 USC Ch 41; 5 CFR	HRD30	Identify performance criteria for measuring desired results for each approved human resource development (HRD) program and/or learning opportunity.	Service	Critical	Shared Service Center/ Agency	7.1.2 Develop Agency HRD Policy	7.3.4 Develop HRD Program	7.3.2 Design HRD Program Content	7.4.2 Revise HRD Content and Methods of Delivery	
5 USC Ch 41; 5 CFR	HRD31	Identify and describe the target audience(s) for each agency-approved human resource development (HRD) program and/or learning opportunity.	Service	Critical	Shared Service Center/ Agency	7.1.3 Communicate Agency HRD Vision	7.3.2 Design HRD Program Content	7.3.1 Conduct Training Needs Analysis for each Approved HRD Program and/or Learning Opportunity	7.4.4 Administer Training	

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	HRD32	Support communication of success stories to identify opportunities and benefits associated with a learning initiative.	Service	Critical	Shared Service Center/ Agency	7.1.3 Communicate Agency HRD Vision	7.2.2 Identify/ Propose HRD Program			
Best Business Practice	HRD33	Support communication of learning impact on business performance.	Service	Critical	Shared Service Center/ Agency	7.1.3 Communicate Agency HRD Vision	7.4.3 Announce HRD Program	7.6.2 Analyze HRD Program Results	7.6.3 Evaluate Long-term Impacts and Value of HRD Programs	
Best Business Practice	HRD34	Provide tools to gather employee, manager and executive input on competency.	Technology	Critical	Shared Service Center/ Agency	7.2.1 Determine Competencies to be Addressed by HRD				
Best Business Practice	HRD35	Provide consultative support to determine competencies that can be used as a basis for performance management systems.	Service	Critical	Shared Service Center/ Agency	7.2.1 Determine Competencies to be Addressed by HRD				
Best Business Practice	HRD36	Provide consultative support to prioritize competency gaps to be addressed by employee development.	Service	Critical	Shared Service Center/ Agency	7.2.1 Determine Competencies to be Addressed by HRD				
Best Business Practice	HRD37	Provide consultative support to create and revise a competency model.	Service	Critical	Shared Service Center/ Agency	7.2.1 Determine Competencies to be Addressed by HRD				
5 USC Ch 41; 5 CFR	HRD38	Predict human resource development (HRD) program life span.	Service	Critical	Shared Service Center/ Agency	7.2.2 Identify/ Propose HRD Program	7.3.5 Establish Overall Implementation Time Frames and Predict Program Life Span			
5 CFR 410.204	HRD39	Use full range of options to meet mission related organizational and employee development needs, e.g., classroom training, on-the-job training.	Service	Critical	Shared Service Center/ Agency	7.2.2 Identify/ Propose HRD Program	7.2.3 Analyze, Prioritize, and Select HRD Programs and/or Learning Opportunities to be Implemented			

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Best Business Practice	HRD40	Support periodic needs analysis.	Service	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.6.1 Evaluate HRD Program			
Best Business Practice	HRD41	Identify best practices that underlie program content and methods of delivery.	Service	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.4.1 Pilot HRD Program	7.4.2 Revise HRD Content and Methods of Delivery	7.3.4 Develop HRD Program	
Best Business Practice	HRD42	Identify guidelines and instructional methods for the employee development program.	Service	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity				
Best Business Practice	HRD43	Provide tools to identify developmental and training needs of current employees.	Technology	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity				
5 CFR 410.203	HRD44	Provide tool for agencies to document their projected training needs.	Technology	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity				

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5 CFR 410.202	HRD45	Identify learning approaches that will improve results and eliminate inefficiencies.	Service	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity				
5 CFR 410.203 (a)	HRD46	Devise learning and development strategies to address prioritized competencies.	Service	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity				
5 CFR 410.201 and 410.302	HRD47	Identify learning and development infrastructure requirements.	Service	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity				
Best Business Practice	HRD48	Identify learning program objectives.	Service	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.6.2 Analyze HRD Program Results			
5 CFR 410.201 and 410.302	HRD49	Identify required e-Learning infrastructure.	Service	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity				

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 CFR 410.710	HRD50	Track employee training and development needs.	Technology	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity				
Best Business Practice	HRD51	Provide in-house training course catalogs with supporting descriptions and schedules.	Service	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity				
5 USC Ch 41; 5 CFR	HRD52	Develop human resource development (HRD) program content and materials.	Service	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.6 Review and Validate HRD Program			
Best Business Practice	HRD53	Provide tools to predict future employee development and training needs.	Technology	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity				
Best Business Practice	HRD54	Identify functional areas in which new or expanded interagency training activity is needed.	Service	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity				

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Best Business Practice	HRD55	Measure work processes to identify improvement opportunities sub-function.	Technology	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity				
Best Business Practice	HRD56	Identify knowledge management databases.	Service	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity				
Best Business Practice	HRD57	Survey sampling of target audience groups to determine learning styles, aptitude, prior knowledge of program content, attitudes, and perceptions.	Service	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.3.4 Develop HRD Program			
5 CFR 410.204	HRD58	Analyze alternative education and training delivery methods.	Service	Critical	Shared Service Center/ Agency	7.3.2 Design HRD Program Content	7.1.1 Review Laws, Regulations, Policies, and Guidelines	7.1.3 Communicate Agency HRD Vision		
Best Business Practice	HRD59	Obtain employee development program objectives to determine optimum method(s) of delivery.	Service	Critical	Shared Service Center/ Agency	7.3.2 Design HRD Program Content	7.1.1 Review Laws, Regulations, Policies, and Guidelines			
Best Business Practice	HRD60	Identify method(s) of delivery to support employee development program learning goals and objectives.	Service	Critical	Shared Service Center/ Agency	7.3.2 Design HRD Program Content	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.2.2 Identify/ Propose HRD Program		

