



**Office of Personnel Management  
Human Resources Line of Business**

**Shared Service Center Information  
Data Call Template**

**Version 1.2**



## Introduction

The purpose of the Shared Service Center Data Call is to collect and provide information to customer agencies that are planning to migrate and are beginning the process of evaluating Shared Service Centers (SSCs). Provider responses to this data call will be made available to customer agencies through the OPM website or a secure portal. Providers will be able to review and make changes to their content on an on-going basis after it is posted on the OPM website or a secure portal.

## Directions

This data call is organized into four categories: Functional, Technical, Business, and Costs. Each category is divided into sections containing the questions to which you will be responding. The layout of the questions is shown below (Figure 1).

1	<b>NON-CORE SERVICES – POSITION CLASSIFICATION</b>	
2	Position Classification - supports the creation or revision of position descriptions, the evaluation of job requirements against classification standards, and administration of the classification appeal process.	
3	1.2.8	Please describe the solution you provide to customers for this service component through IT systems and/or back-office support.
4		
5	Enter your response here. Your response will be limited to 4000 characters.	

Figure 1: Sample Question

- 1. Heading** – The heading is color-coded based on the category in which the question belongs: Functional (blue), Technical (orange), Business (green), and Costs (magenta).
- 2. Description** – A description of the service component contained in the Service Component Model is provided here for the Functional Category.
- 3. Question Number** – The question number is indicated here. The first two digits represent the section number and the following digit(s) refer to the question number. For example, regarding question 1.2.8, “1.2” refers to the Non-core Services section in the Functional category and “8” refers to the question, “Please describe the solution you provide to customers...”
- 4. Question** – This is the question for which you are to provide a response.



- 5. Response** – Enter your response in this area. The box will automatically expand to the length of your response. Your responses will be limited to the number of characters indicated in this area for each question.

If there are any additional graphics, tables, charts, diagrams, etc. that you would like included in your responses, please send the files in an attachment to [hrlob@opm.gov](mailto:hrlob@opm.gov) with the subject line: “Data Call Attachments – [SSC Name]” and indicate in your email the name of the file and corresponding question number. Additionally, within the response in this template, please include the filename between hashtags (#filename#) within the text where the file should be inserted.



## Contents

1. Functional
  - 1.1. Core Services
  - 1.2. Non-core Services
2. Technical
  - 2.1. Systems and Technology
  - 2.2. Systems and Data Integration and Interoperability
  - 2.3. IT Security
3. Business
  - 3.1. Organization
  - 3.2. Migration Management
  - 3.3. Customer Support
  - 3.4. Performance Management
  - 3.5. Financial Management
  - 3.6. Business Alignment
4. Costs
  - 4.1. Migration Costs
  - 4.2. Services Costs

*(Categories and sections above are hyperlinked to the document. To go to a specific category or section, hold down Ctrl and click on the category or section.)*



## 1. Functional

In sections 1.1 Core Services and 1.2 Non-core Services, you are asked to describe the solutions you provide to customers for service components outlined in the [Service Component Model](#) through IT systems and/or back-office support.

The Service Component Model defines a standard range of services which providers can offer to customers. Service components are self-contained business capabilities that support business processes and assist agencies to accomplish their missions and performance objectives. Customers will be directed to the HR LOB's [Self-Evaluations by Service Component](#) database for information on how providers meet the target requirements for each of these service components.

### 1.1 Core Services

CORE SERVICES – PERSONNEL ACTION PROCESSING	
Personnel Action Processing - initiates, validates, approves, updates, and documents personnel actions and data.	
1.1.1	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<p>NFC provides a fully integrated HR/Payroll solution including <i>EmpowHR</i> (PeopleSoft 9.0), the Payroll/Personnel System (PPS), NFC's payroll product, and either Kronos webTA or Paycheck8 time and attendance applications.</p> <p>NFC offers customers <i>EmpowHR</i> to initiate, process, correct, cancel, and delete Personnel Actions, as well as provide notifications of personnel changes to the appropriate parties.</p> <p>NFC's integrated solution provides the entire core HR functionality:</p> <ul style="list-style-type: none"> <li>• More than 6,000 edits to reduce errors and support the accuracy of data</li> <li>• Mass Action processing capability through the Component Interface, for Job Codes, Positions, Awards and miscellaneous Natures of Action Codes</li> <li>• System generated actions (e.g., WGI, pay adjustments, SCD adjustments)</li> <li>• Employee Self Service</li> <li>• History correction from day one of implementation, which includes retroactive pay actions .</li> <li>• A table-driven environment affording rapid implementation of changing HR rules and practices.</li> </ul>	



CORE SERVICES – PAYROLL PROCESSING	
Payroll Processing - captures, validates, and processes payroll and disbursement data for a given pay period by gathering data on employee time worked and leave taken, calculating gross pay and processing deductions and taxes to calculate net pay.	
1.1.2	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<p>NFC captures, validates and processes payroll and disbursement data each pay period by gathering employee time and attendance data, personnel data and then executing Payroll Processing through the Bi-Weekly Examination Analysis and Reporting (BEAR) and Payroll Processing (PAYE) Systems. BEAR analyzes payroll and personnel transactions that were processed during the pay period, sets up the current pay period for payroll- and personnel-related information and closes out the prior pay period. This process is repeated for each pay period. BEAR generates a multitude of end-of-pay-period report notifications and generates appropriate personnel actions. The PAYE system performs the complicated computation routines required to produce gross net salary data for disbursement and transmission to Treasury.</p> <p>The NFC HR/Payroll solution also features many other functions and services. These include but are not limited to:</p> <ul style="list-style-type: none"> <li>• Administrative Billings and Collections (debt collection)</li> <li>• Retirement Processing and Tracking</li> <li>• Automated Manual Payments and Unemployment Compensation processing</li> <li>• W-2 Processing</li> <li>• World Class Tier 0, 1, and 2 Contact Center</li> </ul>	

CORE SERVICES – PAYROLL REPORTING	
Payroll Reporting - reports on payroll and human resources information by pay period, by quarter, by calendar year, by fiscal year and as requested. These reports are a result of or integral to the payroll process.	
1.1.3	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NFC uses its Payroll Processing (PAYE) system to create accounting records that are processed and reported through the Payroll Accounting System. PAYE updates the Payroll Personnel System (PPS) database to reflect salary payments and employee leave balances. PAYE processes on the first Thursday and Friday after the pay period. Payroll schedules are submitted to Treasury within 2 days	



**CORE SERVICES – PAYROLL REPORTING**

Payroll Reporting - reports on payroll and human resources information by pay period, by quarter, by calendar year, by fiscal year and as requested. These reports are a result of or integral to the payroll process.

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

after PAYE processes.

**CORE SERVICES – BENEFITS PROCESSING**

Benefits Processing - captures, validates, and processes benefits elections and actions.

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

*EmpowHR* captures, validates and processes the benefit elections and actions entered by HR Specialists. NFC also offers *EmpowHR* customers Employee Self-Service (ESS) functionality that provides multiple web applications that provide employees direct online access to Human Resources (HR) information such as benefits and compensation data.

**CORE SERVICES – BENEFITS REPORTING**

Benefits Reporting - provides the capability to report employee participation in benefits programs.

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

NFC provides access to reports, W-2 statements, and changes to benefit requests for individual employees through Employee Self-Service (ESS). Requests are electronically submitted for approval to the appropriate individual(s). This allows the employee to take responsibility for data entry and accuracy of personal information.

NFC is also able to run the Annual Leave Status Report (AECO), a report used to determine the projected number of annual leave hours an employee has in excess of the maximum carryover, through PPS.

NFC also has various reporting capabilities such as FOCUS, Culprit and PS Query where employees are able to pull the following FEHB and Thrift Saving Plan (TSP) reports:

- Employees with FEHBA Eligibility Pending
- Report on Thrift Savings Plan Participation
- Thrift Savings Plan Participation by Agency (salary range)



CORE SERVICES – TIME AND ATTENDANCE	
Time and Attendance - defines work schedules; records and certifies the time and attendance for employees of an organization.	
1.1.6	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<p>NFC offers webTA, a Kronos product, for recording time and labor. webTA is a web-based application specifically developed to support the Federal Workforce time and attendance process and provides employees with an online, easy-to-use process with numerous capabilities for efficiently managing timekeeping tasks.</p> <p>NFC also offers Paycheck8, a web-enabled GDCI product, as an affordable option for small agencies, providing the employees with an online, user friendly time and attendance management system.</p> <p>Time and Attendance Validation System (TIME) processes the input from webTA, Paycheck8 and numerous other agency specific file submissions. TIME reads, collects, edits, and validates Time and Attendance (T&amp;A) data transmitted to the payroll office. TIME executes on the Sunday after the close of pay period to release all time and attendance documents that were transmitted to NFC. TIME runs daily throughout the processing week and multiple times at the end of a processing week.</p>	

CORE SERVICES – MANAGER SELF-SERVICE	
Manager Self-service - allows managers to be self-sufficient in initiating actions or updating, retrieving, and analyzing employee and organization information within their sphere of control as a manager or supervisor.	
1.1.7	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NFC offers <i>EmpowHR</i> customers eProfile Manager/Manager Self-Service (MSS) to provide managers with the tools and information they need to administer certain aspects pertaining to employees' professional development. MSS eliminates paperwork and provides managers with a method to track information on each employee.	

CORE SERVICES – EMPLOYEE SELF-SERVICE	
Employee Self-service - allows employees to be self-sufficient in initiating actions or creating, updating, and retrieving information within their sphere of control as an employee.	
1.1.8	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.



**CORE SERVICES – EMPLOYEE SELF-SERVICE**

Employee Self-service - allows employees to be self-sufficient in initiating actions or creating, updating, and retrieving information within their sphere of control as an employee.

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

NFC offers *EmpowHR* customers eProfile/Employee Personal Page (EPP) , which provides employees direct online access to Human Resources (HR) information such as benefits and compensation data. EPP provides the ability to initiate an online training request or other requests (e.g. address. email, emergency contact information, phone number, LWOP, change in work schedule, etc.).



## 1.2 Non-core Services

NON-CORE SERVICES – STAFFING	
Staffing - fulfills government-wide and agency-specific regulatory requirements to effect a hiring action for specific position(s). Applies assessment tools and methods to evaluate candidates against requirements of the job for which they are being considered.	
1.2.1	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NFC provides HR back office support for customers to include the staffing function. NFC will manage funded positions, perform position management, and process personnel/payroll actions.	

NON-CORE SERVICES – ENTRANCE ON DUTY	
Entrance on Duty is the automated collection and distribution of initial employment and work information for Federal employees and contractors. It includes notifications to relevant Federal staff, the exchange of data between pre-employment certification providers, and communication around provisioning.	
1.2.2	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NFC does not provide this product as a service; however, it will provide an interface to a Customer's choice of products.	

NON-CORE SERVICES – RECRUITING	
Recruiting - allows execution of staff acquisition by engaging in marketing, advertising, personal contact, and other outreach activity aimed at building a pool of quality candidates that have potential for meeting the human capital needs of the agency. Recruiting may be aimed at a specific job or it may be more broadly aimed at general agency needs.	
1.2.3	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NFC provides back office support for customers to include the recruiting function. NFC will advertise positions through USA JOBS in accordance with government-wide requirements and will process vacancies in accordance with both agency and government-wide requirements using USA Staffing. NFC has Delegated Examining Authority and an established Delegated Examining Unit (DEU).	



**NON-CORE SERVICES – SEPARATION MANAGEMENT**

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

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

NFC uses the payroll/personnel system and webTA (or other agency time and attendance applications) for employee separation management. When an employee separates, the final T&A submitted is coded appropriately and the appropriate separation action is processed in the personnel system. Those separation codes and actions flow through to the system.

**NON-CORE SERVICES – COMPETENCY MANAGEMENT**

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

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

NFC does not provide this product as a service; however, it will provide an interface to a Customer's choice of products.

**NON-CORE SERVICES – PERFORMANCE MANAGEMENT**

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

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

NFC currently does not provide consultative support for Performance Management. It does, however, offer its *EmpowHR* customers ePerformance as a self-service evaluation application for managers, employees, and human resources (HR) administrators. ePerformance can be used as a tool for planning, collaboration, communication, assessment, and monitoring evaluations for two purposes: performance and development.



#### NON-CORE SERVICES – POSITION MANAGEMENT

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

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

NFC uses PMSO as a position-oriented database management system that gives customers the ability to add, change, inactivate, reactivate, and delete positions. Position data is entered through PMSO and linked internally with employee data when a personnel action is processed to update the PPS database. PMSO also provides report generation and online inquiry capabilities.

*EmpowHR* also offers position management functionality through the PS Performance Management tool.

#### NON-CORE SERVICES – POSITION CLASSIFICATION

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

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

NFC currently offers Position Classification services on a limited basis, but expects to a full service offering no later than FY-2013.

#### NON-CORE SERVICES – WORKFORCE PLANNING

Workforce Planning is the process of assessing the current workforce and identifying gaps with respect to future work requirements. It also involves the creation of plans and strategies to reduce or eliminate these gaps.

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

NFC currently does not offer Workforce Planning Services.



#### NON-CORE SERVICES – SUCCESSION PLANNING

Succession Planning is the identification, creation, and development of a pipeline of talent available to fill current and future requirements for agency-identified positions.

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

NFC currently does not offer Succession Planning services. It does, however, offer *EmpowHR* customers a Succession Planning tool to set up standard employee profiles and progressions based on either individual key positions or talent pools, for ease of replacing essential employees that depart the organization or transitioning in special talents to sustain high visibility projects. The succession planning process matches the employee competencies with competencies in position profiles to identify and rank potential candidates for key positions using the Search and Compare Profiles component. For key positions, this feature provides a valuable means of immediately responding to major organizational changes, like reorganizations.

#### NON-CORE SERVICES – DECISION SUPPORT AND PLANNING

Decision Support and Planning - provides for the identification, gathering and analysis of data for decision making, resolution of problems and business issues and to support predicting of the impact of decisions before they are made or predicting events that require decision making in the present. **This service component includes Workforce Analytics (WA).**

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

NFC currently does not offer Workforce Analytics services. Customers can access standard and ad hoc reports pulled through webTA's advanced reporting environment, which delivers a richer reporting experience through enhanced interactivity, customized report authoring, and expanded export options. Ad hoc reporting, advanced analytics, and charting features are available via an easy-to-use interface to support fast, easy report creation, customization, and data analysis.

#### NON-CORE SERVICES – LEARNING ADMINISTRATION

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

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

NFC does not provide this product as a service; however, it will provide an interface to a Customer's choice of products.



NON-CORE SERVICES – CAREER DEVELOPMENT PLANNING	
Career Development Planning - supports the identification of development opportunities and learning needs based on agency needs, individual goals and needs, and/or gaps in competencies, knowledge, skills and abilities. This may be at the individual level or at a department or program level.	
1.2.13	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NFC does not provide this product as a service; however, it will provide an interface to a Customer's choice of products.	

NON-CORE SERVICES – WORKERS COMPENSATION	
Workers Compensation - provides comprehensive workers compensation services including adjudication, case management, counseling, and fraud investigation.	
1.2.14	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NFC currently does not offer Workers Compensation services. It does, as a part of payroll processing, support payment to employees who are covered by the Workers Compensation program.	

NON-CORE SERVICES – UNEMPLOYMENT COMPENSATION	
Unemployment Compensation - provides services under the unemployment compensation program including claims processing, billing, reporting, and handling appeals.	
1.2.15	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<p>NFC handles unemployment compensation under payroll services – UCFE publication. UCFE is an online computerized subsystem of the USDA Payroll/Personnel System. UCFE is used to provide immediate access to payroll and personnel data required in the completion of employment verifications and the following unemployment compensation forms:</p> <ul style="list-style-type: none"> <li>• ES-931, Request for Wage and Separation Information UCFE</li> <li>• ES-931A, Request for Separation Information for Additional Claim – UCFE</li> <li>• ES-934, Request for Information or Reconsideration of Federal Findings – UCFE</li> </ul>	



**NON-CORE SERVICES – APPLICATION MANAGEMENT**

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

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

NFC provides back office support for customers to include the staffing and recruiting functions. As part of those services, NFC accepts employment applications and captures application information in a manner that makes it available to those who need it; manages and communicates application status; analyzes and assesses application information to determine applicant eligibility for employment. NFC uses both USA JOBS and USA Staffing during the process, and complies with all relevant government-wide and agency-specific requirements. NFC has Delegated Examining Authority and an established Delegated Examining Unit (DEU).

**NON-CORE SERVICES – REPORTING**

Reporting - retrieves, manipulates, and presents information as needed.

1.2.17	Please provide information on reports that your system makes available to customers. Please also describe the reporting features that your system offers (e.g. ad hoc, real-time, manager self-service, flexibility, customizability) and any costs or cost structure associated with making non-standard reports available.
--------	--

NFC currently has the capability to report on the current and historical information related to personnel, pay, leave, employment status, and statistical information to prepare personnel and other related reports. System output ranges from payroll and bond tapes to reports such as organization and position listings, retirement eligibility listings, average grade level trend reports, and personnel status reports. NFC currently has several reporting solutions that are tailored to its customers' operational and transactional needs, and is undertaking a project that will upgrade the reporting solution. Underpinning the current solution are the following reporting services:

- The Reporting Center is an interactive web-based application and reporting tool that enables agencies to produce predefined and customized reports.
- FOCUS is a report generator system which allows users to create customized reports with a programming language. FOCUS uses two utilities, FOCUSRPT for testing and BATCHFOC for report submission in a batch environment.
- CULPRPT is a reporting system that utilizes information in the payroll/personnel database to generate standardized reports. Agencies can retrieve specific data for their employees in predefined report formats.

In an effort to continually enhance and expand its service offerings for its customers, NFC has recognized the need to provide an integrated, modern human capital reporting solution that is



NON-CORE SERVICES – REPORTING	
Reporting - retrieves, manipulates, and presents information as needed.	
1.2.17	Please provide information on reports that your system makes available to customers. Please also describe the reporting features that your system offers (e.g. ad hoc, real-time, manager self-service, flexibility, customizability) and any costs or cost structure associated with making non-standard reports available.
decoupled from the backend payroll personnel processing systems. Based on the business case and additional feedback from customers, NFC has initiated a multi-year project to develop a leading enterprise human capital reporting solution with a consolidated data warehouse and a business intelligence toolset.	

NON-CORE SERVICES – RECORDS MANAGEMENT	
Records Management - provides the capability to store, protect, archive, classify, retrieve and retire documents and information. <b>This service component includes eOPF.</b>	
1.2.18	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<p>NFC uses IRIS as an online inquiry system that provides immediate access to at least 1 year of current and 5 years of historical payroll/personnel data. The data displayed in IRIS is the result of payroll/personnel transactions process in PPS. NFC also uses a Windows-based payroll/personnel entry, correction, inquiry, and retrieval database system known as Entry Processing Inquiring and Corrections (EPIC) for records management. It is a PPS application and it allows customers to: (1) enter payroll and personnel transactions; (2) correct transactions that have failed the database edits; (3) execute status and suspense reports; (4) delete and restore transactions; (5) view future and current payroll/personnel transactions to be processed; and (6) cancel and change history records; and roll back applied documents. NFC also provides direct customer service by issuing an Individual Client Service Representative responsible for forming a relationship with the customer by being knowledgeable, listening, and responding to customer concerns.</p> <p>NFC handles eOPF for all customers. It is automatically uploaded to OPM biweekly after BEAR reports are run.</p>	



#### NON-CORE SERVICES – PROCESS TRACKING

Process Tracking - allows the monitoring of activities within and/or across business cycles. **This service component includes Workflow.**

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

NFC offers workflow tracking through Remedy. We will provide an interface to a Customer's choice of products.

