

HR LOB Shared Service Center Catalog: Department of Agriculture - National Finance Center (NFC)

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1. Functional

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

For more information on service components, please refer to the [Service Component Model version 2](#).

1.1 Core Services

Personnel Action Processing - initiates, validates, approves, updates, and documents personnel actions and data.	
Click Here for NFC's Self-Evaluation for Personnel Action Processing Target Requirements	
1.1.1	<p>Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.</p> <p>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"> • More than 6,000 edits to reduce errors and support the accuracy of data • Mass Action processing capability through the Component Interface, for Job Codes, Positions, Awards and miscellaneous Natures of Action Codes • System generated actions (e.g., WGI, pay adjustments, SCD adjustments) • Employee Self Service • History correction from day one of implementation, which includes retroactive pay actions • A table-driven environment affording rapid implementation of changing HR rules and practices

CORE SERVICES PAYROLL PROCESSING	
Payroll Processing - captures, validates, and processes payroll and disbursement data for a given pay period by gathering data on employee time worked and leave taken, calculating gross pay and processing deductions and taxes to calculate net pay.	
Click Here for NFC's Self-Evaluation for Payroll Processing Target Requirements	
1.1.2	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<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"> • Administrative Billings and Collections (debt collection) • Retirement Processing and Tracking • Automated Manual Payments and Unemployment Compensation processing • W-2 Processing • World Class Tier 0, 1, and 2 Contact Center 	

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

CORE SERVICES BENEFITS PROCESSING	
Benefits Processing - captures, validates, and processes benefits elections and actions.	
Click Here for NFC's Self-Evaluation for Benefits Processing Target Requirements	
1.1.4	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<p><i>EmpowHR</i> captures, validates and processes the benefit elections and actions entered by HR Specialists. NFC also offers <i>EmpowHR</i> 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.</p>	

CORE SERVICES BENEFITS REPORTING	
Benefits Reporting - provides the capability to report employee participation in benefits programs.	
Click Here for NFC's Self-Evaluation for Benefits Reporting Target Requirements	
1.1.5	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<p>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.</p> <p>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.</p> <p>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:</p> <ul style="list-style-type: none"> • 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.	
Click Here for NFC's Self-Evaluation for Time and Attendance Target Requirements	
1.1.6	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<p>NFC offers customers two options for Time and Attendance. The first, Time and Attendance Validation System (TIME), reads, collects, edits, and validates Time and Attendance (T&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.</p> <p>NFC also offers webTA, which is USDA's official enterprise time and attendance system that interfaces with NFC. 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>	

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.	
Click Here for NFC's Self-Evaluation for Manager Self-Service Target Requirements	
1.1.7	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
<p>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.</p>	

CORE SERVICES EMPLOYEE SELF SERVICE	
Employee Self-service - allows employees to be self-sufficient in initiating actions or creating, updating, and retrieving information within their sphere of control as an employee.	
Click Here for NFC's Self-Evaluation for Employee Self-Service Target Requirements	
1.1.8	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NFC offers <i>EmpowHR</i> 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.	
Click Here for NFC's Self-Evaluation for Staffing Target Requirements	
1.2.1	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NFC provides HR back office support for customers to include the staffing 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 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.	
Click Here for NFC's Self-Evaluation for Recruiting Target Requirements	
1.2.3	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
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 PPS and webTA for employee separation management. When an employee separates and the appropriate separation action is on file in the personnel system, the final T&A submitted is coded as such in webTA, and that flag flows through to the NFC system and is recorded so that no additional T&As can be submitted after separation.	