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Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	HRD61	Propose method(s) of delivery to accomplish employee development program learning goals and objectives.	Service	Critical	Shared Service Center/ Agency	7.3.2 Design HRD Program Content	7.2.2 Identify/ Propose HRD Program	7.2.2 Identify/ Propose HRD Program		
Best Business Practice	HRD62	Identify knowledge-sharing opportunities.	Technology	Critical	Shared Service Center/ Agency	7.3.3 Select HRD Program Provider				
5 USC Ch 41; 5 CFR	HRD63	Determine frequency and timing of human resource development (HRD) program offerings.	Service	Critical	Shared Service Center/ Agency	7.3.5 Establish Overall Implementation Time Frames and Predict Program Life Span	7.3.6 Review and Validate HRD Program			
Best Business Practice	HRD64	Apply project management best practices to implement and maintain HRD programs in accordance with agency direction.	Service	Critical	Shared Service Center/ Agency	7.3.5 Establish Overall Implementation Time Frames and Predict Program Life Span	7.3.6 Review and Validate HRD Program	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.4.4 Administer Training	7.4.5 Deliver HRD Program
Linkages for HRD64 continued						7.5.3 Assess Progress Against Individual Development Plan (IDP)				
Best Business Practice	HRD65	Generate pre- and post-testing and followup evaluations.	Technology	Critical	Shared Service Center/ Agency	7.3.6 Review and Validate HRD Program	7.4.4 Administer Training			
Best Business Practice	HRD66	Pilot HRD program.	Service	Critical	Shared Service Center/ Agency	7.4.1 Pilot HRD Program				

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Best Business Practice	HRD67	Communicate pilot program goals.	Service	Critical	Shared Service Center/ Agency	7.4.1 Pilot HRD Program				
Best Business Practice	HRD68	Communicate participant responsibilities for the pilot program.	Service	Critical	Shared Service Center/ Agency	7.4.1 Pilot HRD Program				
Best Business Practice	HRD69	Deliver pilot HRD program to participants.	Service	Critical	Shared Service Center/ Agency	7.4.1 Pilot HRD Program				
Best Business Practice	HRD70	Provide mechanism to communicate feedback.	Service	Critical	Shared Service Center/ Agency	7.4.1 Pilot HRD Program				
5 USC Ch 41; 5 CFR	HRD71	Measure the skills attained and progress made against appropriate development plans.	Service	Critical	Shared Service Center/ Agency	7.4.1 Pilot HRD Program	7.5.4 Assess Progress Against Individual Development Plan (IDP)			
5 USC Ch 41; 5 CFR	HRD72	Revise HRD program based on pilot experience and feedback.	Service	Critical	Shared Service Center/ Agency	7.4.2 Revise HRD Content and Methods of Delivery				
Best Business Practice	HRD73	Communicate knowledge-sharing opportunities.	Technology	Critical	Shared Service Center/ Agency	7.4.3 Announce HRD Program	7.4.4 Administer Training			
5 CFR 410.304 and 410.701; 5 USC 4109	HRD74	Track whether training is provided internally or externally.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD75	Provide self-service training registration.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				

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Best Business Practice	HRD76	Use workflow to route training requests to supervisors for online approval.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD77	Support online scheduling of equipment and facilities.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD78	Use workflow to make notifications, e.g., notify employees that a class is full, notify supervisors regarding employee attendance.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
5 CFR 410.601	HRD79	Track course evaluations.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
5 CFR 410.406	HRD80	Track training costs.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
5 CFR 410.601	HRD81	Track training followup activities and issues.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD82	Allow employees to view their own training history.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD83	Allow agencies to run reports on their employees' training.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD84	Provide visibility to employee training hours for a specified time period	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				

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Best Business Practice	HRD85	Generate course evaluation template.	Technology	Critical	Shared Service Center/ Agency	7.3.6 Review and Validate HRD Program	7.4.4 Administer Training			
Best Business Practice	HRD86	Capture course evaluation results.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training	7.6.1 Evaluate HRD Program			
Best Business Practice	HRD87	Report course evaluation results.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training	7.6.1 Evaluate HRD Program			
5 USC 4103	HRD88	Provide consultative support for the development and implementation of distributed learning technologies.	Service	Critical	Shared Service Center/ Agency	7.4.4 Administer Training	7.4.5 Deliver HRD Program			
5 USC Ch 41;5 CFR	HRD89	Administer the HRD program participant registration and authorization process.	Service	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
5 USC Ch 41;5 CFR	HRD90	Administer the HRD participation and attendance tracking process, to include tracking of cancellations and absences.	Service	Critical	Shared Service Center/ Agency	7.4.4 Administer Training	7.4.5 Deliver HRD Program			
5 USC Ch 41;5 CFR	HRD91	Administer the process of receiving and summarizing HRD program evaluation data.	Service	Critical	Shared Service Center/ Agency	7.4.4 Administer Training	7.4.5 Deliver HRD Program			
5 USC Ch 41;5 CFR	HRD92	Administer the process of scheduling program facilities.	Service	Critical	Shared Service Center/ Agency	7.4.4 Administer Training	7.4.5 Deliver HRD Program			
5 USC Ch 41;5 CFR	HRD93	Administer the process of setting up program facilities.	Service	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
APPENDIX I – HUMAN RESOURCES DEVELOPMENT

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 USC Ch 41;5 CFR	HRD94	Update employee records to document program attendance and/or completion.	Service	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD95	Identify employees who should attend the various types of training.	Service	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD96	Arrange for instructors to conduct training courses.	Service	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD97	Schedule facilities for classroom training.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training	7.6.1 Evaluate HRD Program			
Best Business Practice	HRD98	Provide a system to capture training data needed.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD99	Maintain training program systems.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD100	Provide an automated mechanism to authorize participant registration.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD101	Provide an automated mechanism to allow billing for the program if necessary.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD102	Provide an automated mechanism to track participation by types of training (e.g., web-based training, self-study).	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
 APPENDIX I – HUMAN RESOURCES DEVELOPMENT