#### NON-CORE SERVICES – CASE/ISSUE MANAGEMENT

Case/Issue Management - manages the life cycle of a particular claim or investigation including the creation, routing, tracing, assignment and closing of a case; also supports collaboration among case handlers.

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

NFC does not offer this service; however, it will provide an interface to a Customer's choice of products.

#### NON-CORE SERVICES – LABOR COST ALLOCATION

Labor Cost Allocation - attaches labor costs to accounting codes.

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

NFC labor costs are all matched to valid accounting codes. The labor costs come in through time and attendance reports and are paid according to the cost codes submitted.

#### NON-CORE SERVICES – EMPLOYEE RELATIONS

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

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

NFC offers employee relation capabilities through Human Resources Back-office services. It will provide an interface to a Customer's choice of products.



NON-CORE SERVICES – LABOR RELATIONS	
Labor Relations - provides support to management and/or agency on a variety of labor relations matters including mediation, arbitration, alternative dispute resolution, filings, and compliance with statutory labor-management relations obligations. Provides training on labor relations topics.	
1.2.23	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NFC offers Labor Relations capabilities through Human Resources Back-office services. It will provide an interface to a Customer's choice of products.	

NON-CORE SERVICES – PAY ADMINISTRATION	
Pay Administration - determines eligibility and calculates values for pay and leave and other compensation. The pay data resulting from this service is used as an input to the Payroll Processing service.	
1.2.24	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NFC developed a GOTS application called PAYE to perform the complicated computation routines required to produce gross net salary data for disbursement and transmission to Treasury. In addition to creating disbursement data, PAYE also creates accounting records that are processed and reported through the Payroll Accounting System. PAYE updates the PPS database to reflect salary payments as well as employee's leave. PAYE processes on the first Thursday and Friday after the pay period. Payroll schedules are submitted to Treasury within 2 days after PAYE processes.	

NON-CORE SERVICES – BENEFITS COUNSELING	
Benefits Counseling - advises individuals on a wide range of benefit options, eligibility and impacts. Provides information, counseling, assistance, and advocacy to employees regarding their benefits and entitlements.	
1.2.25	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NFC currently does not offer Benefits Counseling services.	



#### NON-CORE SERVICES – HEALTH AND FITNESS

Health and Fitness - supports the physical well-being of an organization's employees. This may include health, wellness, and fitness programs and education.

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

NFC currently does not offer Health and Fitness services as a product; however, it will provide an interface to a Customer's choice of products.

#### NON-CORE SERVICES – WORKFORCE RESHAPING

Workforce Reshaping - considers the current personnel inventory and reallocates workforce as applicable.

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

NFC currently does not offer Workforce Reshaping services. Customers can use Position Management System Online (PMSO) for their workforce reshaping efforts. PMSO is a position-oriented database management system that gives customers the ability to add, change, inactivate, reactivate, and delete positions. Position data is entered through PMSO and linked internally with employee data during the processing of PINE when a personnel action is processed to update the PPS database. PMSO also provides report generation and online inquiry capabilities.

#### NON-CORE SERVICES – ORGANIZATIONAL DESIGN

Organization Design - supports the creation or revision of an agency's organization structure and reporting relationships.

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

NFC currently does not offer Organization Design services. Customers can use Position Management System Online (PMSO) for their organizational design efforts. PMSO is a position-oriented database management system that gives customers the ability to add, change, inactivate, reactivate, and delete positions. Position data is entered through PMSO and linked internally with employee data when a personnel action is processed to update the Payroll/Personnel System (PPS) database. PMSO also provides report generation and online inquiry capabilities.



**NON-CORE SERVICES – ASSESSMENT MODEL**

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

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

NFC offers assessment model capabilities through Human Resources Back-office services.

**NON-CORE SERVICES – HUMAN RESOURCES DEVELOPMENT NEEDS ASSESSMENT**

Human Resources Development Needs Assessment - works collaboratively with the agency to support the identification of development needs and recommendations regarding human resource development programs and priorities.

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

NFC currently does not conduct HR Development Needs Assessments for it customers.

**NON-CORE SERVICES – HUMAN RESOURCES DEVELOPMENT PROGRAM DEVELOPMENT**

Human Resources Development Program Development - supports training needs analysis, design, development, and evaluation of human resource development learning opportunities. This may include a single learning opportunity or a group or series of learning opportunities.

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

NFC currently does not offer HR Development Program Development services.

**NON-CORE SERVICES – HUMAN RESOURCES DEVELOPMENT PROGRAM DELIVERY**

Human Resources Development Program Delivery - provides the learning opportunity to enhance an employee's competencies, knowledge, skills, and abilities to support individual professional development and/or agency needs. This may include a single learning opportunity or a group or series of learning opportunities.

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

NFC currently does not offer HR Development Program Delivery services.



**NON-CORE SERVICES – HUMAN CAPITAL PROGRAM REVIEW AND ASSESSMENT**

Human Capital Program Review and Assessment - supports the evaluation of HC and HR programs via an assessment of whether objectives have been met.

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

NFC currently does not conduct Human Capital Program Review and Assessments.

***END OF FUNCTIONAL CATEGORY***



## 2. Technical

In sections 2.1 Systems and Technology and 2.2 IT Security, you are asked to provide information on the Information Technology that supports the solutions you offer to your customers. The questions in these sections cover hardware and software, system features and capabilities, data repository, planned upgrades, integration, and IT security plan and continuity of operations plan.

### 2.1 Systems and Technology

SYSTEMS AND TECHNOLOGY – HARDWARE AND SOFTWARE	
2.1.1	Please provide information on your system(s) including software and hardware. Include information such as COTS, GOTS, or custom solution, functions supported, key features, software version (COTS), age of system, number of users, etc.
<p><i>EmpowHR</i>, NFC’s PeopleSoft/Oracle 9.0 HRMS, is a Commercial-off-the-Shelf (COTS) HRMS designed specifically to work for the U.S. Federal Government. <i>EmpowHR</i> was designed to meet all OPM guidelines including, Data Standards, CPDF, and EHRI requirements. The system was implemented in 1999, with the last update to PS 9.0 in 2008.</p> <p>NFC’s Enterprise Data Centers provide customers with a state-of-the-art data center that offers a secure controlled raised floor environment, with modern electrical and mechanical systems. This environment is supported by dual electrical leads into the computer room, an uninterrupted power supply (UPS), redundant power (supplied by diesel generators), climate control, and fire protection</p> <ol style="list-style-type: none"> <li>a. Raised Floor: The EDCs host equipment on computer room raised floor space in the production facility to facilitate cable installation, power routing, and airflow.</li> <li>b. Power: Each EDC has built an electrical power supply system with multiple redundancies. Integral to the UPS are battery back-up systems. In the event of a loss of commercial power, emergency power Diesel Driven Generators (DDG) automatically supply power to sensitive computer equipment and all required support systems (i.e., HVAC, lighting).</li> <li>c. Environmental Controls: The EDCs provide modern, reliable heating, ventilation, and air conditioning (HVAC) systems as well as engineered air flow management.</li> </ol> <p>The EDCs provide 7/24/365 Level 1 Technical Help Desk.</p>	

SYSTEMS AND TECHNOLOGY – DATA REPOSITORY	
2.1.2	Please provide information on the database management technology you use.
<p><i>EmpowHR</i> uses an Oracle 10g Enterprise Edition 64-bit database server with Fire-wall rules and VPNs established within the infrastructure to maximize security. This architecture allows NFC to offer customers a hosted, private “cloud” environment .</p>	



SYSTEMS AND TECHNOLOGY – PLANNED UPGRADES	
2.1.3	Please provide information on any planned upgrades to your system and/or technology in the next 5 years.
<p>NFC is currently undergoing a technology refresh in several of its general support systems to take advantage of new capabilities in network and processing capacities. Some of the upcoming planned upgrades to our systems and/or technology are listed as follows; IDMS upgrade, mainframe technology refresh, Windows Operating System refresh, load balancer/DNS tech refresh, Refresh, firewall tech refresh, CICS upgrade, IBM Blade tech refresh, and the z/OS 1.13 upgrade.</p> <p>NFC manages technology modernization with an integrated, strategic, project, and business planning process to ensure that all investments are in the direction of our target architecture. This process includes several decision points where requirements are validated, business cases are presented, and project plans are reviewed, thus ensuring technically and financially sound progress toward technology modernization.</p> <p>NFC will continue to evaluate its current system and services offerings and that of the changing IT marketplace to ensure we stay in touch with the latest advances; being sure to communicate and involve our customer base in reviews and evaluations of future opportunities. NFC believes this approach will support our efforts to remain the leading Government provider for all payroll and personnel services and enhance our reputation as the foremost hosting provider of state-of-the-art human capital management applications.</p> <p>The impact of the refreshes on customer operations is negligible. Occasionally, a piece of supporting infrastructure requires a minimum amount of downtime, which is scheduled well in advance and coordinated with customer representatives to ensure their processing needs are taken into consideration. Over the past several years, NFC has averaged 99.98% availability of its HRIS solution.</p>	

SYSTEMS AND TECHNOLOGY – FLEXIBILITY AND CUSTOMIZABILITY	
2.1.4	Please describe your approach to customizing system(s) to accommodate unique customer requirements. Provide information on your customization approach for an initial implementation for a new migrating customer and your customization approach in support of your existing customer base.
<p>NFC's approach for maintaining and sustaining a qualified solution provides for the disciplined planning, development, installation and distribution of software changes/releases into the solution. NFC's Systems Development Lifecycle (SDLC) approach is used to successfully implement over 500 system change requests each year. Below, we detail each phase of our approach, Requirements, Design, Develop, Test, and Deploy. At the start of each phase objectives are clearly defined between and then reviewed at the conclusion of the phase to ensure they were met. The subsequent phase will not initiate unless all objectives have been met and mutual sign-off occurs between NFC and the customer.</p>	



**SYSTEMS AND TECHNOLOGY – FLEXIBILITY AND CUSTOMIZABILITY**

2.1.4 Please describe your approach to customizing system(s) to accommodate unique customer requirements. Provide information on your customization approach for an initial implementation for a new migrating customer and your customization approach in support of your existing customer base.

**Requirements** - The purpose of the Requirements phase is to facilitate the development of quality software applications by working with requirements stakeholders to gather, analyze, and validate the business, user, and software (functional and non-functional) requirements for the development or enhancement of the HRIS solution. During this phase, NFC requirements analysts produce a detailed functional requirements document requiring customer review and sign-off prior to transcription (i.e., creation of technical design document). This sequence of operations is performed iteratively from the start of every project (e.g., IR, SCR).

**Design** – The Design phase consists of application architecture definition, solution design, and data modeling. The purpose of Application Architecture and Design is to develop the architecture and software design elements consistent with the requirements, which are verified and validated prior to the Develop phase.

**Develop** – The Develop phase defines the processes through which coding and unit testing occurs. The purpose of these activities is to convert the system design into working executables that have been confirmed to work individually. The scope of this process area includes: developing the code specification and test scripts, developing the code, code review and unit testing.

**Test** - The Test phase describes the processes for defining and executing the various types of testing on a project including: converted data, system, integration, performance, functional, user-acceptance, and deployment testing. The Test phase also includes the process through which the resulting system defects are identified (i.e., regression testing) and managed. NFC logs a defect identified in the testing phase and tracks it through a Defect Problem Report. Defects are then prioritized and resolved prior to migration to the production environment.

**Deploy** - The Deploy phase describes the process used for transitioning the built and tested software into a production environment. It includes data conversion, go live, and transition to systems operations and maintenance. This process is initiated by the sign-off and submission of a Migration Certificate.



**SYSTEMS AND TECHNOLOGY – VOLUME AND SCALABILITY**

2.1.5 Please provide information on the volumes you currently process and the capacity and scalability of your system(s).

NFC has 316 TB of enterprise class storage running on two DMX-4s. DMX-4 systems can be configured with 96 to 2,400 disk drives for a maximum capacity of over a petabyte. Current infrastructure is sized to support expansion without impacting current services.

NFC's processing capacity is over 83 gigahertz of AIX processing power and over 1300 Gigahertz of x386 server processing power. The infrastructure supporting our processing environment is configured to be scalable to support additional processing requirements without impacting existing customers. EDC operations performs capacity planning and utilization monitoring related to ongoing support of the EDC infrastructure to include developing IT capacity usage trend analyses and forecasts; developing workload projections and plans through direct coordination with customer agency representatives and vendor representatives; analyzing present and projected workloads associated with personnel requirements, computer capacity, and capability; translating workload projections into specific hardware requirements.

**SYSTEMS AND TECHNOLOGY – 508 COMPLIANCE**

2.1.6 Please describe the accessibility features of your system(s) for Section 508 compliance.

NFC subjects any assistive technology integrated into the HR LOB solution to the full testing cycle, beginning with unit testing and ending with user acceptance testing conducted by end users of the assistive technology. Development resources on NFC working on new screen customizations or the development of new screens will review the development and testing standards, and be tested on their comprehension by team leads during test cycles where requirements are identified. NFC is committed to learning, developing, testing and staying up to date with the latest technologies and applications available to us to achieve 100% Section 508 compliance. NFC recognizes that automated testing tools are not a substitute for human testing. Therefore, in addition to the use of automated testing tools, NFC recommends that employees with disabilities participate in User Acceptance Testing.



## 2.2 Systems and Data Integration and Interoperability

SYSTEMS AND DATA INTEGRATION AND INTEROPERABILITY – INTEGRATION OF SYSTEMS AND DATA	
2.2.1	Please describe the integration/data exchange between your system components (core HR, non-core HR, payroll, and other systems if applicable).
<p>NFC uses many integrations/data exchanges for Core HR, Non-core HR and Payroll outputs.</p> <ul style="list-style-type: none"><li>• The Bi-Weekly Examination and Reporting (BEAR) system for analyzing payroll and personnel transactions that occurred during the processing of the pay period. It sets up the current pay period for payroll- and personnel-related information and closes out the prior pay period. This process is repeated for each pay period. BEAR generates a multitude of end-of-pay-period report notifications and generates certain personnel actions.</li><li>• The Payroll Processing System (PAYE) also performs the complicated computation routines required to produce gross net salary data for disbursement and transmission to Treasury. In addition to creating disbursement data, PAYE also creates accounting records that are processed and reported through the Payroll Accounting System. PAYE updates the PPS database to reflect salary payments as well as employee’s leave. PAYE processes twice, which is on the first Thursday and Friday after the pay period. Payroll schedules are submitted to Treasury within 2 days after PAYE processes.</li><li>• STARWeb is a web-based application designed, developed, and maintained by NFC for preparing, printing, and transmitting T&amp;A reports to NFC for processing. Because STAR web is a real-time Web-based application, accounting information is validated through the Management Account Structure Codes System (MASC) as each line of data is entered, eliminating errors in the process.</li><li>• The Time &amp; Attendance Validation System (TIME) reads, collects, edits, and validates Time and Attendance (T&amp;A) data transmitted to the payroll office. TIME executes on the Sunday after the close of pay period to release all time and attendance document that were transmitted to NFC. Time runs daily throughout the processing week and multiple times at the end of a processing week.</li></ul>	

SYSTEMS AND DATA INTEGRATION AND INTEROPERABILITY – CUSTOMER-BASED OR THIRD-PARTY SYSTEM INTEGRATION	
2.2.2	Please describe your approach to integration of a customer or third-party system. Provide information on your approach for an initial implementation for a new migrating customer and your approach in support of an existing customer.
<p>NFC’s HR LOB solution currently interfaces with numerous HR front-end, T&amp;A, financial and management systems. NFC provides front-end (in a standard format) and back-end (applied or suspense) data feeds to their clients using their own HR systems. High volume transactions may be transmitted for processing with controls in place to ensure that all records are received and processed. Data synchronization processes are established to ensure that data from these various systems are synchronized. Synchronization Reports are generated and errors are corrected and validated. Clients are optionally provided with end-of-the pay period downloads of HR, T&amp;A and/or payroll data.</p>	



**SYSTEMS AND DATA INTEGRATION AND INTEROPERABILITY – CUSTOMER-BASED OR THIRD-PARTY SYSTEM INTEGRATION**

2.2.2 Please describe your approach to integration of a customer or third-party system. Provide information on your approach for an initial implementation for a new migrating customer and your approach in support of an existing customer.

Bi-directional interfaces are established for many third party entities (e.g., TALX, Roth and retirement plans, IRS, OPM, Federal, state, county and city tax entities, unions, charitable organizations, health care providers and financial institutions). NFC also provides a bi-directional feed for its T&A solutions. In total, NFC provides over 100 interfaces to support its HR LOB solution.

NFC provides a front-end system interface (FESI) that allows customer agencies to batch transmit data to NFC for processing in its numerous payroll, time and attendance and personnel systems. The FESI system of interfaces provides both front-end (in a standard format) and back-end (applied or suspense) data feeds and supports the integration of clients internal automated systems (e.g., WEB Tcas, HSPD-12), T&A systems (e.g., internal/external webTA customers), and third party systems such as USA Jobs.

In addition to web services and flat files, NFC also uses PeopleSoft Component Interface (CI) and Integration Broker to facilitate integrations between *EmpowHR* and third-party systems. The NFC solution currently holds numerous integration capabilities to meet the identified needs of its customers. NFC has the ability and experience to work with customers to identify requirements, build and maintain interfaces required to meet all integration needs (e.g., internal automated systems, point solutions).

**SYSTEMS AND DATA INTEGRATION AND INTEROPERABILITY – DATA COMMUNICATION ARCHITECTURE AND IT CONNECTIVITY**

2.2.3 Please describe your data communication architecture and provide any requirements for customer connectivity to your technology and as applicable to your business partner providers' technology. Also, provide information on your requirements for connectivity to your disaster recovery site from a customer's primary and secondary sites as well.

Data communication to *EmpowHR* is via the Web. The Web user sends commands and requests for information to the Web servers, which convey the requests to the appropriate back-end servers. Back-end servers, in turn, index data in database support servers.

The following details communication flow within *EmpowHR* from a user's perspective:

- Using an Internet browser, external and internal users communicate via Hypertext Transfer Protocol (HTTP) over Secure Socket Layer (SSL) protocol (HTTPS). Firewalls are in place to allow only HTTP or HTTPS traffic flow. The Load Balancer issues an http to https redirect if someone comes in http. One environment services both internal and external users.
- Users are automatically load-balanced across multiple Web servers. Each user is assigned a static connection to a specific Web server for the duration of their session.
- The Web server communicates to an application server using the Tuxedo protocol.
- User authentication occurs within the PeopleSoft application. An application server makes



**SYSTEMS AND DATA INTEGRATION AND INTEROPERABILITY – DATA COMMUNICATION ARCHITECTURE AND IT CONNECTIVITY**

2.2.3 Please describe your data communication architecture and provide any requirements for customer connectivity to your technology and as applicable to your business partner providers' technology. Also, provide information on your requirements for connectivity to your disaster recovery site from a customer's primary and secondary sites as well.

requests back and forth to the database server.

- The database server responds to the application's requests delivering the required data (to the application server) using open database connectivity (ODBC).
- The application server processes and sends the data to the Web server using Tuxedo.
- The Web server delivers the data to the Internet browser using HTTPS.

NFC maintains a robust Continuation of Operations Plan (COOP) and Disaster Recovery Plan that documents the objectives, activities, roles, and responsibilities carried out during a COOP or Disaster Recovery event. These plans are shared and communicated to employees and customers, and tested annually to ensure that our customers will continue to be able to meet their mission, even under adverse conditions.