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	HRD103	Provide an automated mechanism to track attendance, cancellations and absences.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD104	Provide an automated mechanism to distribute program evaluation to participants.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD105	Provide an automated mechanism to prompt participants to complete program evaluations.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD106	Provide an automated mechanism to collect completed program evaluations.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD107	Provide an automated mechanism to summarize completed program evaluation.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD108	Plan orientation activities designed to acquaint participants with the new employee development program.	Service	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD109	Provide help-desk technology assistance.	Service	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
5 USC Ch 41; 5 CFR	HRD110	Schedule HRD resources.	Service	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
Best Business Practice	HRD111	Provide knowledge-sharing opportunities.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training	7.4.5 Deliver HRD Program			

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
APPENDIX I – HUMAN RESOURCES DEVELOPMENT

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	HRD112	Allow for integration of learning and development content with knowledge management.	Technology	Critical	Shared Service Center/ Agency	7.4.4 Administer Training	7.4.5 Deliver HRD Program			
Best Business Practice	HRD113	Provide mechanism for knowledge management.	Technology	Critical	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.4.4 Administer Training	7.4.5 Deliver HRD Program		
Best Business Practice	HRD114	Advise agencies on opportunities for sharing facilities to provide training.	Service	Critical	Shared Service Center	7.4.4 Administer Training				
Best Business Practice	HRD115	Offer advice and guidance to HRD staff at agencies on training-related issues.	Service	Critical	Shared Service Center/ Agency	7.4.4 Administer Training				
5 USC Ch 41;5 CFR	HRD116	Deliver HRD programs to participants per schedule and/or availability published in program catalog(s) as based on training law.	Service	Critical	Shared Service Center/ Agency	7.4.5 Deliver HRD Program				
Best Business Practice	HRD117	Provide an automated mechanism to produce a training delivery schedule for participants.	Technology	Critical	Shared Service Center/ Agency	7.4.5 Deliver HRD Program				
Best Business Practice	HRD118	Provide an automated mechanism to verify participant enrollment.	Technology	Critical	Shared Service Center/ Agency	7.4.5 Deliver HRD Program				
Best Business Practice	HRD119	Provide an automated mechanism to update employee records to document program attendance.	Technology	Critical	Shared Service Center/ Agency	7.4.5 Deliver HRD Program				
Best Business Practice	HRD120	Provide an automated mechanism to update employee records to document program completion.	Technology	Critical	Shared Service Center/ Agency	7.4.5 Deliver HRD Program				

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
APPENDIX I – HUMAN RESOURCES DEVELOPMENT

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	HRD121	Support a multilevel employee certification program.	Service	Useful	Shared Service Center/ Agency	7.3.1 Conduct Training Needs Analysis for Each Approved HRD Program and/or Learning Opportunity	7.6.3 Evaluate Long-term Impacts and Value of HRD Programs			
5 CFR 410. 202, 203, 601, and 701	HRD122	Provide mechanism to determine the learning ROI, e.g., by cost savings, improvement in employee work performance, and impact on agency success.	Technology	Useful	Shared Service Center/ Agency	7.6.3 Evaluate Long-term Impacts and Value of HRD Programs				
Best Business Practice	HRD123	Leverage as appropriate existing HR LOB HRD programs, program content and learning management systems.	Service	Mandatory	Shared Service Center/ Agency	Cross Process				
Best Business Practice	HRD124	Provide access as appropriate or as mandated to existing HR LOB HRD programs, program content and learning management systems.	Technology	Mandatory	Shared Service Center/ Agency	Cross Process				

## Appendix J – Employee Relations Requirements

The Shared Service Center *may* have a role in providing and operating the facility or system to address the functionality, transaction, or process described by these requirements in accordance with the priority specified.

If an SSC chooses to offer services for any of the non-core services, it must meet the applicable mandatory requirements at the time such services are provided to the customer.

Nothing in these requirements implies or authorizes the performance of inherently governmental functions by non-governmental entities.

Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 USC Ch 73; 5 CFR 735 and 2635; EO 12564; EO 12674 Sec. 301(a); EO 12731; Agency Supplemental Standards	ER1	Train employees on the standards of conduct.	Policy	Mandatory	Shared Service Center/ Agency	8.1.1 Establish Employee Conduct Expectations	8.1.2 Communicate Employee Conduct Expectations			
5 USC Ch 33, Subchapter II, and Ch 73; 5 CFR 2635 and 735; Agency Supplemental Standards	ER2	Advise employees on standards of conduct, when necessary.	Policy	Mandatory	Shared Service Center/ Agency	8.1.2 Communicate Employee Conduct Expectations				
EO 12564; 49 CFR 40	ER3	Follow the appropriate procedures when conducting drug and alcohol testing.	Policy	Mandatory	Shared Service Center/ Agency	8.1.3 Conduct Fact Finding Into Employee Misconduct	8.5.1 Provide EAP Services	8.5.2 Make Referrals to EAP Services		

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
APPENDIX J – EMPLOYEE RELATIONS

Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 CFR 339.102, 301(a)(3), and 302; 5 CFR 432.105(a)(4)(iv), 630, 752.404, 752.604, 831.501, 831.1204, 844.201, FMLA; Privacy Act; Collective Bargaining Agreements	ER4	Follow proper procedures when requesting and receiving employee medical documentation, IAW applicable laws, regulations, guidelines, and policies.	Policy	Mandatory	Shared Service Center/ Agency	8.1.3 Conduct Fact Finding Into Employee Misconduct	8.1.4 Execute Formal or Informal Action	8.2.2 Execute Formal or Informal Action	8.2.1 Address Performance Improvement Plan Results	8.4.2 Determine Accommodation Needs
5 CFR 432.105(a)(4)(iv), 752.404(c)(3), 752.604(c)(4)	ER5	Provide information concerning disability retirement to an employee against whom an adverse action has been proposed, when appropriate.	Policy	Mandatory	Shared Service Center/ Agency	8.1.3 Conduct Fact Finding Into Employee Misconduct	8.1.4 Execute Formal or Informal Action	8.2.2 Execute Formal or Informal Action	8.2.1 Address Performance Improvement Plan Results	
5 CFR 752.404(b)(3)	ER6	Provide support in decisions involving administrative leave.	Policy	Mandatory	Shared Service Center/ Agency	8.1.4 Execute Formal or Informal Action	8.2.2 Execute Formal or Informal Action			
EO 12564, Sec. 2, 3, 4, and 5; 5 USC 7361(a), (b), (c), 7362(a), 7363, 5 CFR 792.101, 104, and 105(a), (c), and (d), 7362(b); 42 USC 290dd-2(a), 290dd-2(a), (b), (c), (g)	ER7	Provide support for the administration of an agency's drug-free workforce plan.	Policy	Mandatory	Shared Service Center/ Agency	8.1.4 Execute Formal or Informal Action	8.1.3 Conduct Fact Finding Into Employee Misconduct	8.5.1 Provide EAP Services	8.5.2 Make Referrals to EAP Services	8.2.1. Address Performance Improvement Plan Results
5 USC Ch 75, subchapter V; 5 USC 3592(a)(2); 5 USC 7703; 5 CFR 359.502, 752 subparts E, 1201.145	ER8	Provide support to management in taking an adverse action against a member of the Senior Executive Service.	Policy	Mandatory	Shared Service Center/ Agency	8.1.4 Execute Formal or Informal Action	8.1.3 Conduct Fact Finding Into Employee Misconduct	8.2.2 Execute Formal or Informal Action		

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
APPENDIX J – EMPLOYEE RELATIONS

Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 USC 7521; 5 CFR 930.214, 1201.131-136	ER9	Provide support to management in taking an adverse action against an administrative law judge IAW 5 CFR 930.214	Policy	Mandatory	Shared Service Center/ Agency	8.1.4 Execute Formal or Informal Action	8.1.3 Conduct Fact Finding Into Employee Misconduct	8.2.2 Execute Formal or Informal Action	8.6.1 File With a Third Party	8.6.3 Prepare a Response to Third Party Filing
5 USC, 73, 75, subchapter II, 2302, 7323, 7324, 7326, 7371, 7512, 7513, and 7701; 18 USC 922(g)(2), 2635.604(d); 5 CFR 735, 752 subpart A, C, D, 771,792.105(c), and 2635; EO 12564; Civil Service Reform Act; Collective Bargaining Agreement(s)	ER10	Provide support to management in taking appropriate action, e.g., disciplinary, adverse, administrative, against an employee IAW applicable laws, regulations, guidelines, and policies.	Policy	Mandatory	Shared Service Center/ Agency	8.1.4 Execute Formal or Informal Action	8.1.3 Conduct Fact Finding Into Employee Misconduct	8.2.2 Execute Formal or Informal Action	8.3.1 Identify Issue (Informal Grievance)	
5 USC 75, subchapter II, 2301, 4303, 7114(a)(5), 7121(b)(3), 7701, 9902; 5 CFR 432.102, 104, 105, 106 and 107, 752 subparts C and D	ER11	Provide support to management in taking action against employees for unacceptable performance in accordance with applicable laws, regulations, policies, and guidelines.	Policy	Mandatory	Shared Service Center/ Agency	8.2.1 Address Performance Improvement Plan Results	8.2.2 Execute Formal or Informal Action			
5 CFR 315.804; 5 CFR 315.806; 29 CFR 1614	ER12	Provide support to management in terminating a career or career-conditional employee serving a probationary or trial period upon initial appointment.	Policy	Mandatory	Shared Service Center/ Agency	8.1.4 Execute Formal or Informal Action	8.2.2 Execute Formal or Informal Action	8.6.1 File With a Third Party	8.6.3 Prepare a Response to a Third Party	

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
 APPENDIX J – EMPLOYEE RELATIONS

Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 CFR 731, 315.805 and 806 ;29 CFR 1614	ER13	Provide support to management in terminating a career or career-conditional employee serving a probationary period for conditions arising before appointment.	Policy	Mandatory	Shared Service Center/ Agency	8.1.4 Execute Formal or Informal Action	8.6.1 File With a Third Party	8.6.3 Prepare a Response to Third Party Filing		
EO 13164 Sec. 2; EEO MD 715; Enforcement Guidance: Reasonable Accommodation and Undue Hardship Under the Americans with Disabilities Act (EEOC, 10/02)	ER14	Provide support to management in submitting any modifications to the agency's reasonable accommodation procedures to the Equal Employment Opportunity Commission at the time that those modifications are adopted.	Policy	Mandatory	Shared Service Center/ Agency	8.4.2 Determine Accommodation Needs	8.4.3 Put Reasonable Accommodation Into Place	8.6.1 File With a Third Party	8.6.3 Prepare a Response to Third Party Filing	
EO 13164 Sec. 4; EEO MD 715; Enforcement Guidance: Reasonable Accommodation and Undue Hardship Under the Americans with Disabilities Act (EEOC, 10/02)	ER15	Provide support to management in implementing reasonable accommodation procedures.	Policy	Mandatory	Shared Service Center/ Agency	8.4.3 Put Reasonable Accommodation Into Place				

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
 APPENDIX J – EMPLOYEE RELATIONS

Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 CFR 432, 339.102, 752.404 and 604, 29 CFR 1614; EO 13164; Enforcement Guidance: Reasonable Accommodation and Undue Hardship Under the Americans with Disabilities Act (EEOC, 10/02)	ER16	Provide support to management to address requests for reasonable accommodation from employees.	Policy	Mandatory	Shared Service Center/ Agency	8.1.4 Execute Formal or Informal Action	8.2.2 Execute Formal or Informal Action	8.1.3 Conduct Fact Finding Into Employee Misconduct	8.4.1 Request Accommodation	8.4.2 Determine Accommodation Needs
Linkages for ER16 continued						8.4.3 Put Reasonable Accommodation into Place				
5 USC 7901; 5 USC 7904; 5 CFR 792; 42 USC 290dd-1(a) and 290ee-1(a)	ER17	Provide support to management in administering the Employee Assistance Program (EAP).	Policy	Mandatory	Shared Service Center/ Agency	8.5.1 Provide EAP Services				
5 USC 1104, 1204, 1208, 1221,2302, 7323, 7324, 7701, 7702; 38 USC 4324(c)(2); 5 CFR 772, 1201, 1208; 1209; 29 CFR 1614; EO 10988	ER18	Provide support to agency in managing third-party appeals, including their resolutions.	Policy	Mandatory	Shared Service Center/ Agency	8.6.1 File With a Third Party	8.6.2 Engage in Discovery	8.6.3 Prepare a Response to a Third Party	8.6.4 Participate in Alternative Dispute Resolution	8.6.5 Participate in Hearing / Meeting / Trial
Linkages for ER18 continued						8.6.6 Appeal Third Party Decision	8.6.7 Implement Third Party Decision / Settlement	8.3.5 Process Grievance		

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
 APPENDIX J – EMPLOYEE RELATIONS

Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 USC 1104, 1204, 7701, 7702, 5 CFR 250.101 and 103; 29 CFR 1614.309; 5 CFR 1201.174; 5 CFR 1201; 5 USC 1221(g)(2); 5 USC 2302(b)(1); 42 USC 2000e-5(k); 5 USC 1215; 5 CFR 1208.15(a); 5 CFR 1208.25; 38 USC 4324(c)(2); 29 CFR 1614 subpart E; 29 CFR 1614.204(l); Guide to Processing Personnel Actions	ER19	Provide support to management to effect remedies resulting from third-party decisions.	Policy	Mandatory	Shared Service Center/ Agency	8.3.6 Render Decision on Grievance	8.6.7 Implement Third Party Decision/ Settlement			
5 CFR 731	ER20	Support management in making a suitability determination.	Policy	Mandatory	Shared Service Center/ Agency	8.7.1 Review Investigative File	8.7.3 Adjudicate Suitability			
5 CFR 771	ER21	Provide support to management in operating its administrative grievance system.	Policy	Mandatory	Shared Service Center/ Agency	8.3.1 Identify Issue (Informal Grievance)	8.3.2 Advise on Means of Resolution	8.3.3 File Formal Grievance	8.3.4 Engage in Alternative Dispute Resolution	8.3.5 Process Grievance
Linkages for ER21 continued						8.3.6 Render Decision on Grievance				

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
APPENDIX J – EMPLOYEE RELATIONS

Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
The Administrative Dispute Resolutions Act of 1996; 5 USC Ch 5, subchapter IV	ER22	Provide support to management for alternative means of dispute resolution.	Policy	Mandatory	Shared Service Center/ Agency	8.3.1 Identify Issue (Informal Grievance)	8.3.2 Advise on Means of Resolution	8.3.3 File Formal Grievance	8.3.4 Engage in Alternative Dispute Resolution	8.3.5 Process Grievance
Linkages for ER22 Continued						8.3.6 Render Decision on Grievance				
5 CFR 1201.41(c); 29 CFR 1614.109(c); 29 CFR 1614.204(g); 29 CFR 1614.603; 29 CFR 1614.604; 29 CFR 1614.605	ER23	Negotiate a settlement when appropriate; at the discretion of the agency and in accordance with 5 CFR 1201.41(c), 29 CFR 1614.109(c) or 29 CFR 1614.204(g).	Policy	Mandatory	Shared Service Center/ Agency	8.3.2 Advise on Means of Resolution	8.3.4 Engage in Alternative Dispute Resolution	8.6.4 Participate in Alternative Dispute Resolution		
Best Business Practice	ER24	Capture employee data as required from multiple sources (employee, information on file, manager).	Technology	Useful	Shared Service Center/ Agency	All activities				
Best Business Practice	ER25	Report employee data as required using multiple media.	Technology	Useful	Shared Service Center/ Agency	All activities				
Best Business Practice	ER26	Store accommodation determination decision history.	Technology	Useful	Shared Service Center/ Agency	8.4.3 Put Reasonable Accommodation Into Place				
Best Business Practice	ER27	Use case management tools to track and close accommodation cases.	Technology	Useful	Shared Service Center/ Agency	8.4.3 Put Reasonable Accommodation Into Place	8.4.2 Determine Accommodation Needs			
Best Business Practice	ER28	Provide reporting capabilities for accommodations.	Technology	Useful	Shared Service Center/ Agency	8.4.3 Put Reasonable Accommodation Into Place	8.4.2 Determine Accommodation Needs			

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
APPENDIX J – EMPLOYEE RELATIONS

Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	ER29	Track metrics regarding usage and performance of EAP.	Technology	Useful	Shared Service Center/ Agency	8.5.1 Provide EAP Services				
Best Business Practice	ER30	Communicate to managers and employees via multiple channels (web, mail, email).	Technology	Useful	Shared Service Center/ Agency	All activities				
Best Business Practice	ER31	Provide self-service capabilities for employees and managers.	Technology	Useful	Shared Service Center/ Agency	8.3.1 Identify Issues (Informal Grievance)	8.3.3 File Formal Grievance	8.4.1 Recommend Accommodation	8.5.1 Provide EAP Services	
Best Business Practice	ER32	Provide an electronic log for all employee relations contacts by person and the type of call (questions, harassment, benefits, etc.).	Technology	Critical	Shared Service Center/ Agency	8.1.1 Establish Employee Conduct Expectations	8.2.2 Execute Formal or Informal Action	8.3.2 Advise on Means of Resolution	8.4.1 Recommend Accommodation	8.5.1 Provide EAP Services
Best Business Practice	ER33	Provide appropriate assistance and preparation to managers prior to manager's intervention with employee.	Service	Mandatory	Shared Service Center/ Agency	8.5.1 Provide EAP Services				
Best Business Practice	ER34	Track employee relations activity.	Technology	Useful	Shared Service Center/ Agency	8.1.4 Execute Formal or Informal Action	8.2.2 Execute Formal or Informal Action			
Best Business Practice	ER35	Track administrative grievances.	Technology	Useful	Shared Service Center/ Agency	8.3.5 Process Grievance	8.3.6 Render Decision on Grievance			

## Appendix K – Labor Relations Requirements

The Shared Service Center *may* have a role in providing and operating the facility or system to address the functionality, transaction, or process described by these requirements in accordance with the priority specified.