NFC has several robust Disaster Recovery scenarios which are regularly tested to ensure business resumption processes are accurate and viable. NFC operates a Primary Computer Facility (PCF) in Denver, CO; a Backup Computer Facility (BCF) located in St. Louis, MO; and a Business Operations Facility (BOF), located in New Orleans, LA. NFC's PCF and BCF are both Enterprise Data Centers providing redundant HVAC and power feeds, and diesel generator backup power supply. The PCF and the BCF are defined as Enterprise Data Center (EDC) Tier III. EDC Tier III classification requires that the data center be composed of multiple active power and cooling distribution paths, but only one path active, has redundant components, and is concurrently maintainable, providing 99.98% availability.

NFC's COOP adheres to the Federal Emergency Management Agency's Federal Protection Circular 65 which compels agencies to develop and test contingency plans to meet emergencies. NFC's COOP was put to the test in 2005, when Team NFC was able to sustain critical services and business operations through Hurricane Katrina.

To ensure that the agency is ready to respond to any COOP event, the steps and planned response to such an event is tested on an annual basis. A cadre of employees deploy to one of the NFC's alternate work sites to resume and test business operations independent of the ongoing operations at the business office in New Orleans. The test plan also provides the flexibility to involve customers in defining test objectives, participating in test execution, and reviewing test results.

Multiple contingency plans provide for the continuation of business operations in the event a disaster would render any of these facilities inoperable. They include the above mentioned



SYSTEMS AND DATA INTEGRATION AND INTEROPERABILITY – DATA COMMUNICATION ARCHITECTURE AND IT CONNECTIVITY	
2.2.3	Please describe your data communication architecture and provide any requirements for customer connectivity to your technology and as applicable to your business partner providers' technology. Also, provide information on your requirements for connectivity to your disaster recovery site from a customer's primary and secondary sites as well.
<p>NFC Continuity of Operations (COOP) Plan, an IT Continuity Plan (ITCP), a Disaster Recovery Plan (DRP), Business Continuity Plan (BCP) / Business Resumption Plan (BRP) for each NFC organization. These plans are in compliance with all Federal, Departmental, and other guidelines and regulations regarding disaster recovery and business continuity.</p> <p>The customers' role in execution is primarily one of communications. NFC has a comprehensive and successfully tested and deployed communications process it uses to ensure business continuity. The customer targeted communications include information on any special processing cycles, unique testing, and interim additional communication channels (web, email, voice, etc.). Other than this, NFC's continuity approach is one of transparency to the customer community.</p>	

SYSTEMS AND DATA INTEGRATION AND INTEROPERABILITY – RECONCILIATIONS AND SYNCHRONIZATIONS	
2.2.4	Please describe your process for reconciling and synchronizing data across your systems (core HR, non-core HR, and payroll).
<p>NFC utilizes many systems for reconciling and synchronizing data for Core HR, Non-core HR and Payroll outputs.</p> <ul style="list-style-type: none"><li>• The Correction Adjustment Payment System (CAPS) handles payments that require correction and/or adjustments prior to being posted. Submitted four times per year to IPAC documentation.</li><li>• The Administrative Billings and Collections System (ABCO) is an automated system for billing and collecting debts to Federal government employees and separated employees. Monitors the debt and records all collections until debt is satisfied or moved to the CLAIMS Section. Interfaces with payroll and personnel systems.</li><li>• The Intradepartmental Transactions Reconciliation System (ITRS) is a web based application that allows identification, reconciliation and reporting of intradepartmental transactions to facilitate elimination of intradepartmental balances for the consolidated financial statements. ITRS collects these transactions as entered by partner agencies, determines if discrepancies exists between the partner amounts, and provides a forum for reconciliation of those amounts according to Federal accounting regulations.</li></ul> <p>The Statement of Earnings and Leave System (EARN) provides personnel offices access to employees' Statement of Earnings and Leave (also referred to as an E&amp;L statement). Personnel Offices may view and print up to 26 pay periods of earnings and leave data, print an online copy of the E&amp;L statement,</p>	



**SYSTEMS AND DATA INTEGRATION AND INTEROPERABILITY – RECONCILIATIONS AND SYNCHRONIZATIONS**

2.2.4 Please describe your process for reconciling and synchronizing data across your systems (core HR, non-core HR, and payroll).

and request an official copy of Form AD-334, Statement of Earnings and Leave on behalf of the employee.

**SYSTEMS AND DATA INTEGRATION AND INTEROPERABILITY – ERROR CORRECTION**

2.2.5 Please describe how corrections are made to data (e.g. system initiated, user initiated, real time or batch processing, user display, etc.).

NFC makes corrections to data through system initiated, user initiated, real time and batch processing methods:

- The T&A Online Suspense Correction and Document Addition System (TSUS) is an online suspense correction system used by NFC personnel to correct time and attendance (T&A) reports that failed the TIME edits.
- WebTA is a web-based application that was specifically developed to support the Federal Workforce time and attendance process and provides employees with an online, easy-to-use process with numerous capabilities such as correcting incorrect time entries.

**SYSTEMS AND DATA INTEGRATION AND INTEROPERABILITY – IDENTITY AND AUTHENTICATION AND AUTHORIZATION**

2.2.6 Please describe your approach for identity authentication and authorization. Do your systems allow for single sign on?

NFC leverages its solution in conjunction with and adapts it to customer's identity management program and e-Authentication. NFC incorporates this production solution into the proposed solution to the customer and delivers it once the customer provides additional technical information on its e-Authentication and identity requirements.



## 2.3 IT Security

IT SECURITY – SECURITY PLAN	
2.3.1	Please describe your security architecture for your systems. Please also provide information on security policies and standards (including most recent security and privacy audit results) and approaches to risk management, vulnerability management, and threat management.
<p>Protecting the systems and the information is the highest priority for NFC's EDC personnel. The EDCs employ a defense in-depth strategy to provide the best security possible.</p> <ul style="list-style-type: none"><li>a. Threat Analysis and Risk Assessment: The EDCs conduct analyses to identify threats (natural and manmade) to the EDCs' critical infrastructures. Using this threat analysis, the EDCs conduct an assessment to determine the EDCs' risks related to a recognized threat. Provide assessment based on the impacts of common potential threats to process failures, and the probability that the failure will occur.</li><li>b. Physical Security: Each EDC meets all Departmental standards for data center physical security designed to safeguard personnel and to prevent unauthorized access to facilities, equipment, and data.</li><li>c. Personnel Security: Personnel security measures are in place, including background investigations and annual security awareness training for EDC employees and contractors. Specific background investigation levels are required by the EDCs based on job functions, level of access, and risk.</li><li>d. Certification and Accreditation (C&amp;A): EDC security personnel perform the C&amp;A for all General Support Systems (GSS) that comprise the EDC infrastructure. Each GSS operates under a Full Authority to Operate.</li><li>e. Vulnerability Management: EDC security personnel perform monthly scans and systems administrators mitigate vulnerabilities within 30 days. If vulnerabilities cannot be mitigated within 30 days, a Plan of Action and Milestones (POA&amp;M) is established in Cyber Security Assessment and Management (CSAM) system. All acceptable risk and false positive declarations are approved by the Designated Accreditation Authority (DAA).</li><li>f. Intrusion Detection: EDCs operate and maintain real time intrusion detection systems that are monitored at all times.</li><li>g. Incident Response: EDCs have processes in place to respond to all security incidents. This includes a rapid response force (Computer Incident Response Team) to investigate, analyze, and resolve incidents such as malicious users deliberately exploiting vulnerabilities, identified through a GSS intrusion detection system, as well as, any reported incidents by users.</li><li>h. Access Management for General Support Systems: Provides operating system level security in the form of User ID/Password verification. Enforces strict security policies regarding system access. Provides access based on role level security or least access principles.</li></ul>	



**IT SECURITY – CONTINUITY OF OPERATIONS PLAN (COOP) / DISASTER RECOVERY**

2.3.2 Please describe your approach to COOP and disaster recovery, including exercises and simulations that are conducted. Please provide information on points of customer involvement in your response.

NFC's Enterprise Data Centers (EDCs) are responsible for the full recovery of the general support systems to hardware at an alternate site following a business interruption event at the primary EDC site. These services include restoration of all system software and application data from backup media, to meet the EDCs' Recovery Time and Point Objectives, as well as, turning over the system back to the operational entities and/or loading data back to the primary site after the disaster has passed. (This does not include automatic recovery of customer applications/data unless there is an agreement in effect for those recovery services.)

- a. Business Impact Analysis (BIA): The EDCs conduct BIAs to identify the EDCs' critical processes, resources, interdependencies, and impacts of process failure. They produce a BIA report, which describes the findings and suggests Recovery Time and Point Objectives to assist the EDCs in developing a business continuity strategy.
- b. General Support Systems Backup and Recovery: The EDCs provide for the ongoing backup and restore capability of GSS on a recurring, routine basis as well as written procedures to be executed to restore the GSS in the event of a disaster/major service interruption.
- c. Disaster Recovery Testing: The EDCs plan and conduct Disaster Recovery Drills, that include restoring systems to standby hardware at the alternate recovery site, table-top exercises to simulate interruptive events, cleaning of alternate hardware after drills, analyzing and measuring the success of drills, and subsequent improvement/update of DR plans. Drills are conducted annually to exercise the EDCs' IT Disaster Recovery Plans.

**END OF TECHNICAL CATEGORY**



### 3. Business

In sections 3.1 through 3.6, you are asked to provide an overview of your organization. The questions in these sections cover your organization’s structure and business practices for migration management, customer service and support, performance management, financial management, and alignment to HR LOB objectives.

#### 3.1 Organization

ORGANIZATION – SERVICE DELIVERY MODEL	
3.1.1	<p>Please describe your service delivery model. A service delivery model explains how an organization manages and improves the delivery of services offered to customers through systems, processes, and infrastructure.</p> <p>NFC’s approach for maintaining and sustaining a qualified solution provides for the disciplined planning, development, installation and distribution of software changes/releases into the solution. NFC’s Systems Development Lifecycle (SDLC) approach is used to successfully implement over 500 system change requests each year. Below, we detail each phase of our approach, Requirements, Design, Develop, Test, and Deploy. At the start of each phase objectives are clearly defined between NFC and then reviewed at the conclusion of the phase to ensure they were met. The subsequent phase will not initiate unless all objectives have been met.</p> <p><b>Requirements</b> - The purpose of the Requirements phase is to facilitate the development of quality software applications by working with requirements stakeholders to gather, analyze, and validate the business, user, and software (functional and non-functional) requirements for the development or enhancement of the HRIS solution. During this phase, NFC requirements analysts produce a detailed functional requirements document requiring customer review and sign-off prior to transcription (i.e., creation of technical design document). This sequence of operations is performed iteratively from the start of every project (e.g., IR, SCR).</p> <p><b>Design</b> – The Design phase consists of application architecture definition, solution design, and data modeling. The purpose of Application Architecture and Design is to develop the architecture and software design elements consistent with the requirements, which are verified and validated prior to the Develop phase.</p> <p><b>Develop</b> – The Develop phase defines the processes through which coding and unit testing occurs. The purpose of these activities is to convert the system design into working executables that have been confirmed to work individually. The scope of this process area includes: developing the code specification and test scripts, developing the code, code review and unit testing.</p> <p><b>Test</b> - The Test phase describes the processes for defining and executing the various types of testing on a project including: converted data, system, integration, performance, functional, user-acceptance, and deployment testing. The Test phase also includes the process through which the resulting system defects are identified (i.e., regression testing) and managed. NFC logs a defect identified in the testing phase and tracks it through a Defect Problem Report. Defects are then</p>



ORGANIZATION – SERVICE DELIVERY MODEL	
3.1.1	<p>Please describe your service delivery model. A service delivery model explains how an organization manages and improves the delivery of services offered to customers through systems, processes, and infrastructure.</p>
	<p>prioritized and resolved prior to migration to the production environment.</p> <p><b>Deploy</b> - The Deploy phase describes the process used for transitioning the built and tested software into a production environment. It includes data conversion, go live, and transition to systems operations and maintenance. This process is initiated by the sign-off and submission of a Migration Certificate.</p> <p>As mentioned, this tested process is currently used to successfully implement over 500 service change requests a year. Nonetheless, NFC will leverage and augment this process as necessary to meet the specific and dynamic needs for their customers.</p>



**ORGANIZATION – ORGANIZATIONAL STRUCTURE**

3.1.2 Please describe your SSC organizational structure.

The National Finance Center (NFC) is a part of the USDA, Office of the Chief Financial Office (OCFO) organization. The NFC Director reports to the CFO and manages the entire NFC organization consisting of the Deputy Director, the Information Technology Services Division, the Government Employees Services Division, the Executive Federal Executive Board, and the Civil Rights and Conflict Office.

Offices reporting to the Deputy Director are the Human Resources Management Staff, the Administrative Management Staff, and the Risk Management Office.

The Director of the Government Employees Services Division is responsible for all systems development, maintenance and operations. GESD focuses on achieving NFC’s overall mission while maintaining its core functions of software development and maintenance, customer service, and business development in support of the payroll/personnel, human resource, and insurance lines of business.

The Director of the Information Technology Services Division is responsible providing an Enterprise Data Center and various Managed Hosted Services that come in basic packages with additional services offered. The NFC’s concept of managed hosting services is that the data center is responsible for the operations and maintenance of the entire IT infrastructure (hardware, system software, network, physical security, etc.) thereby leaving the customer to focus solely on the applications and the associated databases.

**ORGANIZATION – WORKFORCE MANAGEMENT**

3.1.3 Please provide information on workforce management practices currently used to ensure the availability of critical skill sets within your workforce.

NFC actively monitors its customer requirements and needs to ensure that it has sufficient staff to meet those needs. NFC currently maintains a steady state workforce to meet these needs and supplements the staff as necessary with contractor and intermittent employee resources when workload requires additional resources.

**ORGANIZATION – SUCCESSION PLANNING**

3.1.4 Please provide information the succession planning process and/or practices currently in place for critical positions in your organization.

NFC has a Succession Plan to identify and develop employees with the potential to fill key business leadership positions in the event it becomes necessary. This plan increases the availability of experienced and capable employees prepared to assume the roles of key positions. NFC recognizes that it is imperative to complete and execute succession planning to ensure mission critical business processes are not interrupted and that the talent is there to perform at a superior level now and in



ORGANIZATION – SUCCESSION PLANNING	
3.1.4	Please provide information the succession planning process and/or practices currently in place for critical positions in your organization.
<p>the future.</p> <p>NFC used the following process to create a Succession Plan:</p> <ul style="list-style-type: none"> <li>• Analysis was performed on retirement and job data for each organization’s key mission critical positions and the projections for the future with retirement and other attrition rates.</li> <li>• A competency skills gap analysis was performed to identify and target critical technical and leadership competencies.</li> <li>• A Competency Skills Gaps Matrix was developed for key mission critical positions.</li> <li>• The matrixes were used as a resource tool to review each competency listed along with its definition, and to indicate, whether it belonged to a specific work group that each organization performs.</li> <li>• The Competency Skills Gaps Matrix was then used as a tool to reflect customized information for positions.</li> <li>• The Competency Skills Gaps Matrix and the retirement/attrition projections were used to identify potential gaps and to create a Succession Plan.</li> </ul>	

ORGANIZATION – GOVERNANCE	
3.1.5	Please describe your governance structure including boards, workgroups, and other bodies. Describe the functions and responsibilities of each main component. Describe the touch points for customer representation and participation in your governance structure. If applicable, please explain how governance structures or processes differ by customer type (e.g., large versus small agencies).
<p>NFC works diligently to implement and sustain formal governance vehicles for its HR LOB solutions. There are two existing governance entities, the Customer Board (Board) and Project Review Team (PRT).</p> <p>The Customer Board provides strategic guidance, facilitates customer insight, and assists in setting the future direction for NFC, to include the direction of NFC’s offerings to its customers. There are currently Board members representing the largest HR LOB customers and other members representing small Agency and Payroll/Personnel customers. Duties of the Customer Board include:</p> <ul style="list-style-type: none"> <li>• Provide high-level, strategic advice and insight into the direction for payroll/personnel solutions</li> <li>• Assure stakeholder involvement in program direction</li> <li>• Define relative priorities of key program initiatives</li> <li>• Assess value of services provided</li> </ul>	



ORGANIZATION – GOVERNANCE	
3.1.5	Please describe your governance structure including boards, workgroups, and other bodies. Describe the functions and responsibilities of each main component. Describe the touch points for customer representation and participation in your governance structure. If applicable, please explain how governance structures or processes differ by customer type (e.g., large versus small agencies).
<ul style="list-style-type: none"> <li>• Address unresolved cross-customer issues</li> </ul> <p>The PRT, established by the Customer Board, represents NFC HR LOB clients in establishing prioritization of Agency specific requests, system-wide enhancements, and customer-wide initiatives for scheduled releases.</p> <p>Duties of the PRT include:</p> <ul style="list-style-type: none"> <li>• Represent all users, large and small, to meet Agency needs</li> <li>• Provide a unified approach to system project prioritization</li> <li>• Provide recommendations to ensure that projects are prioritized in a fair and consistent manner using customer input</li> <li>• Provide consensus solutions to system problems, changes, or proposed enhancements</li> <li>• Assist NFC in keeping broader stakeholders informed on the governance process</li> </ul> <p>In addition to the above governance structures, NFC maintains Service Level Agreements (SLA) with all of its HR customers, including specific performance measures and metrics to evaluate its service performance. NFC reviews the performance measures on a monthly basis and mitigates issues upon which a performance target was missed, if applicable. NFC communicates the results of its performance measures to customers, as well as any necessary mitigation plan needed to address issues with a performance target. NFC and customers jointly review and, if necessary, revise performance measures on an annual basis to accommodate new or changing requirements.</p>	

ORGANIZATION – CHANGE CONTROL PROCESS	
3.1.6	Please describe your change control process. Include information on steps for customer agency-initiated change requests, prioritization methodology, release schedule and notification procedures, and other information. In your response, please highlight points of customer involvement in the process.
<p>The NFC change control process is as follows:</p> <ul style="list-style-type: none"> <li>• <b>Identify the Change Request:</b> When the customer makes a change request, NFC will create a Software Change Release Management (SCR) that outlines the business requirements and high-level functional requirements of the requested change including</li> </ul>	



**ORGANIZATION – CHANGE CONTROL PROCESS**

3.1.6

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

the reason for change, description of desired result of the change, and technical attributes (e.g. data involved calculations, validation rules, regulations, special security requirements, etc.). NFC logs, triages and processes the SCR in Remedy, our automated ticketing system, with a unique project tracking number. NFC will provide the customer requester with the project tracking number and will inform them of the status of the SCR.