If an SSC chooses to offer services for any of the non-core services, it must meet the applicable mandatory requirements at the time such services are provided to the customer.

Nothing in these requirements implies or authorizes the performance of inherently governmental functions by non-governmental entities.

Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	LR1	Provide training to appropriate employees in labor relations.	Service	Critical	Shared Service Center/ Agency	9.1.5 Prepare for Negotiation	9.1.8 Administer Agreements			
Best Business Practice	LR2	Ensure that collective bargaining agreements are recorded in appropriate databases.	Technology	Critical	Shared Service Center/ Agency	9.1.7 Perform Agency Head Review	9.1.8 Administer Agreements			
5 USC 7114(b)(5)	LR3	Support the implementation of an agreement made between management and the exclusive representative of a labor unit.	Policy	Mandatory	Shared Service Center/ Agency	9.1.8 Administer Agreements	9.2.1 Identify Issue (Informal Grievance)			
5 USC 7115(c)	LR4	Verify deduction of dues from the pay of the union members is appropriate in accordance with 5 USC 7115(c).	Policy	Mandatory	Shared Service Center/ Agency	9.1.8 Administer Agreements				
5 USC	LR5	Provide training on bargaining contract details to management, supervisors and employees, as appropriate.	Policy	Critical	Shared Service Center/ Agency	9.1.8 Administer Agreements				
5 USC 7114(a)(3)	LR6	Inform employees annually of their Weingarten rights IAW 5 USC 7114(a) (3).	Policy	Mandatory	Shared Service Center/ Agency	9.8.1 Administer Agreements	9.3.5 Participate in Hearing/Meeting			

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
 APPENDIX K – LABOR RELATIONS

Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 USC	LR7	Capture data related to labor relations contract administration.	Technology	Critical	Shared Service Center/ Agency	9.1.8 Administer Agreements				
HCAAF Section IV: Labor Management Relations, (Sept. 2005)	LR8	Provide labor relations support that enables the agency to accomplish its mission.	Policy	Mandatory	Shared Service Center/ Agency	9.1.8 Administer Agreements	9.1.3 Establish Communication Protocol	9.1.9 Provide for Government-wide or National Consultation		
5 USC 7101 et.seq.; HCAAF Section IV: Labor Management Relations, (Sept. 2005)	LR9	Assist management in complying with statutory labor-management relations obligations, including collective bargaining agreements.	Policy	Mandatory	Shared Service Center/ Agency	9.1.1 Obtain Recognition	9.1.2 Clarify Bargaining Unit(s) and Representation	9.1.3 Establish Communication Protocol	9.1.4 Initiate Bargaining Process	9.1.5 Prepare for Negotiation
Linkages for LR9 continued						9.1.6 Conduct Negotiation	9.1.7 Perform Agency Head Review	9.1.8 Administer Agreements	9.1.9 Provide for Government-wide or National Consultation	9.1.10 Provide Information to Unions
5 USC 7114(b)(4)	LR10	Provide agency information to unions, as appropriate.	Policy	Mandatory	Shared Service Center/ Agency	9.1.10 Provide Information to Unions				
HCAAF Section IV: Labor Management Relations, (Sept. 2005)	LR11	Analyze data related to labor-management relations programs.	Service	Critical	Shared Service Center/ Agency	9.1.8 Administer Agreements	9.2.5 Process Grievance	9.3.1 File With a Third Party		
Best Business Practice	LR12	Capture data related to labor-management relations programs.	Technology	Critical	Shared Service Center/ Agency	9.2.5 Process Grievance	9.3.1 File With a Third Party	9.1.8 Administer Agreements		
5 USC	LR13	Compile information related to a labor dispute (e.g., collect data).	Policy	Mandatory	Shared Service Center/ Agency	9.2.5 Process Grievance	9.3.2 Engage in Discovery			

**HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
APPENDIX K – LABOR RELATIONS**

Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 USC	LR14	Support the agency in arbitration.	Policy	Mandatory	Shared Service Center/ Agency	9.2.7 Participate in Arbitration Process				
5 USC 7122 and 7123	LR15	Support the filing of an exception/ appeal to the arbitrator's decision to the appropriate third party IAW 5 USC 7122, 7123 and other appropriate laws, regulations, policies, and guidelines.	Policy	Mandatory	Shared Service Center/ Agency	9.2.8 Challenge Arbitrator's Decision	9.3.1 File With a Third Party			
5 USC 6131(a) and 7119(b)(1)	LR16	Support the agency in impasse proceedings.	Policy	Mandatory	Shared Service Center/ Agency	9.3.1 File With a Third Party				
5 USC 7119(a)	LR17	Support the agency's request for mediation services IAW 5 USC 7119.	Policy	Mandatory	Shared Service Center/ Agency	9.3.1 File With a Third Party				
5 USC 7117(c)(3)	LR18	Support filing appropriate statements with the Federal Labor Relations Authority IAW 5 USC 7117.	Policy	Mandatory	Shared Service Center/ Agency	9.3.3 Prepare a Response to Third Party Filing	9.1.10 Provide Information to Unions			
5 USC 7118(a)(3)	LR19	Support filing agency responses to unfair labor practice complaints.	Policy	Mandatory	Shared Service Center/ Agency	9.3.3 Prepare a Response to Third Party Filing				
5 USC 7118(a)(5); 7119; HCAAF Section IV: Labor Management Relations, (Sept 2005)	LR20	Support the agency in alternative dispute resolution.	Policy	Mandatory	Shared Service Center/ Agency	9.2.2 Advise on Means of Resolution	9.2.4 Engage in Alternative Dispute Resolution	9.3.4 Participate in Alternative Dispute Resolution		
5 USC 7118(a)(6), 5 USC 7117(b)(4)	LR21	Represent the agency in a third party hearing to address labor disputes IAW 5 USC Chapter 7117 and 7118.	Policy	Mandatory	Shared Service Center/ Agency	9.3.5 Participate in Hearing/ Meeting	9.1.6 Conduct Negotiation			