- **Assess and Prioritize:** Once the change request is identified, NFC uses proven methods and supporting tools for the prioritization of the changes and for the estimation of risk, level of effort, timeframe to complete and resources required (e.g., people, process and technology). NFC also uses configuration management processes and supporting technology that provides accurate configuration information, enabling efficient planning and authorization of changes. Below is a description of assessment, prioritization and approval of change activities:
  - Review by an Internal Change Control Board (CCB), comprised of NFC technical staff, that reviews the proposed changes for cross-application interdependencies, risks and impacts. After review, the Internal CCB submits SCRs for review, approval and prioritization by the Customer PRT.
  - NFC works with the Customer requester and the Customer PRT to evaluate and approve the requested changes based on the following Strategic Value Assessment criteria:
    - Is the change aligned with the Human Capital Strategic Plan?
    - Is the change a mandatory requirement?
    - Is the change affordable and/or does funding exist for the change?
    - Is there an acceptable alternative or work around?
    - What is the organizational scope?
    - What is the cross-functional scope?
    - What is the interdependency with other systems?
    - What are the security requirements?
    - What is the requested timeline?
- **Communicate future state, test and implement:** Upon approval of the SCR by the Customer PRT, NFC and the Customer will work together to define the requirements of the change, including defining the future state and assessing the business impact of the proposed change. A dedicated and experienced NFC Requirements Analyst will serve as the primary liaison between the Customer and NFC during this phase and the rest of the



**ORGANIZATION – CHANGE CONTROL PROCESS**

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

implementation of the change. The Requirements Analyst will collaborate with the SCR requester and other key Customer stakeholders and end-users to conduct a gap analysis of the proposed change. The gap analysis will consist of a five-step process to develop the functional solution, while simultaneously identifying and mitigating any impacts to the current business processes. In addition to identifying business process impacts and mitigation strategies, NFC will work with the Customer during the fit-gap analysis to identify any applicable organizational change needs, such as change management mitigation strategies, communication and training. Following the fit-gap analysis, the Requirement Analyst will partner with the NFC Application technical team and the Customer to develop, review and approve the functional review document, the technical design document and the proposed solution. Through formal functional and technical review sessions, Customer stakeholders and end-users will have the opportunity to see, understand, refine and approve of the proposed solution early in the software developmental lifecycle. NFC has developed a Schedule Release Life Cycle to plan for enterprise-wide and platform-specific release components, thereby enabling change to occur while ensuring that the system remains stable. Using a structured schedule release model, changes are included as part of the scheduled releases. The scheduled release schedule promotes the smooth release of correct components, while maintaining the integrity of the production environment. Stakeholders will require constant, and in many cases user specific, communications as change events, such as system changes, planned downtimes, unplanned system or network outages, and other noteworthy operational events occur. Team NFC deploys multiple channels to communicate releases and other pertinent system information. In addition to using the PRT as a communication vehicle, other communication channels include but are not limited to the following:

- Comprehensive email subscription management service that allows customers to choose the information they wish to receive from Team NFC and customize the frequency of when they receive it. The service offers extensive choices ensuring that the information customers receive is specifically tailored to their needs and interests. Subscription choices include the following topics: Customer Support, Customer Notifications, News, Products, Publications, Procedures and Bulletins by System, Section 508, and Security Updates.
- Client Management Branch (CMB) with clearly defined sections to promote the bi-directional flow of information, ideas and feedback between NFC and customers.
- Customer Outreach in Washington DC to provide face-to-face interaction with



ORGANIZATION – CHANGE CONTROL PROCESS	
3.1.6	<p>Please describe your change control process. Include information on steps for customer agency-initiated change requests, prioritization methodology, release schedule and notification procedures, and other information. In your response, please highlight points of customer involvement in the process.</p>
	<p>customers, as well as assistance in a variety of areas. Team NFC operates a Customer Support Office, which is responsible for training support, maintaining and making available computers with our applications for customers to use, and other general customer support.</p> <ul style="list-style-type: none"><li>• Employee User Groups to function as a network for sharing communications, ideas, problems and solutions among users.</li></ul>



### 3.2. Migration Management

MIGRATION MANAGEMENT – PREVIOUS MIGRATION EXPERIENCE	
3.2.1	<p>Please list and describe previous migrations you have completed. Include information such as employee populations, number of records, migration project duration, technical requirements, whether completion dates and budget targets were met, and other relevant information.</p>
<p>NFC has performed data migrations for more than 170 Federal agencies and hundreds of commercial organizations. The following table describes our approach to data migration.</p> <p>For each migration, NFC documents lessons learned throughout the project, and then conducts a formal session with the migration project team post-migration. NFC identifies the specific issues and/or improvement opportunities, and then develops migration strategies to incorporate into future projects.</p> <p>From a change management perspective, NFC has recognized that client leadership and support is needed throughout the migration, HR professionals need to be effectively engaged and targeted education, training and messaging for employees at all levels is needed. As a result, NFC has developed a robust migration rollout campaign strategy with leadership engagement and stakeholder alignment plans, as well as a in-person, system-wide training approach.</p> <p>From a project management perspective, NFC has learned the importance of gaining quick wins in the beginning of the migration to drive momentum and establishing incremental milestones to show progress and value, and report continual success. Therefore, NFC works with customers to develop phased roll-out plans with quick-win pilots. Additionally, NFC projects are led by certified Project Management Professionals (PMP) with extensive experience with earned value management, scope, risk and quality management.</p> <p>From a technical approach perspective, NFC has learned that business processes need to be aligned with the new system to avoid end-user pushback. As a result, NFC focuses on defining business needs during the design phase and aligning the requirements with the capabilities of the system. Additionally, since, the conversion of historical data is essential for future reporting purposes, NFC provides data warehouse capabilities for reporting.</p>	

MIGRATION MANAGEMENT – MIGRATION METHODOLOGY	
3.2.2	<p>Please describe your migration methodology. Consider including information on requirements and design, business transformation, data migration, testing/quality assurance, change management, and risk management.</p>
<p>NFC has developed detailed migration plans based on the current understanding of customer’s requirements, size and organizational complexity. NFC’s in-production solution and vast migration experience allows us to accelerate the migration timeline and reduce risk:</p>	



MIGRATION MANAGEMENT – MIGRATION METHODOLOGY	
3.2.2	Please describe your migration methodology. Consider including information on requirements and design, business transformation, data migration, testing/quality assurance, change management, and risk management.
	<ul style="list-style-type: none"><li>• Only SSC solution, public or private, that currently processes Title 5 and Title 38 actions and has a working, in-production DFAS interface</li><li>• Existing interfaces to many Federal applications, including EHRI, e-Authentication, USAJobs, eOPF (additional examples are listed in the response to 1.4)</li><li>• Proven HR LOB migration experience, including some of the largest Federal migrations to date, such as USPS (670K FTE's), DHS (80K FTE's), and USDA (84K FTE's)</li></ul> <p>To begin, NFC proposes a Pilot deployment in the first six months, focused on a small organizational segment within the client supportive of this initiative and possessing a relatively common rule-set. NFC has already identified staff across the entirety of our team to assist with requirements gathering, design, development, testing, and deployment for the Pilot group. Additionally, NFC has staff identified to support Change Management and Business Process Re-engineering activities, including assessing change readiness, communications, training, and defining business processes. Before moving to each successive phase of the Pilot Deployment we deliver periodic change and operational readiness checks.</p> <p>Following the Pilot Deployment, NFC generally proposes two successive migrations for the remainder of the Client's Department. In total, NFC anticipates the Pilot Deployment and two successive deployments to complete in approximately two years.</p>

MIGRATION MANAGEMENT – PROJECT MANAGEMENT	
3.2.3	Please describe your approach to migration project management. Consider including information on project staffing, earned value management (EVM) including cost and schedule control, and scope management.
	<p>NFC assigns a dedicated Project Manager (PM) to each migration. The PM works with the customer to develop a mutually agreeable migration scope, schedule and cost. Once the scope has been finalized, the PM sources the migration team that will stay with the customer throughout its transition to NFC. The PM develops an implementation plan and works closely with the customer Project Manager to ensure adherence to schedule and to ensure that scope is managed and the migration is completed within the agreed upon budget. The PM identifies issues and risks as they arise and present them to the customer with proposed mitigation strategies.</p>



### 3.3 Customer Support

CUSTOMER SUPPORT – CUSTOMER RELATIONSHIP MANAGEMENT	
3.3.1	<p>Please describe your customer service organization. Include information on your approach to and/or processes for:</p> <ul style="list-style-type: none"><li>- managing customer relationships</li><li>- handling customer service issues and complaints</li><li>- communicating important updates to customers</li><li>- measuring customer satisfaction</li></ul>
<p>NFC uses customer satisfaction surveys to measure the performance and effectiveness of its help desk and technical support functions. The surveys are distributed automatically to customers via email immediately following customer contact through our call center tracking tool, Remedy. The survey assesses how customers feel about how well their specific needs were handled along four key dimensions, as well as providing an overall score. The surveys provide information for immediate performance improvement actions by NFC management and staff, and for monitoring performance and satisfaction trends. For 2011, NFC achieved an average score of at least 4.7 out of 5 for Response Time, Understanding of Customer Inquiries/Issues, Timeliness of Answers, and Politeness, and an overall score of 4.8 out of 5.0. With an overall customer rating of 4.8 out of 5.0, or 96%, NFC consistently achieves above the industry standard of 89%.<sup>1</sup></p>	

CUSTOMER SUPPORT – HELP DESK	
3.3.2	<p>Please describe your help desk support structure and levels of responsibility for issue resolution. Additionally, provide information on your help desk hours of operation, call volume capacity, performance results, issues tracking process, etc.</p>
<p>Currently NFC's call center has 98% availability during business hours (8 a.m. – 4 p.m. (CST)) for business days, answers 80% of customer calls within 30 seconds, and resolves customer issues on the 1<sup>st</sup> call 70% of the time. On October 1, 2012, call center hours will be extended from 6 a.m. – 6 p.m. (CST).</p> <p>NFC leverages a service management framework and an Information Technology Infrastructure Library (ITIL) based incident management process. NFC restores normal service operations as quickly as possible while minimizing the impact to day-to-day operations, achieving an average 99.5% system up-time.</p> <p>The cornerstone of NFC's service management process is a three-tiered operating model. The three tiers of NFC's service management model operate collectively both to address the full range of customer needs and to establish procedures for assuring operational performance.</p> <p>The first tier of NFC's service management operating model is Tier 0, which represents the self-assisted customer support services that NFC delivers. Support can be received from Tier 0 interacting with self-service applications integrated into both NFC's webpage and NFC's telephony solution.</p>	



**CUSTOMER SUPPORT – HELP DESK**

3.3.2 Please describe your help desk support structure and levels of responsibility for issue resolution. Additionally, provide information on your help desk hours of operation, call volume capacity, performance results, issues tracking process, etc.

Through NFC's employee and manager web pages, customers can interact with a knowledge-base to find resolutions to popular inquiries, and can utilize certain self-service applications, such as Remedy Self-Service, which enables completed transactions without the direct support of a contact center resource. Integrated into NFC's robust telephony solution are Interactive Voice Response (IVR) capabilities that will allow customers to self-serve their transactions by interacting with a database through phone keypad or voice commands.

Inquiries that cannot be addressed by Tier 0 are received and managed by the NFC Contact Center. Inquiries are first received and managed by the next tier of NFC's service management operating model. Tier 1 provides front-line support for all incoming requests, questions, issues and problems. Enabling Tier 1 service delivery are NFC's telephony platform that is integrated with IVR and Automatic Call Distribution (ACD) capabilities, NFC's knowledge-base that includes detailed call scripts and Standard Operating Procedures, and NFC's BMC Remedy ticketing system that accurately and transparently tracks service requests and their resolutions. Tier 1 Customer Service Agents will create a Remedy ticket to manage every inquiry, and use supporting technologies and information located on the knowledge-base to resolve them as quickly as possible.

Advanced inquiries and system incidents that are not resolved by Tier 1 are escalated to the third tier of the NFC service management operating model. Tier 2 analyzes escalated inquiries and determines the appropriate channel for resolution. If an issue is technical in nature, Tier 2 application specific technical experts assess the issue against expected functionality, and then design, develop and test the potential solutions. If an issue is functional in nature, Tier 2 process or application specific experts will work with customers to understand and resolve the issue. Along with resolving advanced inquiries, Tier 2 is responsible for directing initiatives to assure the quality of NFC customer support. Tier 2 maintains the NFC knowledge-base, developing documentation such as call scripts, Standard Operating Procedures (SOPs), and trainings. Tier 2 also administers quality assurance processes, which leverage call monitoring and call recording capabilities to audit the quality of customer support delivered by the NFC Contact Center.



**CUSTOMER SUPPORT – TRAINING SUPPORT**

3.3.3 Please provide information on training offered for your applications. Include information on types of training (see bullets below), how often training is made available, and costs or cost structure for training, if applicable.

- classroom courses with live instructors
- computer-based training (online courses, simulations, etc.)
- train-the-trainer program
- user manuals, guides, and other training materials

NFC’s technology adoption training approach includes a partnership of professionals who are experienced in HR strategy, learning and development, and organizational change, to help design, build, and implement scalable solutions to exceed customer expectations. NFC will bring the necessary capability to develop and deliver training and related support activities to minimize productivity loss during and after transition; and, ultimately enable a successful transition to NFC’s HR LOB solution.

NFC’s training approach is data-driven, results-oriented and people-focused, providing training and a range of job support aids on HR, personnel and payroll, and T&A systems through a variety of formats, including traditional classroom training and interactive web based distance learning. Solutions are aligned to the unique needs of each system users, and acute attention will be paid to the unique culture and learning style requirements of each customer, balancing specific needs with that of the user population. NFC’s training approach includes both system and process training, organized by each system customers select for use.

NFC will leverage the industry-standard, ADDIE learning model to tailor its current training curriculum for maximum impact. ADDIE is an end-to-end approach, beginning with a needs assessment which is used to customize training courses for each system user group. After the courses are implemented, various training evaluations will occur to determine: (1) learner satisfaction, (2) knowledge gain, and (3) behavior change/application. The evaluation data is then used to determine how to optimize training materials and address additional system user needs to support a successful transition. The training approach will be executed to coincide with the phased migration approach for bringing customers onto NFC’s HR LOB solution. The process outlined below is iterative and will be repeated as necessary throughout the implementation waves.



**Figure 1: ADDIE Training Approach**

**Phase 1: Analyze**

Beginning in the Analyze phase, a needs assessment will produce key data around scope of delivery, required training locations, and requirements to deploy a successful training program to support the



CUSTOMER SUPPORT – TRAINING SUPPORT	
3.3.3	<p>Please provide information on training offered for your applications. Include information on types of training (see bullets below), how often training is made available, and costs or cost structure for training, if applicable.</p> <ul style="list-style-type: none"><li>- classroom courses with live instructors</li><li>- computer-based training (online courses, simulations, etc.)</li><li>- train-the-trainer program</li><li>- user manuals, guides, and other training materials</li></ul>
<p>transition across the enterprise. The needs assessment will be completed by role, with an underlying focus to obtain increased understanding of the unique communication and learning needs of each customer and will guide the overall training strategy, including registration, the blended learning approach, high-level logistics planning, and the final curriculum.</p> <p><b>Phase 2: Design</b></p> <p>The specific blend of training methods designed to work best for customers will be determined as the training plan is developed in the Design phase. A key element to the success of the training program is the design of a dynamic, user-friendly training environment. This environment will provide users with an opportunity to practice using the applications in training simulations and activities. NFC will maintain and evolve this training environment throughout the period of performance, beginning with its design blueprint in this phase.</p> <p><b>Phase 3: Develop</b></p> <p>NFC will maintain the instructional integrity and educational effectiveness of all the training materials as well as expedite the training development process by leveraging existing materials and policies and procedures to customize scenarios based on customer examples, data and scripts. To expedite the review and implementation of all training materials, NFC will identify and engage a “super user group” of customer and NFC subject matter experts throughout this phase.</p> <p>NFC’s approach reinforces knowledge comprehension and builds user proficiency with practical, real-life scenarios that demonstrate both the how and why users are performing tasks. Training materials will include such items, as:</p> <ul style="list-style-type: none"><li>• Key concepts</li><li>• Terminology</li><li>• Process flows</li><li>• Demonstrations</li><li>• Knowledge checkpoints</li><li>• Hands-on exercises</li><li>• In-course knowledge checks</li></ul> <p>NFC will also provide web accessible user manuals, training guides, a knowledge base, FAQs and dynamic job aids that users will actively leverage as demonstrated in other NFC customer</p>	



**CUSTOMER SUPPORT – TRAINING SUPPORT**

3.3.3	Please provide information on training offered for your applications. Include information on types of training (see bullets below), how often training is made available, and costs or cost structure for training, if applicable. <ul style="list-style-type: none"><li>- classroom courses with live instructors</li><li>- computer-based training (online courses, simulations, etc.)</li><li>- train-the-trainer program</li><li>- user manuals, guides, and other training materials</li></ul>
-------	---

engagements. Lastly, NFC systems contain built-in help features and can link to outside resources for additional research capability.

**Phase 4: Implement**

NFC’s training delivery is scalable and customizable. Based on the learning needs assessment, NFC will work with customers to design a delivery program based on one of the following formats:

- Intensive, rapid-cycle learning integration workshop (1 – 2 weeks)
- Phased, interval learning model (1 – 2 days of delivery a week, over several weeks)
- Online, on-demand learning (driven by system users needs and availability)

Duration for each delivery format is dependent on the number of systems selected. Moreover, NFC has had measurable success with all three formats and can also work with customers to create a hybrid that draws upon different principles from two or all of the formats.

NFC has made significant investments in cutting-edge methods of training delivery using both a web-based User Productivity Kit (UPK) and Adobe Captivate. Using online interactive learning programs, such as UPK and Captivate will enable system users to see how to navigate through a system, practice the skills they learned and test retention of what they learned. Since this training is web based and on-demand, users can return to the site at any time for a refresher or for research on infrequently used processes. Using all of these types of training elements will help customers achieve better adoption and experience a more successful migration.

**Phase 5: Evaluate**

Within the Deliver and Evaluate stages of training, NFC will implement the end-user training plan and super user network. Each user group will receive a specialized training plan which will indicate if advanced courses or refresher sessions are required to achieve the necessary skill level. NFC will use Kirkpatrick Level 1 (learner satisfaction), Level 2 (knowledge gain) evaluations to provide an ongoing measurement of each employee’s efficiency in applying targeted training to areas of deficiency. The evaluation data is then used to determine how to optimize training materials and address additional system user needs to support a successful transition, post initial training delivery



### 3.4 Performance Management

PERFORMANCE MANAGEMENT – SERVICE LEVEL AGREEMENTS				
3.4.1	Please list and describe the performance metrics and minimum acceptable levels of performance that are included in your SLAs with customers. Additionally, please describe any provisions for accountability in your SLAs if service levels or performance standards are not met.			
<p>NFC captures OPM HRLOB metrics along with others. NFC reviews the performance measures on a monthly basis and mitigates issues upon which a performance target was missed, if applicable. NFC communicates the results of its performance measures to customers, as well as any necessary mitigation plan needed to address issues with a performance target. NFC and customers will jointly review and, if necessary, revise performance measures on an annual basis to accommodate new or changing requirements. Below is an example of the 2012 metrics captured for NFC's Payroll/Personnel System:</p>				
Category	Performance Measure Definition	Measure	Calculation	Reporting Frequency
Changes - Quality Assurance	Validation/verification that application software changes are tested.	100 percent of planned application software changes have been validated/verified or a waiver obtained.	The percentage of tested/waived changes: Total number of system changes tested added to the changes waived, divided by total number of implemented changes.	Quarterly
OPM - Changes Regulatory	OPM regulatory changes or mandated application/table changes completed by due date specified by OPM.	<p>OPM will provide a list of regulatory system changes along with prescribed due dates for these changes. The SSC/payroll provides will document the actual date that these changes were completed. The results will be calculated based on the dates provided by the SSC/payroll provider.</p> <p>75 percent of changes are implemented within originally</p>	The number of OPM regulatory or mandated within timeframes mandated by OPM/Total number of changes in one quarter equals percentage.	Quarterly



PERFORMANCE MANAGEMENT – SERVICE LEVEL AGREEMENTS				
3.4.1	Please list and describe the performance metrics and minimum acceptable levels of performance that are included in your SLAs with customers. Additionally, please describe any provisions for accountability in your SLAs if service levels or performance standards are not met.			
		scheduled release date.		
Changes - Application	Agency Specific Application Software Change requests are completed per schedule.	75 percent of Application Software Changes are implemented within originally scheduled release date.	The percentage of software change requests completed per quarter equals the number of implemented software changes during the quarter, divided by the number of planned software changes during the quarter.	Quarterly
Changes - Application	Table Management Changes (TMGT) change requests are completed timely.	95 percent of TMGT changes are implemented within 5 days from receipt.	The percentage of TMGT updates completed within 5 days of receipt divided by the total number of TMGT changes received.	Quarterly
Communication	Notification of an Unplanned Global Application Issue	95 percent of occurrences, upon confirmation by the system owner, notification is made within a maximum of 3 hours during established business hours.	The percentage of notifications during business hours occurring within 3 hours of confirmation: Number of notifications during business hours completed within 3 hours of confirmation. Divided by total number of confirmed global issues.	Quarterly
Communication	Notification of a Planned Application Outage	95 percent of occurrences, upon confirmation by the system owner, notification is made within a maximum of 3 business days during established business hours.	The percentage of notifications during business hours occurring within 3 business days of confirmation: Number of notifications during business hours completed within 3 business days of confirmation of a planned application outage. Divided by the total number of	Quarterly



PERFORMANCE MANAGEMENT – SERVICE LEVEL AGREEMENTS				
3.4.1	Please list and describe the performance metrics and minimum acceptable levels of performance that are included in your SLAs with customers. Additionally, please describe any provisions for accountability in your SLAs if service levels or performance standards are not met.			
			confirmed planned application outages.	
Communication	Application Software Problem Reports	Software Problem Reports (SPR) are addressed/closed according to the following priority schedule: Priority 1 - Average age at closure for the month is less than or equal to 5 business days, Priority 2 - Average age at closure for the month is less than or equal to 10 business days, Priority 3 - Average age at closure for the month is less than or equal to 15 business days.	90% of SPRs are closed per schedule. The number of SPRs closed per schedule within the allotted timeframe divided by total the total number of SPRs closed.	Quarterly
Communication	Subsequent notification of a Global Application Issue	95 percent of occurrences, upon confirmation by the system owner, notification is made within a maximum of 2 business days.	The percentage of notifications during business hours occurring within 2 business days: Number of subsequent notification of global application issues within 2 business days. Divided by total number of subsequent notifications for global application issues.	Quarterly



PERFORMANCE MANAGEMENT – SERVICE LEVEL AGREEMENTS				
3.4.1	Please list and describe the performance metrics and minimum acceptable levels of performance that are included in your SLAs with customers. Additionally, please describe any provisions for accountability in your SLAs if service levels or performance standards are not met.			
Communication	Notifications of upcoming events or other informational topics.	100 percent of occurrences, documentation is provided within 3 business days.	The percentage of notifications during business hours occurring within 3 business days: Number of notifications of upcoming events or other informational topics within 3 business days. Divided by total number of notifications of upcoming events or other informational topics.	Quarterly
OPM - Compensation Management	Timely Payroll Payments	Percentage of on-cycle payroll payments (checks and direct deposits) processed and distributed on time in accordance with the payroll processing schedule. Note: SLA dependence on the SSC receiving all required input in accordance with the payroll processing schedule.  99.99 percent of salary payments (excluding manual payments) are issued per scheduled payday.	Number of on-cycle payroll payments processed and distributed on time/Total number of on-cycle payroll payments processed and distributed per quarter = xx%.	Quarterly
Application Help Desk	Help Desk Availability	98 percent availability during business hours (8 a.m. - 4 p.m. (CST)) for business days.	The percentage of call center availability. Total minus downtime divided by total time for the month.	Quarterly



PERFORMANCE MANAGEMENT – SERVICE LEVEL AGREEMENTS				
3.4.1	Please list and describe the performance metrics and minimum acceptable levels of performance that are included in your SLAs with customers. Additionally, please describe any provisions for accountability in your SLAs if service levels or performance standards are not met.			
Application Help Desk	Help Desk Calls Answered Timely	80 percent of calls answered within 30 seconds.	The percentage of calls answered within 30 seconds: equals the total calls minus calls delayed divided by the total calls. Note: The clock starts when the caller selects the subject area from the menu and is forwarded to the analyst.	Quarterly
OPM - Application Help Desk	First Contact Resolution	Percentage of contacts (telephone calls) to the Help Desk that area resolved by a live agent on the first contact: resolved means that the issue was resolved at the Tier 1 level by the Help Desk.  Note: All contacts related to information that is defined by the process as an issue type that must go directly to another agent will be removed from both the numerator and denominator of the SLA calculation.  70 percent of calls are resolved on the first call.	The percentage of the number of contacts to the Help Desk that are resolved by a live agent on first contact/Total number of contact to the Help Desk in one quarter.	Quarterly



PERFORMANCE MANAGEMENT – SERVICE LEVEL AGREEMENTS				
3.4.1	Please list and describe the performance metrics and minimum acceptable levels of performance that are included in your SLAs with customers. Additionally, please describe any provisions for accountability in your SLAs if service levels or performance standards are not met.			
OPM - Application Help Desk	Help Desk - Call Abandonment Rate	<p>Percentage of telephone calls to the Helpdesk abandoned by the caller after the caller selects the option to speak to a live agent.</p> <p>Less than 15% of calls are abandoned by the caller after caller selects the option to speak to a live agent.</p>	The percentage of the number of telephone calls to the Helpdesk abandoned by the caller after the caller selects the option to speak to a live agent divided by the total number of calls in one quarter.	Quarterly
Application Help Desk	Help Desk - Resolution of Written Inquiries.	90 percent completed within 7 business days.	The percentage of the total number of inquiries that were completed within 7 business days/total number of inquires.	Quarterly
OPM - Core Application Availability	Core Application Availability -	<p>The percentage of scheduled operating minutes, excluding scheduled downtime, that critical user applications are running and available to customer agency users.</p> <p>99.5 percent of online production environment availability between the hours of 6 a.m. - 6 p.m. CT, Monday - Friday, excluding Federal holidays and scheduled system outages.</p>	Number of scheduled operating minutes that core user applications are running and available to customer agency users/Total number of minutes per quarter = xx%	Quarterly



PERFORMANCE MANAGEMENT – SERVICE LEVEL AGREEMENTS				
3.4.1	Please list and describe the performance metrics and minimum acceptable levels of performance that are included in your SLAs with customers. Additionally, please describe any provisions for accountability in your SLAs if service levels or performance standards are not met.			
OPM - Compensation Management	Accurate Payroll Payments	Percentage of payroll payments (checks and direct deposits) processed and paid by the SSC without error in the calculation based on the information provided by the scheduled payroll cut-off dates.  100% of payroll payments processed and paid without error.	The percentage of the number of on-cycle payroll payments processed and distributed without error/Total number of on-cycle payroll payments processed and distributed per quarter.	Quarterly
OPM - Benefits Management	Employee Update File	Transmission of employee update files made to the specified external benefit provider within established time frames.100 percent benefit files (Health, Life, Retirement, and Thrift Savings Plan) produced and available per each pay period.	Number of files updated within the established timeframe/Total number of files updated per quarter.	Quarterly
OPM - Interface	Critical Outbound Interface Accuracy	Percentage of outbound interface files delivered and or made available to customer agencies or third parties that do not require resubmission due to SSC errors.  100% of file sent without being resubmitted	Number of outbound interface files delivered and or made available that do not require resubmission due to SSC errors/Total number of outbound interface files = xx%.	Quarterly



PERFORMANCE MANAGEMENT – SERVICE LEVEL AGREEMENTS				
3.4.1	Please list and describe the performance metrics and minimum acceptable levels of performance that are included in your SLAs with customers. Additionally, please describe any provisions for accountability in your SLAs if service levels or performance standards are not met.			
OPM - Interface	Critical Outbound Interface Timeliness	Percentage of outbound interface files delivered and or made available in accordance with the established schedule.  100% of files delivered on schedule	Number of outbound interface files delivered and or made available on schedule/Total number of outbound interface files delivered = xx%.	Quarterly
OPM - Customer Satisfaction	Customer Satisfaction	The level of satisfaction of the SSC customers and overall quality of service provided.  Less than 35% of Remedy surveys indicate a level of dissatisfaction	Number of the following, based on a five point scale as follows: 'Completely dissatisfied' 'Somewhat dissatisfied' 'Neither satisfied or dissatisfied' 'Somewhat satisfied' 'Completely satisfied'	Quarterly
OPM - Interface	Critical Inbound Interface Accuracy	Percentage of inbound interface files delivered and or made available to customer agencies or third parties that do not require resubmission due to SSC errors.100% of inbound files delivered	Number of inbound interface files delivered and or made available that do not require resubmission due to SSC errors/Total number of inbound interface files = xx%.	Quarterly
OPM - Interface	Critical Inbound Interface Timeliness	Percentage of inbound interface files delivered and or made available in accordance with the established schedule.  100% of inbound delivered on time	Number of inbound interface files delivered and or made available on schedule/Total number of inbound interface files delivered = xx%.	Quarterly



**PERFORMANCE MANAGEMENT – CONTINUOUS IMPROVEMENT**

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

NFC maintains Service Level Agreements (SLA) with all of its HR customers including specific performance measures and metrics to evaluate service performance. During the initial phases of an implementation with a customer, NFC negotiates the SLAs, and confirms the performance measurement, measurement methodology, target, and reporting frequency. NFC reviews the performance measurement results on a regular basis, and mitigates issues upon which a performance target was missed, if applicable. NFC communicates the results of its performance measurement to its customers as well as any necessary mitigation plan needed to address a missed performance target. NFC and its customers jointly review and, if necessary, revise performance measures on an annual basis to accommodate new or changing customer requirements.

**3.5 Financial Management**

**FINANCIAL MANAGEMENT – FUNDING UPGRADES AND MODERNIZATION**

3.5.1 Please describe your approach for funding upgrades and modernization.

NFC provides services under authority of the Economy Act (31 U.S.C. 1535). The Economy Act requires service providers to charge all their costs to the requesting Agency (i.e., fee-for-service). NFC cannot subsidize costs associated with fulfilling the work of one Agency through charges to other Agencies. NFC has historically used one of four alternatives for funding technology refresh when the business case allowed for such investment.

**Working Capital Fund (WCF)** – The WCF supports the development, maintenance, and operation of its administrative and financial systems and services. USDA’s WCF has a capital investment component that has successfully been used to invest in new technology.

**Customer Agency Funding** – On multiple occasions, an NFC customer or group of customers has funded specific technology refresh that was driven by their business needs and not reflective of the business needs of the overall customer community.

**Combination of WCF and Customer Agency Funding** – This approach has been successfully applied in a number of scenarios, including:

- When either the WCF investment did not take the technology services as far as a specific customer or group of customers needed to take it, a customer, or group of customers used Customer Agency Funding to further build out the technology solution to meet their needs
- When Customer Agency Funding investment was later deemed to be relevant to the general customer population, WCF capital was used to further build out the technology solution to meet the needs of the general customer population

**Appropriated Funding** – Congress approved appropriated funding for NFC’s dual Data Center project in 2003. NFC used that appropriated funding to standup a PCF and BCF. This funding option is typically used for initiatives affecting large user groups and/or when other funding alternatives are deemed infeasible. As a SSC, NFC continues to use these four alternatives to finance technology refresh.



FINANCIAL MANAGEMENT – FUNDING UPGRADES AND MODERNIZATION	
3.5.1	Please describe your approach for funding upgrades and modernization.
<p>USDA continues to work with the managing partner, the HRLOB governance bodies (OPM and OMB), and others to explore additional financial mechanisms for desired and justified technology investment.</p>	

### 3.6 Business Alignment

BUSINESS ALIGNMENT – ENTERPRISE ARCHITECTURE	
3.6.1	Please describe how you use enterprise architecture to develop, expand, and/or improve the services you offer to your customers.
<p>NFC uses the concept of managed hosting services where NFC is responsible for the operations and maintenance of the entire IT infrastructure (hardware, system software, network, physical security, etc.) thereby leaving the customer to focus solely on the applications and their associated databases. NFC offers the same core set of hosting services to every customer and also provides optional value-added services. This hosting model relieves the customers of having to manage the IT infrastructure associated with each system. It also provides the ability to reap the benefits of reduced total cost of ownership for infrastructure through consolidation, standardization, and economies of scale.</p> <p>NFC uses enterprise architecture to develop, expand, and/or improve the services provided to our customer through the following service offerings:</p>	
Service Name	Service Description
Data Center-as-a-Service (DCAAS): Data Center Facility	State-of-the-art data center that operates 24 hours a day, seven days a week and 365 days a year in a secure, controlled, raised floor environment, with modern electrical and mechanical systems. Data centers include an electrical power supply system with multiple redundancies and environmental controls for efficient and reliable heating and cooling.
Platform-as-a-Service (PaaS): Hardware and Software Operations and Maintenance	NFC offers multiple types of hosting hardware platforms (mainframe and mid-tier) and operating systems (e.g., zOS, UNIX, Windows, and Linux) to effectively and efficiently operate and maintain the hardware, operating system, and system software tools required to host applications and associated databases. System software tools include enterprise and application security software, database management software, application support tools (e.g., Apache, Dreamweaver, TOMCAT, WebSphere, etc.), and performance monitoring tools.



BUSINESS ALIGNMENT – ENTERPRISE ARCHITECTURE	
3.6.1	Please describe how you use enterprise architecture to develop, expand, and/or improve the services you offer to your customers.
Engineering Support	<p>NFC system engineers:</p> <ul style="list-style-type: none"> <li>• Create infrastructure designs supporting customer-hosting requirements</li> <li>• Perform capacity planning</li> <li>• Monitor and tune the infrastructure</li> <li>• Monitor use related to ongoing support of the data center infrastructure</li> <li>• Analyze present and projected workloads associated with manpower requirements, infrastructure capacity, and end-to-end support capability</li> </ul>
Storage Services	<p>NFC storage engineers work with the clients to provide directly accessible storage as well as virtual and physical tape for backup and recovery. In addition, they provide full storage support services including design, implementation, configuration, and operation of all data center storage devices and related software within the storage architecture.</p>
Network Services	<p>NFC network engineers provide a full gamut of network services to include the design, installation, configuration, testing, and maintenance of the network and telecommunications infrastructure.</p>
Security Services	<p>NFC provides a defense in-depth strategy to address and defeat the current information technology threats. These include:</p> <ul style="list-style-type: none"> <li>• Threat and Risk Assessment</li> <li>• Physical Security</li> <li>• Personnel Security</li> <li>• Certification and Accreditation</li> <li>• Vulnerability Management</li> <li>• Event logging and monitoring</li> <li>• Intrusion Detection</li> <li>• Incident Response</li> <li>• Access Management.</li> </ul>
Disaster Recovery Services	<p>Full recovery of the hosting infrastructure to hardware at NFC Backup Computing Facility (BCF) in the event of a business interruption event at the PCF. Services include the restoration of all operating systems and system software from backup media, to meet the customers' Recovery Time and Point Objectives, as well as, turning the system back to the operational entities and/or loading data back to the primary site after the disaster has passed. Other services included are a tape backup (virtual and physical) and Disaster Recovery Testing.</p>



BUSINESS ALIGNMENT – ENTERPRISE ARCHITECTURE	
3.6.1	Please describe how you use enterprise architecture to develop, expand, and/or improve the services you offer to your customers.
Customer Support	Professionally staffed Operations and Security Center providing 24X7 systems monitoring, incident management, and Level 1 Help Desk. Serves as the primary point-of-contact for service center technical support and maintenance assistance. Monitors performance and operating status of the systems and network, and provide service level management and timely notifications of scheduled outages.
Asset and Configuration Management	NFC provides total asset and configuration management of the entire IT infrastructure. Provides a logical model of the infrastructure or a service by identifying, controlling, maintaining, and verifying the versions of Configuration Items (CI's) in existence.
Change Management	NFC employs a formal process and standardized methods and procedures for efficient and prompt handling of configuration and change management activities to minimize the impact of change-related incidents and improve day-to-day operations.
Site Preparation	Includes all activities associated with installation of new or upgraded equipment.
Hardware and System Software Provisioning	Provisions all hardware and system software to support hosting managed services. If required, NFC will procure new hardware or system software.
Hardware and System Software Maintenance and Licensing Agreements	Purchases and processes annual renewal of all hardware and system software maintenance and licensing agreements to include software assurance that the latest versions are available at no additional cost to the customer.
<p>The concept of managed hosting services is that NFC is responsible for the operations and maintenance of the entire IT infrastructure (hardware, system software, network, physical security, etc.) thereby leaving the customer to focus solely on the applications and their associated databases. NFC offers the same core set of hosting services to every customer and also provides optional value-added services. This hosting model relieves the customers of having to manage the IT infrastructure associated with each system. It also provides the ability to reap the benefits of reduced total cost of ownership for infrastructure through consolidation, standardization, and economies of scale.</p>	

BUSINESS ALIGNMENT – OPM HR LOB OBJECTIVES



3.6.2	Please describe how your strategy and business practices are aligned to <a href="#">HR LOB goals and objectives</a> .
<p>The NFC understands the goals of the HR LOB is positioned to support the attainment of the following goals:</p> <ul style="list-style-type: none"><li>• Improved management of Government-wide strategic human capital through faster decision making, more informed policy making, more effective workforce management, and improved alignment of resources with agency missions.</li><li>• Increased operational efficiencies in the acquisition, development, implementation, and operation of human resources management and supporting systems.</li><li>• Increased cost savings/avoidance from HR solution activities through the reduction of investments in duplicative information technology and associated labor.</li><li>• Improved customer service through increased accessibility to client, improved communication and responsiveness, enhanced quality, timeliness, accuracy, and overall value.</li></ul> <p>We are aware of and support the Office of Personnel Management’s efforts to lead an inter-agency steering group to achieve the HR LOB vision, goals, and objectives.</p> <p>NFC’s solution is a working Federalized HRIS application that has been in production for approximately 9 years. The solution is constantly maintained to comply with changing Federal standards including any and all EHRI edits and any changes to personnel data standards and processing personnel actions. NFC continually performs system audits to ensure the alignment of its solutions with the government wide Federal requirements (including the HR LOB enterprise architecture).</p> <p>Not only does NFC meet all Federal requirements, it is an active participant in the Shared Service Center Advisory Council (SSCAC) headed by OPM, helping to define the ongoing Federal requirements for HRLOB.</p>	

<b>BUSINESS ALIGNMENT – OPM HIRING REFORM</b>	
3.6.3	Please describe how you support <a href="#">OPM Hiring Reform</a> .
<p>NFC offers its customers recruitment and staffing services. When providing these services, NFC works with the customer to develop specific requirements that will allow it to meet the requirements of Hiring Reform. NFC advertises jobs on USA JOBS and processes them with USA STAFFING. As part of its service, NFC will meet the recommended time frames for those parts of the end-to-end process within its control, to include collection of applications, assessment of applications and development of certificates.</p>	

**END OF BUSINESS CATEGORY**



## 4. Costs

In sections 4.1 Migration Costs and 4.2 Service Costs, you are asked to provide information on costs for migrating customers to your SSC and services you offer to customers. Please provide the requested information as completely and accurately as possible.