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
 APPENDIX K – LABOR RELATIONS

Primary Reference	Unique ID	Requirement Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 USC 7123(a)	LR22	Assist management in filing a petition for review of a Federal Labor Relations Authority's final order in the appropriate United States court of appeals.	Policy	Mandatory	Shared Service Center/ Agency	9.3.6 Appeal Third Party Decision				

## Appendix L – Separation Management Requirements

The Shared Service Center *may* have a role in providing and operating the facility or system to address the functionality, transaction, or process described by these requirements in accordance with the priority specified.

If an SSC chooses to offer services for any of the non-core services, it must meet the applicable mandatory requirements at the time such services are provided to the customer.

Nothing in these requirements implies or authorizes the performance of inherently governmental functions by non-governmental entities.

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 USC, 2951	SEP1	Provide documentation of separation actions to OPM IAW 5 USC, 2951.	Policy	Mandatory	Shared Service Center/ Agency	10.1.1 Initiate Separation			
5 CFR 715.202	SEP2	Accept an employee's resignation IAW 5 CFR 715.202.	Policy	Mandatory	Shared Service Center/ Agency	10.1.1 Initiate Separation	10.1.3 Determine Terms of Separation		
5 USC, 8336; 5 CFR 831.1203 and 1204, 5 CFR 841,842, 844.103, 201, and 204	SEP3	Accept an employee's application for retirement IAW 5 USC, Chapters 83 and 84.	Policy	Mandatory	Shared Service Center/ Agency	10.1.1 Initiate Separation	10.1.3 Determine Terms of Separation	10.1.4 Provide Separation Support	
5 CFR 315.804 and 805	SEP4	Support the Agency in an employee's termination during a probationary/trial period IAW 5 CFR 315.804 and 315.805.	Policy	Mandatory	Shared Service Center/ Agency	10.1.1 Initiate Separation	10.1.3 Determine Terms of Separation	10.1.4 Provide Separation Support	
5 CFR 352, Subpart C	SEP5	Detail an employee to an international organization IAW, 5 CFR 352 Subpart C.	Policy	Mandatory	Shared Service Center/ Agency	10.1.1 Initiate Separation	10.1.3 Determine Terms of Separation	10.1.4 Provide Separation Support	

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
APPENDIX L – SEPARATION MANAGEMENT

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 CFR 352.304,307, and 309	SEP6	Transfer an employee to an international organization IAW 5 CFR 352, Subpart C.	Policy	Mandatory	Shared Service Center/ Agency	10.1.1 Initiate Separation	10.1.3 Determine Terms of Separation	10.1.4 Provide Separation Support	
5 CFR 352.505 and 508	SEP7	Notify an employee regarding reemployment rights under and IAW 5 CFR 352.	Policy	Mandatory	Shared Service Center/ Agency	10.1.1 Initiate Separation	10.1.4 Provide Separation Support		
5 CFR 715.201	SEP8	Ensure that an employee leaving a position in one branch of the government to commence employment with another branch of the government resigns his or her current position rather than transferring between the positions.	Policy	Mandatory	Shared Service Center/ Agency	10.1.1 Initiate Separation	10.1.3 Determine Terms of Separation		
5 CFR 353.106(a)	SEP9	Inform an employee in the uniformed services being separated of his rights and obligations IAW 5 CFR 353 and USERRA.	Policy	Mandatory	Shared Service Center/ Agency	10.1.1 Initiate Separation	10.1.3 Determine Terms of Separation	10.1.4 Provide Separation Support	
5 CFR 359	SEP10	Remove a career Senior Executive Service appointee from the SES IAW 5 CFR 359.	Policy	Mandatory	Shared Service Center/ Agency	10.1.1 Initiate Separation	10.1.2 Conduct Workforce Shaping Activities	10.1.3 Determine Terms of Separation	10.1.4 Provide Separation Support
5 USC, 8335 and 8425	SEP11	Separate an employee subject to the mandatory separation provisions IAW 5 USC, Chapters 83 and 84.	Policy	Mandatory	Shared Service Center/ Agency	10.1.1 Initiate Separation	10.1.3 Determine Terms of Separation	10.1.4 Provide Separation Support	
5 CFR 353.104; 5 USC, 8116(b) and 8151	SEP12	Inform an employee being separated as a result of a compensable injury of his rights, obligations, and benefits IAW 5 CFR 353 and DOL Publication CA 810 and 5 USC, Chapter 81.	Policy	Mandatory	Shared Service Center/ Agency	10.1.1 Initiate Separation	10.1.3 Determine Terms of Separation	10.1.4 Provide Separation Support	
5 CFR 353.105: DOL Publication CA 810	SEP13	Maintain records for all injured employees IAW 5 CFR 353 and DOL Publication CA 810.	Policy	Mandatory	Shared Service Center/ Agency	10.1.1 Initiate Separation	10.1.3 Determine Terms of Separation	10.1.4 Provide Separation Support	10.1.6 Conduct Exit Processing
5 CFR 831.1205 and 844.202	SEP14	File an agency-initiated application for disability retirement IAW 5 USC, Chapters 83 and 84.	Policy	Mandatory	Shared Service Center/ Agency	10.1.1 Initiate Separation	10.1.3 Determine Terms of Separation		

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
APPENDIX L – SEPARATION MANAGEMENT