### 4.1 Migration Costs

MIGRATION COSTS – COST DRIVERS	
4.1.1	Please describe the main cost drivers for migrating customers to your SSC.
<p>NFC operates under the Economy Act, and therefore, is funded by user fees.</p> <p>We have successfully migrated more than 100 new customer agencies using our proven migration methodology. Our estimates are compiled into a not-to-exceed amount and provided in detail to the customer in a reimbursement agreement. We track costs monthly and bill the customer for actual migration costs.</p> <p>Our methodology is tailored from the guides of the Project Management Institute and includes the following activities as the main migration cost drivers:</p> <p><u>Project Management</u> - A dedicated project manager is assigned to manage the entire migration process, from the initial planning stages through the implementation and post implementation review for each new customer agency. We develop a detailed project management plan, which includes risk management, issue management, change management, and communications. We jointly develop a project schedule with the customer project management team. We ensure that all work is completed efficiently and within the baselined/agreed upon dates. We also monitor customer activities relative to the project schedule to quickly identify and resolve issues.</p> <p><u>Fit Gap Analysis</u> - For all implementations, we conduct comprehensive meetings with customer subject matter experts to determine the extent of unique business processes, agency unique system enhancements required, and the number and types of interfaces required. We develop a Fit Gap document that identifies the differences between the customer's requirements and the baseline system. We work closely with the customer staff to determine how the gaps will be resolved and the Fit Gap document must be formally approved by both organizations.</p> <p><u>Cost Analysis</u> - We use a cost estimation process where each National Finance Center functional unit involved in a conversion estimates the resources necessary to complete the migration on schedule based on the Fit Gap analysis. These estimates are compiled into a not-to-exceed amount and provided in detail to the customer in a reimbursement agreement. We track costs monthly and bill the customer for actual migration costs.</p> <p><u>Design/Development</u> - The requirements are analyzed to determine the extent of the changes to the current system. The proposed design of the new enhancements is documented to ensure that all requirements have been incorporated. Once the coding changes are complete and merged into the</p>	



MIGRATION COSTS – COST DRIVERS	
4.1.1	Please describe the main cost drivers for migrating customers to your SSC.
<p>test system, the internal testing phase begins.</p> <p><u>Testing</u> - Testing for agency migrations is done in phases. We perform unit testing and system integration testing internally to ensure system modifications are accurate and complete. Pre-conversion testing, conversion testing, and parallel testing are coordinated with the agency to ensure that employee records, data, and personnel actions are received and properly applied to the database and/or corrected, and that employee pay and benefits are accurately calculated prior to implementation. The parallel testing phase emulates implementation. During these testing phases, National Finance Center functional experts provide onsite assistance. Allowing our customer agencies these “practice migrations” has ensured that all implementations have been successful and no agency has ever missed a pay cycle.</p> <p><u>Training</u> - Agencies migrating are provided standardized training encompassing the entirety of our user systems. We have recently migrated agencies with existing customized HR front-ends. For these agencies, we conducted meetings with the agency management to determine the scope of training necessary. We ensured that the agencies achieved a complete understanding of the components of the system being utilized. As a result of these migrations, we are developing a standardized training plan for new agencies migrating with HR front-ends. For agencies with special needs, our training is tailored to accommodate specific requests. We offer full training to users or a “train the trainer” option based on customer preference.</p> <p><u>Conversion</u> - We provide onsite assistance to all migrating agencies. Our functional experts guide the agency through the migration process and assist in a manner identical to the parallel testing phase. We ensure that all data is applied to the database, errors are corrected, actions are entered and pay is calculated. Our project manager continues to facilitate the process and assist the agency during the first few pay periods after implementation. Following conversion, our Customer Support Staff assigns a dedicated liaison to the agency for all future communications.</p> <p>These estimates are compiled into a not-to-exceed amount and provided in detail to the customer in a reimbursement agreement. We track costs monthly and bill the customer for actual migration costs.</p> <p>NFC charges its customers for Operations &amp; Maintenance (O&amp;M) at cost, with core services based on the number of Wage and Tax Statements (W-2) processed on behalf of the customer agency. We will provide non-core services using a cafeteria approach and customers are charged only for the specific services and related services for which it contracts. All implementation costs, both for the initial implementation and any subsequent products and services, will be charged separately.</p>	

MIGRATION COSTS – COST INFORMATION	
4.1.2	Please enter cost information for overhead, project management, interfaces, infrastructure, licenses, and other cost areas charged to customers migrating to your SSC.



**MIGRATION COSTS – COST INFORMATION**

4.1.2	Please enter cost information for overhead, project management, interfaces, infrastructure, licenses, and other cost areas charged to customers migrating to your SSC.
-------	--

NFC operates under the Economy Act, and therefore, is funded by user fees. Potential government shutdowns or mandated furloughs will not impact the ability of NFC to continue servicing Customer mission critical requirements.



	Cost Area	Description	Cost (\$)	Total, Per W-2, Per FTE, Per Labor Hour, or Other
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
21				
22				
23				
24				
25				

## 4.2 Services Costs

SERVICES COSTS – PRICING METHODOLOGY	
4.2.1	<p>Please describe your pricing methodology for the services you offer to customers. Please include information if you offer:</p> <ul style="list-style-type: none"> <li>• flexibility to select specific services and pay only for the services received</li> <li>• discounts or savings if services are bundled or added on</li> <li>• cost breakpoints for a certain number of users</li> </ul>
<p>NFC operates under the Economy Act, and therefore, is funded by user fees. Potential government shutdowns or mandated furloughs will not impact the ability of NFC to continue servicing Customer</p>	



SERVICES COSTS – PRICING METHODOLOGY	
4.2.1	<p>Please describe your pricing methodology for the services you offer to customers. Please include information if you offer:</p> <ul style="list-style-type: none"> <li>• flexibility to select specific services and pay only for the services received</li> <li>• discounts or savings if services are bundled or added on</li> <li>• cost breakpoints for a certain number of users</li> </ul>
<p>mission critical requirements.</p> <p>NFC charges its customers for Operations &amp; Maintenance (O&amp;M) at cost, with core services based on the number of Wage and Tax Statements (W-2) processed on behalf of the customer agency. We will provide non-core services using a cafeteria approach and customers are charged only for the specific services and related services for which it contracts. All implementation costs, both for the initial implementation and any subsequent products and services, will be charged separately.</p>	

SERVICES COSTS – CATALOG OF SERVICES	
4.2.2	<p>Please provide a catalog of services you offer to customers and information on costs or cost structure for these services.</p>
<p><b>National Finance Center</b>  <b>Catalog of Services</b>          June 29, 2012</p>	
<p><b>1. Introduction</b></p>	
<p><b>1.1. Description</b></p> <p>This catalog includes the products and services offered by the National Finance Center (NFC) to include applications, back office services and enterprise data and hosting services. Applications offered by NFC include Human Resources Management, Payroll/Personnel, Time and Attendance, and Insurance and Collections that come in basic packages with additional services offered. NFC provides back office services in human resources and payroll processing, to include third party garnishments, payroll transaction processing, and the processing of VERA packages; operates Enterprise Data Service Centers; and provides hosting managed services for IT systems.</p> <p>Services presented are tied to the Process areas detailed in the HR Line of Business (HR LOB) Business Reference Model (BRM) and include compensation management, benefits management, personnel actions requirements (PAR) processing, staff acquisition, performance management, and other (see below).</p>	
Area	Area Definition (Full HR LOB BRM definition, see the Appendix)
Compensation Management	Designs, develops, and implements compensation programs that attract, retain, and fairly compensate agency employees.
Benefits	Designs, develops, and implements benefit programs that



SERVICES COSTS – CATALOG OF SERVICES	
4.2.2	Please provide a catalog of services you offer to customers and information on costs or cost structure for these services.
Management	attract, retain and support current and former agency employees.
Personnel Actions Requirement (PAR) Processing	Processing Personnel Actions defines a Personnel Action as "the process necessary to appoint, separate, or make other personnel changes.
Staff Acquisition	Establishes procedures for recruiting and selecting high-quality, productive employees with the right skills and competencies, in accordance with merit system principles.
Performance Management	Designs, develops, and implements a comprehensive performance management approach to ensure agency employees are demonstrating competencies required of their work assignments.

In addition, IT services to include the Enterprise Data Center and various Managed Hosted Services are detailed by service name and service definition.

**2. HR Services**

NFC offers its customers *EmpowHR*, an integrated suite of commercial and Government applications with PeopleSoft HRMS 9.0 at its core. Customers can leverage *EmpowHR* to automate common administrative tasks associated with HR management and reduce internal operational costs using industry best practices.

The *EmpowHR* Basic package offers essential services in the three core HR Management service areas required by OPM, as well as one non-core service area. *EmpowHR* is a modern, easy-to-use system that allows customers to spend less time on administration and more time focusing on their Agency mission objectives. The basic package includes: personnel, payroll, benefits, and a data warehouse. In addition, the basic package includes help desk support to troubleshoot problems for personnel, payroll and benefits.

NFC offers additional *EmpowHR* services that include: Interfaces that allow users to transfer employee data to external processing centers such as eOPF; Person Model, which supports the storage and tracking of three Person Types within one centralized system with no redundant data, and allows users to manage and report on all types of workers to include contingent workforce; eProfile/Manager Self Service to provide managers with the tools and information that they need to administer aspects of employees' professional development; and ePerformance, a self-service evaluation application for managers, employees, and HR administrators that can be used as a tool to plan, collaborate, communicate and monitor evaluations for performance development.



#### SERVICES COSTS – CATALOG OF SERVICES

4.2.2 Please provide a catalog of services you offer to customers and information on costs or cost structure for these services.

##### 2.1. Compensation Management

NFC offers compensation management, payroll services and reporting through its Payroll/Personnel System (PPS). PPS supports compensation management functions to include:

- Produces gross to net salary data for disbursement and transmission to Treasury, creates accounting records that are processed and reported through the Payroll Accounting System, and updates the PPS database to reflect salary payments and employee's leave
- Supports financial management, data collection, and reporting system to corrects forced released accounting data.
- Provides the capability to view and print earnings and leave data and request an official copy of Form AD-334 (Statement of Earnings and Leave) on behalf of the employee
- Provides information on payroll and separation data required in the completion of state unemployment forms
- Displays W-2 information for all salary payments processed in the PPS database or processed manually, and moving allowances processed in the Travel System
- Processes payments that require correction and/or adjustments prior to being posted
- Processes retroactive payment to employees in special instances such as lawsuit settlements

##### 2.2. Payroll Processing Services

PPS supports payroll processing services to include:

- Supports automated billing and collection of debts to Federal government employees and separated employees. Monitors the debt and records all collections until debt is satisfied or moved to the CLAIMS Section. Interfaces with payroll and personnel systems.
- Operates a centralized offset program to collect delinquent debts owed to federal agencies and states
- Assists agencies with the management of employee debts through the Administrative Billings and Collection System (ABCO) and Process Claims systems, which also incorporate the Treasury Offset Program (TOP)
- Collects debts from current or former employees owed to their agencies after the debts become delinquent in ABCO



**SERVICES COSTS – CATALOG OF SERVICES**

4.2.2 Please provide a catalog of services you offer to customers and information on costs or cost structure for these services.

- Processing employee's benefits for retirement or termination such as retirement funds, insurance, and leave
- Handles automatically a variety of payroll adjustments

**2.3. Reporting**

PPS maintains the master file on employee records. Customers can report against the information in a variety of ways. PPS provides an online system to generate formatted payroll reports, as well as an interactive website that allows users to produce predefined and customized reports. In addition, PPS allows for examination and analysis of data on a pay period basis so customers can conduct quality assurance reviews.

**3. Time and Attendance**

NFC currently offers its customers two web-based time and attendance tools that are interfaced with PPS. Kronos webTA allows employees to input their own time and attendance data, saving HR organizations time and cutting administrative costs. The webTA basic package also includes baseline NFC system support services.

The second tool, Paycheck 8, is a state-of-the-art Time & Attendance Report application specifically designed to meet the T & A reporting requirements for Federal Departments or Agencies, and their employees. The application can be securely accessed with an Internet browser, which allows users the flexibility to enter time from anywhere they have an Internet connection. Paycheck 8 eliminates the need for many time and attendance redundancies and reduces the need for timekeepers.

**4. Insurance and Collections**

NFC provides services for billing and collection of insurance premiums from Federal employees and eligible on-Federal persons enrolled in Federal insurance options. Specifically, NFC:

- Receives electronic Federal Employees Health Benefits (FEHB) enrollment data from health insurance carriers and Federal payroll offices on a quarterly basis. The CLER database stores, maintains, combines, edits, and reports on the data.
- Uses as a centralized system for collecting premiums from eligible non-Federal enrollees who elect to participate in the Federal Employees Health Benefits Program (FEHB)
- Provides a health coverage option for those who have been previously denied coverage due to a pre-existing condition. The Pre-Existing Condition Insurance Plan (PCIP) is part of the Patient Protection and Affordable Care Act of 2010, which requires the creation of a



**SERVICES COSTS – CATALOG OF SERVICES**

4.2.2 Please provide a catalog of services you offer to customers and information on costs or cost structure for these services.

temporary high-risk health insurance pool program to provide health insurance coverage to uninsured individuals with pre-existing conditions.

- Provides insurance benefits to Native American tribes, protecting their legal sovereignty, as well as their physical and financial assets.

**5. Training**

NFC offers training to support its applications and services. This includes web-based and instructor-led training on and off-site, facilitating efficient operation and maintenance of a system.

**6. Additional Offerings**

NFC offers Support and back office services NFC can provide to an agency, enabling the agency to free up resources to focus on critical business processes. Each service is available independently, allowing the agency to select services that best fit their needs. These include migration support, back office – HR and/or payroll processing, international organization appointments, interfaces to customer time and attendance systems, user acceptance testing management and others.

**7. Data Center Hosting Services**

NFC operates a modern, secure enterprise data center (Primary Computing Facility) in Denver, Colorado, and a back data center (Backup Computing Facility) in St. Louis, Missouri, for disaster recovery. All applications that support NFC's lines of business service offerings are hosted in the Primary Computing Facility (PCF) enabling NFC to provide integrated service delivery. In addition, NFC provides managed hosting services to other non-NFC customers.

**Details of NFC Provided Services are provided below in the following categories:**

- 1. HR SERVICES**
- 2. COMPENSATION AND PAYROLL SERVICES**
- 3. TIME AND ATTENDANCE SERVICES**
- 4. INSURANCE AND COLLECTIONS**
- 5. ADDITIONAL SERVICE OFFERINGS**
- 6. DATA CENTER HOSTING SERVICES**

An NFC Acronym listing is provided at the end of the service details charts.



System	System Definition	Core/ Non- Core	Area	Module	Acronym	Module Definition
<b>1. HR SERVICES</b>						
<i>EmpowHR</i>	An integrated suite of commercial and Government applications that can be leveraged to automate common administrative tasks associated with HR management and reduce internal operational costs using industry best practices.	Core	Benefits Administration	Benefits Administration	N/A	The design, development, and implementation of benefits programs that are critical to attracting, retaining, and supporting an agency's employees. <i>EmpowHR</i> allows HR organizations and employees to activate and modify benefits enrollments and make data available to payroll and appropriate benefits providers.
<i>EmpowHR</i>	An integrated suite of commercial and Government applications that can be leveraged to automate common administrative tasks associated with HR management and reduce internal operational costs using industry best practices.	Core	Compensation Management	Compensation (Payroll) Interface	N/A	The adoption of government-wide, Agency discretionary, and alternative compensation programs that are fair and promote employee retention. <i>EmpowHR</i> allows HR organizations and employees to enter important payroll documentation and manage work schedules and leave electronically.
<i>EmpowHR</i>	An integrated suite of commercial and Government applications that can be leveraged to automate common administrative tasks associated with HR management and reduce internal operational costs using industry best practices.	Non-Core	Performance Management	ePerformance	N/A	A self-service evaluation application for managers, employees, and human resources (HR) administrators. ePerformance can be used as a tool for planning, collaboration, communication, assessment, and monitoring evaluations for two purposes: performance and development.



Office of Personnel Management  
 Human Resources Line of Business  
 Shared Service Center Data Call

<p><i>EmpowHR</i></p>	<p>An integrated suite of commercial and Government applications that can be leveraged to automate common administrative tasks associated with HR management and reduce internal operational costs using industry best practices.</p>	<p>Non-Core</p>	<p>Enterprise Reporting</p>	<p>EPM Data Warehouse/OBIEE/Human Capital Management</p>	<p>EPM / OBIEE</p>	<p>Offers several Oracle Business Intelligence Enterprise Edition (OBIEE) components which allow managers, personnel specialists, and other employees of Federal agencies serviced by NFC to generate detailed performance management reports. The reports are interactive and display highly summarized and graphical data.</p>
<p><i>EmpowHR</i></p>	<p>An integrated suite of commercial and Government applications that can be leveraged to automate common administrative tasks associated with HR management and reduce internal operational costs using industry best practices.</p>	<p>Core</p>	<p>Benefits Administration</p>	<p>eProfile / Employee Self-Service (ESS)</p>	<p>ESS</p>	<p>A web application offering employees direct online access to Human Resources (HR) information such as benefits and compensation data. ESS reduces the number of phone calls and paperwork in and out of the HR office. ESS provides the ability to initiate an online training request or other requests (e.g. address, email, emergency contact information, phone number, LWOP, change in work schedule, etc.). The requests are electronically submitted for approval to the appropriate individual(s). This allows the employee to take responsibility for data entry and accuracy of personal information.</p>



Office of Personnel Management  
 Human Resources Line of Business  
 Shared Service Center Data Call

<i>EmpowHR</i>	An integrated suite of commercial and Government applications that can be leveraged to automate common administrative tasks associated with HR management and reduce internal operational costs using industry best practices.	Core	Benefits Administration	eProfile Manager / Manager Self-Service (MSS)	MSS	Provides managers with the tools and information they need to administer certain aspects pertaining to employees' professional development. It eliminates paperwork and provides managers with a method to track information on each employee.
<i>EmpowHR</i>	An integrated suite of commercial and Government applications that can be leveraged to automate common administrative tasks associated with HR management and reduce internal operational costs using industry best practices.	Core	PAR Processing	Interfaces	N/A	Allows users to easily transfer employee data from <i>EmpowHR</i> to external processing centers such as NFC.
<i>EmpowHR</i>	An integrated suite of commercial and Government applications that can be leveraged to automate common administrative tasks associated with HR management and reduce internal operational costs using industry best practices.	Core	PAR Processing	Person Model	N/A	Supports the storing and tracking of three Person Types (employee, contractor or person-of-interest) within one centralized repository with no redundant data. This enables the user to manage and report on all types of workers from seasonal to permanent.
<i>EmpowHR</i>	An integrated suite of commercial and Government applications that can be leveraged to automate common administrative tasks associated with HR management and reduce internal operational costs using industry best practices.	Core	PAR Processing	Personnel Action Requests (PAR)	PAR	The processes necessary for HR organizations to make appointments, separations, and other personnel changes. <i>EmpowHR's</i> automated functionality allows NFC's customers to initiate, process, correct, cancel, and delete Personnel Actions, and the system automatically provides notifications of personnel changes to the appropriate parties.



Office of Personnel Management  
 Human Resources Line of Business  
 Shared Service Center Data Call

<p><i>EmpowHR</i></p>	<p>An integrated suite of commercial and Government applications that can be leveraged to automate common administrative tasks associated with HR management and reduce internal operational costs using industry best practices.</p>	<p>Core</p>	<p>Benefits Administration</p>	<p>Voluntary Early Retirement Authority (VERA)</p>	<p>VERA</p> <p>Allows agencies that are undergoing substantial restructuring, reshaping, down-sizing, transfer of function, or reorganization to temporarily lower the age and service requirements in order to increase the number of employees who are eligible for retirement. The authority encourages more voluntary separations and helps the agency complete the needed organizational change with minimal disruption to the work force. By offering these short term opportunities, an agency can make it possible for employees to receive an immediate annuity years before they would otherwise be eligible.</p>
<p><i>EmpowHR</i></p>	<p>An integrated suite of commercial and Government applications that can be leveraged to automate common administrative tasks associated with HR management and reduce internal operational costs using industry best practices.</p>	<p>Core</p>	<p>Benefits Administration</p>	<p>Approval Workflow Engine (AWE)</p>	<p>AWE</p> <p>The engine that provides the framework and capabilities for creating, running and managing approval processes. It enables three levels of users to develop, configure and use transaction approval that meets organizational requirements. With AWE, agencies will have the ability to develop and configure their own approval workflow process and define who should be included in that process. Managers will have the ability to initiate requests and view the routing process and approval status of each request.</p>



**2. COMPENSATION AND PAYROLL SERVICES**

Payroll / Personnel System (PPS)	Services that NFC can provide to allow the agency's employees the ability to focus on processes with value added to the internal and external customers. Each service is available independently, allowing the agency to select services that best fit their needs.	Non-Core	Other	Customized E-Gov Messages	N/A	Real-time electronic interactions between NFC and its customers on various system-related topics.
Payroll / Personnel System (PPS)	Services that NFC can provide to allow the agency's employees the ability to focus on processes with value added to the internal and external customers. Each service is available independently, allowing the agency to select services that best fit their needs.	Core	Compensation Management	Debt Management	N/A	Assists agencies with the management of employee debts through the Administrative Billings and Collection System (ABCO) and Process Claims systems, which also incorporate the Treasury Offset Program (TOP).
Payroll / Personnel System (PPS)	Services that NFC can provide to allow the agency's employees the ability to focus on processes with value added to the internal and external customers. Each service is available independently, allowing the agency to select services that best fit their needs.	Non-Core	Other	Direct Customer Service	N/A	Individual Client Service Representative responsible for forming a relationship with the customer by being knowledgeable, listening, and responding to customer concerns.
Payroll / Personnel System (PPS)	Services that NFC can provide to allow the agency's employees the ability to focus on processes with value added to the internal and external customers. Each service is available independently, allowing the agency to select services that best fit their needs.	Core	Compensation Management	Payroll Manual Payment	N/A	A time-consuming task, with potential for errors, of calculating time sheets, wages, and taxes entirely by hand.



Office of Personnel Management  
 Human Resources Line of Business  
 Shared Service Center Data Call

Payroll / Personnel System (PPS)	Services that NFC can provide to allow the agency's employees the ability to focus on processes with value added to the internal and external customers. Each service is available independently, allowing the agency to select services that best fit their needs.	Core	Compensation Management	Post-56 Retirement Processing	N/A	Process for determining the entitlement for an individual Social Security benefit of Armed Forces serving after December 31, 1956.
Payroll / Personnel System (PPS)	Services that NFC can provide to allow the agency's employees the ability to focus on processes with value added to the internal and external customers. Each service is available independently, allowing the agency to select services that best fit their needs.	Core	Compensation Management	Process Claims	N/A	Collects debts from current or former employees that are owed to their agencies after they become delinquent in ABCO.
Payroll / Personnel System (PPS)	Services that NFC can provide to allow the agency's employees the ability to focus on processes with value added to the internal and external customers. Each service is available independently, allowing the agency to select services that best fit their needs.	Core	Compensation Management	Retirement / Separation Processing	N/A	Processing employee's benefits for retirement or termination such as retirement funds, insurance, and leave.
Payroll / Personnel System (PPS)	Services that NFC can provide to allow the agency's employees the ability to focus on processes with value added to the internal and external customers. Each service is available independently, allowing the agency to select services that best fit their needs.	Core	Compensation Management	Third-Party Garnishment Processing	N/A	Processing the collection of a monetary judgment against a defendant on an agency's behalf.



Office of Personnel Management  
 Human Resources Line of Business  
 Shared Service Center Data Call

Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	Compensation Management	Administrative Billings and Collection System (ABCO)	ABCO	Automated system for billing and collecting debts to Federal government employees and separated employees. Monitors the debt and records all collections until debt is satisfied or moved to the CLAIMS Section. Interfaces with payroll and personnel systems.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	Benefits Administration	Annual Leave Status Report (AECO)	AECO	A report used to determine the projected number of annual leave hours an employee has in excess of the maximum carryover.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	Compensation Management	Bi-Weekly Examination Analysis And Reporting (BEAR)	BEAR	Analyzes payroll and personnel transactions that occurred during the processing of the pay period. It sets up the current pay period for payroll- and personnel-related information and closes out the prior pay period. This process is repeated for each pay period. BEAR generates a multitude of end-of-pay-period report notifications and generates certain personnel actions.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Non-Core	Other	Budget Cost System (BCST)	BCST	A subsystem of the Central Accounting System (CAS) which provides unique accounting reports for agencies serviced by the National Finance Center (NFC).



Office of Personnel Management  
 Human Resources Line of Business  
 Shared Service Center Data Call

Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Non-Core	Other	Central Accounting Data Base Inquiry (CADI)	CADI	An online electronic access system which allows direct access to agency CAS data. CADI provides information as of the current week and contains detailed accounting transactions for agency use. CADI also provides an automated Funds Control System as well as a Salaries and Benefits Projection feature.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Non-Core	Other	Central Accounting Extract System (CAES)	CAES	A system designed to assist the Office of Inspector General (OIG) in the performance of audits. CAES is used to access specific information from the General Ledger and Budget Cost Systems. CAES allows users to type desired parameters, request information from historical files, and send requested information to hard copy reports or disk files. This is done using FILE-AID.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Non-Core	Other	Central Accounting for Department of Justice (CADJ)	CADJ	Same information as CAIS but formatted for a DB2 SAS Database. This system includes an object class crosswalk, as per DOJ.



Office of Personnel Management  
 Human Resources Line of Business  
 Shared Service Center Data Call

Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Non-Core	Other	Central Accounting Interface System (CAIS)	CAIS	A system that produces several financial/accounting reports for non-CAS agencies. This data is received from other feeder systems, reformatted according to agency specifications and transmitted to the agency using the media of their choice. The reports provide timely and comprehensive accounting information used to control budgets, accounts receivable, collections, obligation, accrued expenditures, disbursements and accomplishments.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Non-Core	Other	Control System (CNTL)	CNTL	An online DB2 data base system that controls and monitors accounting queue flow through the Central Accounting System. CNTL is designed to monitor queues from the time they are created until they are used, reflecting their status in an on request report. A 1-year history of all queue usage for online inquiry is maintained on the database.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	Compensation Management	Correct Adjustment Processing System (ADJP)	ADJP	Provides for automatic handling of a variety of payroll adjustments.



Office of Personnel Management  
 Human Resources Line of Business  
 Shared Service Center Data Call

Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	Compensation Management	Correction Adjustment Payment Systems (CAPS)	CAPS	Payments that require correction and/or adjustments prior to being posted. Submitted four times per year to IPAC documentation.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Non-Core	Other	Disbursing System (DISB)	DISB	Interfaces with payment systems (PACS, DPRS, ABCO, IPPS, and MISC (accounting only)) to provide common disbursement functions and data for the General Ledger System. The system provides for consolidating payments for a payee when applicable, producing check and EFT payments for delivery to Treasury Disbursing Offices and producing a SF-1166 (Schedule of Payments) and other necessary listings as required for control. Where applicable a SF-1081 for transfer of funds is produced.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Non-Core	Other	Distribution System (DIST)	DIST	Converts the feeder system records from a 420-character layout to exploded (object class) to 286 character layout. It includes an object class crosswalk as specified by individual agencies.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	PAR Processing	Document Rollback System (DRBS)	DRBS	The system that rolls back a historical personnel action at the beginning and end of the PINE/PEPL process when a HCUP action is entered. Rollback actions are part of the HCUP package.



Office of Personnel Management  
 Human Resources Line of Business  
 Shared Service Center Data Call

Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Non-Core	Other	Document Tracking System (DOTSE)	DOTSE	An online database management system used to track manually processed transactions; process recertified payments, and enter track written inquiries received at NFC.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	Benefits Administration	Employee Personal Page (EPP)	EPP	A web-based system which provides employees with secure electronic access to their earnings and leave statements, W-2 statements, travel data, health insurance, life insurance, savings bond information, leave calculator, and other key personal data.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	Compensation Management	Employee Reporting System (EMPR)	EMPR	Maintains master files on employment data.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	PAR Processing	Entry Processing Inquiring & Corrections (EPIC) *	EPIC	A Windows-based payroll/personnel entry, correction, inquiry, and retrieval database system. EPIC allows customers to: (1) enter payroll and personnel transactions; (2) correct transactions that have failed the database edits; (3) execute status and suspense reports; (4) delete and restore transactions; (5) view future and current payroll / personnel transactions to be processed; and (6) cancel and change history records; and roll back applied documents.



Office of Personnel Management  
 Human Resources Line of Business  
 Shared Service Center Data Call

Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	PAR Processing	EPIC Web *	N/A	A Web-Based version of the EPIC system.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	PAR Processing	Equal Employment Opportunity Tracking System (EEO)	EEO	Provides quarterly data on employment statistics such as national origin by job series, grade, and agency.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	Compensation Management	Financial Statement Data Exchange	FSDE	A web-based application that records and stores the Supplemental Financial Data (Footnotes) for USDA agencies for the USDA Consolidated Financial Statements.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	Compensation Management	FOCUS *	FOCUS	A comprehensive information reporting system. FOCUS utilizes data contained in one or more databases to provide agency offices with ad hoc reporting capabilities on an as-needed basis.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	PAR Processing	Front-end System Interface	FESI	The interface between an agency's front-end entry system and NFC's PPS. These agency front-end entry systems are used to enter position, personnel, time and attendance, and selected payroll transactions. After entry, the transactions are batch transmitted to NFC for processing in PPS.



Office of Personnel Management  
 Human Resources Line of Business  
 Shared Service Center Data Call

Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	Compensation Management	Funding Accountability and Transparency Act (FATA)	FATA	Compliance System that uploads federal awards (financial assistance and expenditures) onto a searchable, public website.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Non-Core	Other	General Ledger Interactive Description System (GLID)	GLID	An online DB2 data base system of the U.S. Department of Agriculture. GLID has inquiry and update capabilities and identifies the accounts affected by feeder system identification and General Ledger transaction codes.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	PAR Processing	History Correction Update Processing System (HCUP)	HCUP	An online entry system of the U.S. Department of Agriculture (USDA), designed for updating personnel history data. HCUP allows correction and cancellation of historical personnel actions which exist in the Personnel History Information System (PHIS) database. It also allows for the entry of late, newly required, and replacement personnel actions in PHIS.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	PAR Processing	Information/Research Inquiry System (IRIS)	IRIS	An online inquiry system that provides immediate access to at least 1 year of current and 5 years of historical payroll/personnel data. IRIS will replace the Payroll/Personnel Inquiry System (PINQ). The data displayed in IRIS is the result of payroll/personnel transactions processed in PPS.



Office of Personnel Management  
 Human Resources Line of Business  
 Shared Service Center Data Call

Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	Compensation Management	Internet Billing (IBIL)	IBIL	An NFC web application that was created to expedite the receipt of intra-governmental collections for USDA agencies using IPAC (Treasury's Intra-governmental Payment and Collection System). Data from completed IBIL forms will be fed to the Administrative Billings and Collections System (ABCO) nightly and become outstanding receivables. These will be billed four times a month and collected using IPAC.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	Compensation Management	Intradepartmental Transactions Reconciliation System (ITRS)	ITRS	A web based application that allows identification, reconciliation and reporting of intradepartmental transactions to facilitate elimination of intradepartmental balances for the consolidated financial statements. ITRS collects these transactions as entered by partner agencies, determines if discrepancies exist between the partner amounts, and provides a forum for reconciliation of those amounts according to Federal accounting regulations.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	PAR Processing	Locator Information System (LIST)	LIST	A directory that provides agency personnel offices with locator data (names, addresses, telephone numbers, building location), and certain pertinent personnel information on employees from the PPS. Various reports are also produced and can be



Office of Personnel Management  
 Human Resources Line of Business  
 Shared Service Center Data Call

						viewed from this system.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Non-Core	Other	Management Account Structure Codes System (MASC)	MASC	Provides customers with direct system access to add, replace, delete, and query table data. MASC is composed of tables and accounting documents that contain support information for the edits, references, reports, and identifiers used in application programs. This support information (e.g., descriptions, accounting codes, activity codes, Treasury symbols, etc.) ensures that NFC maintains a high degree of data integrity and validity. Therefore, it is important that MASC contain up-to-date and accurate data.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Non-Core	Other	Miscellaneous Payments System (MISC)	MISC	Supports a variety of payments and adjustments through the use of Forms AD-757, Miscellaneous Payments System, and AD-742, Transfer and Adjustment Voucher. These forms permit authorized agencies to record disbursement and adjustment transactions within and between agencies directly to accounting records maintained at NFC. MISC incorporates all features of the Prompt Payment



Office of Personnel Management  
 Human Resources Line of Business  
 Shared Service Center Data Call

						Act.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Non-Core	Other	Mission Assignment Tracking System (MATS)	MATS	Used by the General Accounting Office (GAO) primarily to track and manage (1) congressional requests received by GAO, (2) audit assignments, and (3) various GAO staff resource allocations.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	PAR Processing	Name Employee Database (NEMP)	NEMP	Contains employee-related data that is accessed by other systems.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	Compensation Management	OCFO Fee Review	OFEE	A web-based application that provides agency personnel with the ability to review user fees, including loan processing fees, and to hold agency CFOs accountable for reporting the results of the reviews to the Department's OCFO. OFEE provides agency personnel with an online method for entry and review of fee schedules and details.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	Compensation Management	Payroll / Personnel Inquiry System (PINQ) *	PINQ	Used to view employee pay and personnel data in the PPS database. The data displayed in PINQ is the result of payroll/personnel transactions processed in PPS.



Office of Personnel Management  
 Human Resources Line of Business  
 Shared Service Center Data Call

Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	Compensation Management	Payroll Accounting System (PACS)	PACS	An internal financial management and data collection and reporting system and provides numerous internal and external forms. It also has the capability to correct forced released accounting data.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	Compensation Management	Payroll Processing System (PAYE)	PAYE	Performs the complicated computation routines required to produce gross net salary data for disbursement and transmission to Treasury. In addition to creating disbursement data, PAYE also creates accounting records that are processed and reported through the Payroll Accounting System. PAYE updates the PPS database to reflect salary payments as well as employee's leave. PAYE processes twice, which is on the first Thursday and Friday after the pay period. Payroll schedules are submitted to Treasury within 2 days after PAYE processes.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	PAR Processing	Payroll/Personnel Remote Entry System	PRES	Allows users to enter payroll documents (e.g., taxes, union dues, savings bonds) from remote terminals. The Personnel Edit Subsystem (PINE) edits these records and sends the initial data to one of the following: (1) the payroll/personnel database, (2) the Suspense Inquiry and Correction System (SINQ), or (3) the Future Inquiry System (FINQ).



Office of Personnel Management  
 Human Resources Line of Business  
 Shared Service Center Data Call

Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	PAR Processing	Personnel Action System (PERS)	PERS	Systems for uploading personnel actions such as promotions and salary increases.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	PAR Processing	Personnel Edit Subsystem (PINE)	PINE	Edits personnel actions, position data, and payroll transactions entered through NFC's entry systems, EEX, and FESI before they are applied to the PPS database. Actions that fail PINE edits are placed in SINQ/EPIC. The PINE messages, with requirements for corrective action, are described in Chapter 10, Section 2, Personnel Edit Subsystem (PINE) Edit Messages.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	PAR Processing	Personnel Processing System (PEPL)	PEPL	Performs the update functions of the personnel areas of the database. All documents successfully processed through PINE are then processed through PEPL for update or modification of database elements. PEPL retains personnel transactions that have been processed and applied to the Payroll/Personnel database. The data is retrieved from PEPL during the pay period and displayed in the Information/Research Inquiry System (IRIS). PEPL also produces a log of all transactions applied to the database as well as statistics and management reports.



Office of Personnel Management  
 Human Resources Line of Business  
 Shared Service Center Data Call

Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	PAR Processing	Position Management System (PMSO)	PMSO	A position-oriented database management system that gives customers the ability to add, change, inactivate, reactivate, and delete positions. Position data is entered through PMSO and linked internally with employee data during the processing of PINE when a personnel action is processed to update the PPS database. PMSO also provides report generation and online inquiry capabilities.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	PAR Processing	Reduction In Force Register (RIFR)	RIFR	An online reporting system that produces retention registers based on selected criteria.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	Compensation Management	Remote Forms Queuing System (RFQS)	RFQS	Allows for the online viewing and/or printing, at remote site destinations, of certain payroll and personnel output forms tickler reports.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	Compensation Management	Report Generator System (CULPRPT) *	CULPRPT	An online reporting system used to generate formatted payroll and personnel-related reports.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	Compensation Management	Reporting Center (REPT)	REPT	Enables agencies to produce predefined and customized reports.



Office of Personnel Management  
 Human Resources Line of Business  
 Shared Service Center Data Call

Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	Compensation Management	Retroactive System (RTRO)	RTRO	Compensates employees for special payments such as lawsuit settlements.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	Compensation Management	Security Entry And Tracking System (SETS)	SETS	Used to track security clearances and investigations performed by the Office of Personnel Management and other investigating agencies. SETS also tracks the billing associated with the investigative services. SETS interfaces with the PPS and the PMSO to access individual payroll personnel and position data. SETS is updated after PINE executes.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	PAR Processing	Special Payroll Processing System (SPPS)	SPPS	SPPS is an online web data processing system used to process quick service payments, final salary payments for indebted employees, and payments to the estate of a deceased employee.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Non-Core	Other	Standard Chart of Accounts Adjustments System (SCAD)	SCAD	An internal database management system used to make adjustments to the General Ledger (GL) accounts and provides the following capabilities: 1) Manual entry of ledger adjustment records; 2) Generation of individual session reports for batches; 3) Processing of batches into a General Ledger Queue (GLQ) 4) Automatic generation of the schedule number; 5) Query of schedule numbers



Office of Personnel Management  
 Human Resources Line of Business  
 Shared Service Center Data Call

Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Non-Core	Other	Standard Chart of Accounts Process (SCAP)	SCAP	An online data base inquiry subsystem of the Central Accounting System. SCAP, an internal management system, which allows the Department of Agriculture to query all financial transactions handled by OFM/NFC for Central Accounting System (CAS) agencies, (i.e., agencies fully serviced by CAS systems) and non-CAS agencies, (i.e., agencies partially serviced by CAS systems). To retrieve SCAP data, the user must enter the applicable accounting controls as established in the General Ledger Interactive Descriptions System (GLID).
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Non-Core	Other	Standard Chart of Accounts Reconciliation System (SCAR)	SCAR	An online IDMS reporting component of the Central Accounting System (CAS). It is an internal management system that allows the Department of Agriculture to reconcile TREA financial data with the NFC General Ledger (GL). SCAR also reconciles Budget Cost and the Personal Property System to GL.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	Compensation Management	STARweb *	STAR	A web-based application designed, developed, and maintained by NFC for preparing, printing, and transmitting T&A reports to NFC for processing. Because STAR web is a real-time Web-based application, accounting information is validated through the Management Account Structure Codes System



Office of Personnel Management  
 Human Resources Line of Business  
 Shared Service Center Data Call

						(MASC) as each line of data is entered, eliminating errors in the process.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	Compensation Management	Statement of Earnings and Leave System (EARN)	EARN	Provides personnel offices access to employees' Statement of Earnings and Leave (also referred to as an E&L statement). Personnel Offices may view and print up to 26 pay periods of earnings and leave data, print an online copy of the E&L statement, and request an official copy of Form AD-334, Statement of Earnings and Leave on behalf of the employee.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Non-Core	Other	Supply/Property Inventory System (SPIN)	SPIN	SPIN, (GAO only) is used by the General Accounting Office to track supplies and other non-accountable property items.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	PAR Processing	Suspense (SINQ)	SINQ	An online remote entry system of the USDA, NFC's Payroll Personnel System. SINQ is used to view and correct payroll/personnel documents that fail the Personnel Edit Subsystem (PINE) edits. PINE is a subsystem that edits and audits entries in the Payroll/Personnel database.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	Compensation Management	T&A Online Suspense Correction and Document Addition System (TSUS)	TSUS	TSUS is an online suspense correction system used by NFC personnel to correct time and attendance (T&A) reports that failed the



Office of Personnel Management  
 Human Resources Line of Business  
 Shared Service Center Data Call

	numerous non-core services.					TIME edits.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	PAR Processing	Table Management System (TMGT)	TMGT	Contains valid values and descriptions for selected data elements used in the payroll/personnel, financial, and administrative systems. TMGT allows customers to inquire, update, request reports, and view documentation data for the various tables used in the application programs. TMGT also produces certain labels.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Non-Core	Other	Telephone Utility Maintenance System (TUMS)	TUMS	The service to pay agency utility and telephone-related invoices. A master file of all accounts is matched to the details established by agency offices before payment is processed. Invoices are processed to generate disbursing and accounting records, update history files, and produce related reports.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	Compensation Management	Time Inquiry - Leave Update System (TINQ)	TINQ	Allows customers to view employees' leave records. TINQ is also used to transfer leave data from donors to approved leave recipients participating in the Leave Sharing Program.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Non-Core	Other	Training Information System (TRAI)	TRAI	Used to enter, correct, store, and query training data and report on training information.