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 CFR 731.302, 304, 402; 5 CFR 752.403 and 432.105; 5 USC 4303 and 7513 ;5 USC 7521; 5 CFR 930.214; 5 CFR 731.404	SEP15	Process a proposed separation action IAW 5 CFR 731 and 5 USC 7513.	Policy	Mandatory	Shared Service Center/ Agency	10.1.1 Initiate Separation	10.1.3 Determine Terms of Separation		
P.L 105-270;5 USC	SEP16	Assist in RIF procedures resulting from A-76 studies IAW the Federal Activities Reform Act of 1998 and 5 USC.	Policy	Mandatory	Shared Service Center/ Agency	10.1.2 Conduct Workforce Shaping Activities			
5 CFR 359.602 and 603	SEP17	Process reduction in force of SES IAW 5 CFR 359.	Policy	Mandatory	Shared Service Center/ Agency	10.1.2 Conduct Workforce Shaping Activities			
5 CFR 351 Subpart C	SEP18	Complete an interagency transfer of function IAW 5 CFR 351.	Policy	Mandatory	Shared Service Center/ Agency	10.1.2 Conduct Workforce Shaping Activities			
5 CFR 351 and 353	SEP19	Support a reduction in force IAW 5 CFR 351 and any other appropriate regulations.	Policy	Mandatory	Shared Service Center/ Agency	10.1.2 Conduct Workforce Shaping Activities			
5 CFR 930.215	SEP20	Support a reduction in force for administrative law judges IAW 5 CFR 930.215 and any other appropriate regulations.	Policy	Mandatory	Shared Service Center/ Agency	10.1.2 Conduct Workforce Shaping Activities			
5 USC, Chapter 63; 5 CFR 353.106 and 208	SEP21	Process personnel actions (including leave) for employees on duty with the uniformed services or who have sustained compensable injuries.	Policy	Mandatory	Shared Service Center/ Agency	10.1.1 Initiate Separation	10.1.3 Determine Terms of Separation		

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
APPENDIX L – SEPARATION MANAGEMENT

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage
5 CFR Part 353, Subpart B	SEP22	Provide support for the uniformed service provisions found in 5 CFR Part 353, Subpart B.	Policy	Mandatory	Shared Service Center/ Agency	10.1.1 Initiate Separation	10.1.3 Determine Terms of Separation		
5 CFR 353.209	SEP23	Discharge an employee returning from absence due to duty in the uniformed services only for cause IAW 5 CFR 353.209.	Policy	Mandatory	Shared Service Center/ Agency	10.1.3 Determine Terms of Separation	10.1.1 Initiate Separation	10.1.4 Provide Separation Support	
5 USC 5514; 5 CFR 179	SEP24	Notify payroll of an employee's known outstanding debts to the Government upon separation of the employee.	Policy	Mandatory	Shared Service Center/ Agency	10.1.3 Determine Terms of Separation	10.1.6 Conduct Exit Processing		
5 CFR 353.104	SEP25	Inform an employee of his rights, obligations, and benefits relating to Government employment when separating because of uniformed service or compensable injury.	Policy	Mandatory	Shared Service Center/ Agency	10.1.4 Provide Separation Support			
5 CFR 178	SEP26	Process claims for the compensation due a beneficiary of a deceased employee IAW 5 CFR 178.	Policy	Mandatory	Shared Service Center/ Agency	10.1.4 Provide Separation Support	10.1.6 Conduct Exit Processing		
Best Business Practice	SEP27	Conduct exit processing upon separation of an employee.	Policy	Critical	Shared Service Center/ Agency	10.1.6 Conduct Exit Processing			
5 USC, 3502; 5 CFR 351	SEP28	Support activities associated with a reduction in force.	Technology	Critical	Shared Service Center/ Agency	10.1.1 Initiate Separation	10.1.2 Conduct Workforce Shaping Activities		
5 USC, 6302(g); 5 CFR 630.212	SEP29	Allow a career employee to use accrued annual leave and remain on the agency's rolls past the effective date of separation due to a relocation if the employee's retention would allow the employee to attain eligibility for an immediate annuity and/or establish eligibility to continue health benefits into retirement.	Technology	Useful	Shared Service Center/ Agency	10.1.3 Determine Terms of Separation			
Best Business Practice	SEP30	Track a separation date.	Technology	Mandatory	Shared Service Center/ Agency	10.1.3 Determine Terms of Separation			

HR LOB TARGET REQUIREMENTS FOR SHARED SERVICE CENTERS  
 APPENDIX L – SEPARATION MANAGEMENT

Primary Reference	Unique ID	Requirements Description	Type	Priority	Who	Process Linkage	Process Linkage	Process Linkage	Process Linkage
Best Business Practice	SEP31	Provide career transition assistance.	Service	Mandatory	Shared Service Center/ Agency	10.1.4 Provide Separation Support			
Best Business Practice	SEP32	Support severance pay per eligibility guidelines.	Technology	Mandatory	Shared Service Center/ Agency	10.1.4 Provide Separation Support			
Best Business Practice	SEP33	Communicate to employees that they are eligible to file for unemployment compensation.	Policy	Mandatory	Shared Service Center/ Agency	10.1.4 Provide Separation Support			
Best Business Practice	SEP34	Provide employees with an SF 8 Unemployment Compensation Form.	Service	Mandatory	Shared Service Center/ Agency	10.1.4 Provide Separation Support			
Best Business Practice	SEP35	Capture employee's position and organizational knowledge, intellectual capital, and job-related information upon separation.	Technology	Useful	Shared Service Center/ Agency	10.1.5 Conduct Knowledge Transfer			
Best Business Practice	SEP36	Notify appropriate personnel of separation tasks to be performed.	Service	Mandatory	Shared Service Center/ Agency	10.1.6 Conduct Exit Processing			
Best Business Practice	SEP37	Support employee exit process.	Technology	Critical	Shared Service Center/ Agency	10.1.6 Conduct Exit Processing			



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