Office of Personnel Management  
 Human Resources Line of Business  
 Shared Service Center Data Call

Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	Compensation Management	Treasury Offset Program (TOP)	TOP	Centralized offset program to collect delinquent debts owed to federal agencies and states.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	Compensation Management	Unemployment Compensation For Federal Employees System (UCFE)	UCFE	Used to provide information on payroll and separation data that is required in the completion of state unemployment forms.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Non-Core	Other	Utility System (UTIL)	UTIL	A system that provides some basic utility functions used in other systems. For example, programs that format batch cards used by feeder systems (Travel, UTVN, etc.), and programs that convert comp-3 data to numeric data that can be displayed.
Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	Compensation Management	W-2 System (WTWO)	WTWO	Displays W-2 information for (1) all salary payments processed in the PPS database or processed manually, (2) moving allowances processed in the Travel System (TRVL), and (3) Forest Service Casual Employee Time Reporting System (CETR) payments processed for Federal and non-Federal employees. In addition, corrected W-2 information is also displayed in WTWOINQ when a corrected W-2 is issued.



Office of Personnel Management  
Human Resources Line of Business  
Shared Service Center Data Call

---

Payroll / Personnel System (PPS)	A complete payroll and HR management system, offering essential services in the three core HR Management service areas required by OPM as well as numerous non-core services.	Core	Compensation Management	Salary Offset Agency Program (SOAP)	SOAP	15% salary offset for Federal delinquent debt. NFC receives \$10 per collection from the Treasury.
----------------------------------	---	------	-------------------------	-------------------------------------	------	--



**3. TIME AND ATTENDANCE**

webTA	An employee self-service based time and attendance system.	Core	Compensation Management	Hosting	N/A	NFC implementation of the WebTA platform.
webTA	An employee self-service based time and attendance system.	Core	Compensation Management	webTA	N/A	USDA's official enterprise time and attendance system which interfaces with NFC. WebTA is a web-based application that was specifically developed to support the Federal Workforce time and attendance process and provides employees with an online, easy-to-use process with numerous capabilities for efficiently managing timekeeping tasks.
webTA	An employee self-service based time and attendance system.	Core	Compensation Management	webTA Hosting Plus	N/A	NFC implementation of the webTA platform with additional services not offered in basic hosting, including IT and database maintenance, database software upgrades, System Restoration, and Disaster Recovery.
Paycheck 8	A web-based Time & Attendance Report application specifically designed to meet the T&A reporting requirements for Federal Departments or Agencies, and their employees. The application can be securely accessed with an Internet browser, allowing users the flexibility to enter time from anywhere they have an Internet connection. Paycheck on the Web has been recognized as superior to other Time and Attendance Report applications by an independent third-party	Core	Compensation Management	Paycheck 8	Paycheck 8	Paycheck8 on the Web is designed to adapt to the business rules/ roles of the Agency or Department and flexible can be quickly configured to changes in procedures or protocols. Functionality includes, time reporting and time variance reporting, including overtime; leave and leave donation reporting; premium pay and leave request functionality; standard work hour capture to ease time entry; ad hoc reporting capability; multiple job



Office of Personnel Management  
Human Resources Line of Business  
Shared Service Center Data Call

---

	review based on system design, functionality, and architecture.						codes/classifications; standard hour reporting; elimination of system redundant resource requirements.
--	---	--	--	--	--	--	--



**4. INSURANCE AND COLLECTIONS**

Insurance and Collections	Services for billing and collecting insurance premiums from Federal employees and eligible non-Federal persons enrolled in Federal insurance options.	Core	Benefits Administration	Centralized Enrollment Clearinghouse System (CLER)	CLER	Receives electronic Federal Employees Health Benefits (FEHB) enrollment data from health insurance carriers and Federal payroll offices on a quarterly basis. The CLER database stores, maintains, combines, edits, and reports on the data.
Insurance and Collections	Services for billing and collecting insurance premiums from Federal employees and eligible non-Federal persons enrolled in Federal insurance options.	Core	Benefits Administration	Direct Premium Remittance System (DPRS)	DPRS	Used as a centralized system for collecting premiums from eligible non-Federal enrollees who elect to participate in the Federal Employees Health Benefits Program (FEHB).
Insurance and Collections	Services for billing and collecting insurance premiums from Federal employees and eligible non-Federal persons enrolled in Federal insurance options.	Core	Benefits Administration	Federal Employees Health Benefits (FEHB)	FEHB	Electronic enrollment data from health insurance carriers and Federal payroll offices.
Insurance and Collections	Services for billing and collecting insurance premiums from Federal employees and eligible non-Federal persons enrolled in Federal insurance options.	Core	Benefits Administration	Pre-Existing Condition Insurance Plan (PCIP)	PCIP	Provides a new health coverage option for those who have been previously denied coverage due to a pre-existing condition. PCIP is part of the Patient Protection and Affordable Care Act of 2010, which requires the creation of a temporary high-risk health insurance pool program to provide health insurance coverage to uninsured individuals with pre-existing conditions.



Office of Personnel Management  
Human Resources Line of Business  
Shared Service Center Data Call

---

Insurance and Collections	Services for billing and collecting insurance premiums from Federal employees and eligible non-Federal persons enrolled in Federal insurance options.	Core	Benefits Administration	Retirement Systems Modernization (RSM)	RSM	OPM's strategic initiative to improve the quality and timeliness of services received by members of the Civil Service and Federal Employees Retirement Systems.
---------------------------	---	------	-------------------------	--	-----	---



**5. ADDITIONAL SERVICE OFFERINGS**

Additional Offerings	Services that NFC can provide to allow the agency's employees the ability to focus on processes with value added to the internal and external customers. Each service is available independently, allowing the agency to select services that best fit their needs.	Core	PAR Processing	Back Office - HR Processing	N/A	Performing human resources administrative actions, maintaining personnel files, and entering data for new hires.
Additional Offerings	Services that NFC can provide to allow the agency's employees the ability to focus on processes with value added to the internal and external customers. Each service is available independently, allowing the agency to select services that best fit their needs.	Core	Compensation Management	Back Office - Payroll Processing	N/A	Providing the administrative duties of payroll processing such as funding, taxes, unemployment, and workers' compensation.
Additional Offerings	Services that NFC can provide to allow the agency's employees the ability to focus on processes with value added to the internal and external customers. Each service is available independently, allowing the agency to select services that best fit their needs.	Core	Compensation Management	Customer T&A Interface	N/A	An interface between an agency's chosen time and attendance application and NFC payroll processing services.
Additional Offerings	Services that NFC can provide to allow the agency's employees the ability to focus on processes with value added to the internal and external customers. Each service is available independently, allowing the agency to select services that best fit their needs.	Core	Compensation Management	International Organization Appointments	N/A	Performing payroll processing services for an employee that is working in an international location.



Office of Personnel Management  
 Human Resources Line of Business  
 Shared Service Center Data Call

	needs.					
Additional Offerings	The Federal Erroneous Retirement Coverage Code Act (FERCCA) provides relief for employees, former employees, annuitants and their survivors with a retirement coverage code error that existed for three or more years of service after December 31,1986. For a separate cost, the NFC can provide a service to analyze and correct the retirement coverage code and report the adjustment to the appropriate entities, OPM, SSA, TSP etc.	Non-Core	Compensation Management	Federal Erroneous Retirement Coverage Corrections Act (FERCCA)	N/A	Provides the employee options to remedy placement in wrong retirement plan. .
Additional Offerings	Services that NFC can provide to allow the agency's employees the ability to focus on processes with value added to the internal and external customers. Each service is available independently, allowing the agency to select services that best fit their needs.	Non-Core	Other	Migration Support	N/A	Coordinate all aspects of system or application implementation including design, testing, call-center support, installation coordination, and customer support.
Additional Offerings	Services that NFC can provide to allow the agency's employees the ability to focus on processes with value added to the internal and external customers. Each service is available independently, allowing the agency to select services that best fit their needs.	Non-Core	Other	Help Desk Support	N/A	An informational and assistance resource that troubleshoots problems. Baseline Help Desk Support is provided with the <i>EmpowHR</i> , PPS, and webTA basic packages. Premium Help Desk Support is available for the TAM, ePerformance, and EPM Data Warehouse systems at an



Office of Personnel Management  
Human Resources Line of Business  
Shared Service Center Data Call

---

						additional cost.
--	--	--	--	--	--	------------------



**6. ENTERPRISE DATA CENTER HOSTING SERVICES**

System	System Definition	Core/ Non-Core	Module	Acronym	Module Definition
Enterprise Data Centers	Managed services that provide hosting for IT systems	Core	Data Center-as-a-Service (DCaaS): Data Center Facility	N/A	
Enterprise Data Centers	Managed services that provide hosting for IT systems	Core	Platform-as-a-Service (PaaS): Hardware and Software Operations and Maintenance Support	N/A	
Enterprise Data Centers	Managed services that provide hosting for IT systems	Core	Engineering Support	N/A	
Enterprise Data Centers	Managed services that provide hosting for IT systems	Core	Storage Services	N/A	



Office of Personnel Management  
 Human Resources Line of Business  
 Shared Service Center Data Call

Enterprise Data Centers	Managed services that provide hosting for IT systems	Core	Network Services	N/A	NFC network engineers provide a full gamut of network services to include the design, installation, configuration, testing, and maintenance of the network and telecommunications infrastructure.
Enterprise Data Centers	Managed services that provide hosting for IT systems	Core	Security Services	N/A	NFC provides an defense in-depth strategy to address and defeat the current information technology threats. These include: <ul style="list-style-type: none"> <li>• Threat and Risk Assessment</li> <li>• Physical Security</li> <li>• Personnel Security</li> <li>• Certification and Accreditation</li> <li>• Vulnerability Management</li> <li>• Event logging and monitoring</li> <li>• Intrusion Detection</li> <li>• Incident Response</li> <li>• Access Management.</li> </ul>
Enterprise Data Centers	Managed services that provide hosting for IT systems	Core	Disaster Recovery Services	N/A	Full recovery of the hosting infrastructure to hardware at NFC Backup Computing Facility (BCF) in the event of a business interruption event at the PCF. Services include the restoration of all operating systems and system software from backup media, to meet the customers' Recovery Time and Point Objectives, as well as, turning the system back to the operational entities and/or loading data back to the primary site after the disaster has passed. Other services included are a tape backup (virtual and physical) and Disaster Recovery Testing.



Office of Personnel Management  
 Human Resources Line of Business  
 Shared Service Center Data Call

Enterprise Data Centers	Managed services that provide hosting for IT systems	Core	Customer Support	N/A	Professionally staffed Operations and Security Center providing 24X7 systems monitoring , incident management, and Level 1 Help Desk. Serves as the primary point-of-contact for service center technical support and maintenance assistance. Monitors performance and operating status of the systems and network, and provide service level management and timely notifications of scheduled outages.
Enterprise Data Centers	Managed services that provide hosting for IT systems	Core	Asset and Configuration Management	N/A	NFC provides total asset and configuration management of the entire IT infrastructure. Provides a logical model of the infrastructure or a service by identifying, controlling, maintaining, and verifying the versions of Configuration Items (CI's) in existence.
Enterprise Data Centers	Managed services that provide hosting for IT systems	Core	Change Management	N/A	NFC employs a formal process and standardized methods and procedures for efficient and prompt handling of configuration and change management activities to minimize the impact of change-related incidents and improve day-to-day operations.
Enterprise Data Centers	Managed services that provide hosting for IT systems	Core	Site Preparation	N/A	Prepare all activities associated with installation of new or upgraded equipment.
Enterprise Data Centers	Managed services that provide hosting for IT systems	Core	Hardware and System Software Provisioning	N/A	Provisions all hardware and system software to support hosting managed services. If required, NFC will procure new hardware or system software.
Enterprise Data Centers	Managed services that provide hosting for IT systems	Core	Hardware and System Software Maintenance and Licensing Agreements	N/A	Purchases and processes annual renewal of all hardware and system software maintenance and licensing agreements to include software assurance that the latest versions are available at no additional cost to the customer.



Office of Personnel Management  
 Human Resources Line of Business  
 Shared Service Center Data Call

Enterprise Data Centers	Managed services that provide hosting for IT systems	Core	Platform-as-a-Service (PAAS): Database Administration	N/A	<p>Database administration functions to include:</p> <ul style="list-style-type: none"> <li>• Logical data modeling, data documentation, and development of standards for data administration, and population and management of a data repository.</li> <li>• Specific support regarding the design, establishment, and ongoing maintenance of database structures and tables within a customer's application.</li> </ul>
Enterprise Data Centers	Managed services that provide hosting for IT systems	Core	Application Database Backup and Restore	N/A	<ul style="list-style-type: none"> <li>• Recommend database standards and procedures including back-up processes available for customer applications.</li> <li>• Provide written procedures to be executed to restore the application software and data in the event of a disaster/major service interruption.</li> </ul>
Enterprise Data Centers	Managed services that provide hosting for IT systems	Core	Application Vulnerability Management	N/A	<p>Identify and communicate application vulnerabilities found through the NFC vulnerability management processes to include:</p> <ul style="list-style-type: none"> <li>• Vulnerability scans</li> <li>• Assessments</li> <li>• Remediation</li> </ul>
Enterprise Data Centers	Managed services that provide hosting for IT systems	Core	Application Access Management	N/A	<ul style="list-style-type: none"> <li>• Secure the application front-end logon process.</li> <li>• Manage the access administration for requested customer applications.</li> <li>• Provide for end-user access within a customer's application.</li> <li>• Enforce security policies/roles as defined by the customer.</li> </ul>
Enterprise Data Centers	Managed services that provide hosting for IT systems	Core	Application Certification and Accreditation Support	N/A	<ul style="list-style-type: none"> <li>• Assist customer with Certification and Accreditation (C&amp;A) for applications.</li> <li>• Perform C&amp;A for customer applications.</li> </ul>



Office of Personnel Management  
 Human Resources Line of Business  
 Shared Service Center Data Call

Enterprise Data Centers	Managed services that provide hosting for IT systems	Core	Disaster Recovery	N/A	Additional Disaster Recovery services include recovery of both applications and/or customer data in the event that the computer system is inoperable or inaccessible. (As part of the core hosting services, NFC will restore all the hosting infrastructure but the recovery of the application and databases is the customers responsibility. Core services also include backup of the application and the data either to tape or to the backup site via replication.)
Enterprise Data Centers	Managed services that provide hosting for IT systems	Core	Production Management Services	N/A	<ul style="list-style-type: none"> <li>• Scheduling Services</li> <li>• Job Sequencing</li> <li>• Job Stream Management</li> </ul>

NFC Acronyms	Definition
ABCO	Administrative Billings and Collections System
ADJP	Correct Adjustment Processing System
AECO	Annual Leave Status Report
AWE	Approval Workflow Engine
BCST	Budget Cost System
BEAR	Bi-Weekly Examination Analysis And Reporting
C&A	Certification and Accreditation
CADI	Central Accounting Data Base Inquiry
CADJ	Central Accounting for Department of Justice
CAES	Central Accounting Extract System
CAIS	Central Accounting Interface System
CAPS	Correction Adjustment Payment Systems
CG	Candidate Gateway
CLER	Centralized Enrollment Clearinghouse System
CNTL	Control System



Office of Personnel Management  
Human Resources Line of Business  
Shared Service Center Data Call

CPDF	Central Personnel Data File
CULPRPT	Report Generator System
DCaaS	Data Center-as-a-Service
DISB	Disbursing System
DIST	Distribution System
DOTSE	Document Tracking System
DPRS	Direct Premium Remittance System
DRBS	Document Rollback System
EARN	Statement of Earnings and Leave System
EEOT	Equal Employment Opportunity Tracking System
EMPR	Employee Reporting System
EPIC	Entry Processing Inquiring & Corrections
EPM	Enterprise Performance Management
EPP	Employee Personal Page
ESS	Employee Self-Service
FATA	Funding Accountability and Transparency Act
FEHB	Federal Employees Health Benefits
FESI	Front-end System Interface
FOCUS	FOCUS Reporting System
FREL	Forced Released System
FSDE	Financial Statement Data Exchange
GLID	General Ledger Interactive Description System
GSS	General Support System
HCUP	History Correction Update Processing System
IaaS	Infrastructure-as-a-Service
IBIL	Internet Billing
IRIS	Information/Research Inquiry System
ITRS	Intradepartmental Transactions Reconciliation System
LIST	Locator Information System



Office of Personnel Management  
Human Resources Line of Business  
Shared Service Center Data Call

MASC	Management Account Structure Codes System
MATS	Mission Assignment Tracking System
MISC	Miscellaneous Payments System
MSS	Manager Self-Service
NEMP	Name Employee Database
OBIEE	Oracle Business Intelligence Enterprise Edition
OFEE	OCFO Fee Review
PaaS	Platform-as-a-Service
PACS	Payroll Accounting System
PAR	Personnel Action Request
PAYE	Payroll Processing System
PCIP	Pre-Existing Condition Insurance Plan
PEPL	Personnel Processing System
PERS	Personnel Action System
PINE	Personnel Edit Subsystem
PINQ	Payroll/Personnel Inquiry System
PMSO	Position Management System
PRES	Payroll/Personnel Remote Entry System
REPT	Reporting Center
RFQS	Remote Forms Queuing System
RIFR	Reduction In Force Register
RSM	Retirement Systems Modernization
RTRO	Retroactive
SCAD	Standard Chart of Accounts Adjustments System
SCAP	Standard Chart of Accounts Process
SCAR	Standard Chart of Accounts Reconciliation System
SETS	Security Entry And Tracking System
SINQ	Suspense Inquiry System
SOAP	Salary Offset Agency Process



Office of Personnel Management  
Human Resources Line of Business  
Shared Service Center Data Call

SPIN	Supply/Property Inventory System
SPPS	Special Payroll Processing System
STAR	System for Time and Attendance Reporting
TAM	Talent Acquisition Manager
TARE	T&A Remote Entry System
TIME	T&A Validation System
TINQ	Time Inquiry - Leave Update System
TMGT	Table Management System
TOP	Treasury Offset Program
TRAI	Training Information System
TSUS	T&A Online Suspense Correction and Document Addition System
TUMS	Telephone Utility Maintenance System
UCFE	Unemployment Compensation For Federal Employees System
UTIL	Utility System
VERA	Voluntary Early Retirement Authority
WTWO	W-2 System

**END OF TEMPLATE**