NON CORE SERVICES COMPETENCY MANAGEMENT	
Competency Management supports the building of competency libraries, competency frameworks that help define and manage proficiency, and competency processes that support the development, maintenance, and use of competencies across the Federal Government.	
Click Here for NFC's Self-Evaluation for Competency Management Target Requirements	
1.2.5	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
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.	
Click Here for NFC's Self-Evaluation for Performance Management Target Requirements	
1.2.6	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NFC currently does not provide consultative support for Performance Management. It does, however, offer its <i>EmpowHR</i> 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.	
Click Here for NFC's Self-Evaluation for Position Management Target Requirements	
1.2.7	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
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.	
<i>EmpowHR</i> 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.	
Click Here for NFC's Self-Evaluation for Position Classification Target Requirements	
1.2.8	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
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.	
Click Here for NFC's Self-Evaluation for Workforce Planning Target Requirements	
1.2.9	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
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.	
Click Here for NFC's Self-Evaluation for Succession Planning Target Requirements	
1.2.10	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NFC currently does not offer Succession Planning services. It does, however, offer <i>EmpowHR</i> 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).	
Click Here for NFC's Self-Evaluation for Learning Administration Target Requirements	
1.2.12	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
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.	
Click Here for NFC's Self-Evaluation for Career Development Planning Target Requirements	
1.2.13	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
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.	
Click Here for NFC's Self-Evaluation for Workers Compensation Target Requirements	
1.2.14	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
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.	
Click Here for NFC's Self-Evaluation for Unemployment Compensation Target Requirements	
1.2.15	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
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: <ul style="list-style-type: none"> • ES-931, Request for Wage and Separation Information UCFE • ES-931A, Request for Separation Information for Additional Claim – UCFE • ES-934, Request for Information or Reconsideration of Federal Findings – UCFE 	

NON CORE SERVICES APPLICATION MANAGEMENT	
Application Management - accepts employment applications and captures application information in a manner that makes it available to those who need it; manages and communicates application status; analyzes and assesses application information to determine applicant eligibility for employment.	
Click Here for NFC's Self-Evaluation for Application Management Target Requirements	
1.2.16	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
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.
<p>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:</p> <ul style="list-style-type: none"> • 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. <p>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 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.</p>	

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

NON CORE SERVICES RECORDS MANAGEMENT	
Records Management - provides the capability to store, protect, archive, classify, retrieve and retire documents and information. This service component includes eOPF.	
1.2.18	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
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.	
NFC handles eOPF for all customers. It is automatically uploaded to OPM biweekly after BEAR reports are run.	

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.	
Click Here for NFC's Self-Evaluation for Employee Relations Target Requirements	
1.2.22	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
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.	
Click Here for NFC's Self-Evaluation for Labor Relations Target Requirements	
1.2.23	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
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 PAYROLL ADMINISTRATION	
Payroll Administration - determines eligibility and calculates values for pay and leave and other compensation. The pay data resulting from this service is used as an input to the Payroll Processing service.	
Click Here for NFC's Self-Evaluation for Payroll Administration Target Requirements	
1.2.24	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
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.	
Click Here for NFC's Self-Evaluation for Benefits Counseling Target Requirements	
1.2.25	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
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.	
Click Here for NFC's Self-Evaluation for Workforce Reshaping Target Requirements	
1.2.27	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
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 ORGANIZATION DESIGN	
Organization Design - supports the creation or revision of an agency's organization structure and reporting relationships.	
Click Here for NFC's Self-Evaluation for Organization Design Target Requirements	
1.2.28	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
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.	
Click Here for NFC's Self-Evaluation for Assessment Model Requirements	
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.	
Click Here for NFC's Self-Evaluation for Human Resources Development Needs Assessment Target Requirements	
1.2.30	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NFC currently does not conduct HR Development Needs Assessments for its 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.	
Click Here for NFC's Self-Evaluation for Human Resources Development Program Development Target Requirements	
1.2.31	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
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.	
Click Here for NFC's Self-Evaluation for Human Resources Development Program Delivery Target Requirements	
1.2.32	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
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.	
Click Here for NFC's Self-Evaluation for Human Capital Program Review and Assessment Target Requirements	
1.2.33	Please describe the solution you provide to customers for this service component through IT applications and/or back-office support.
NFC currently does not conduct Human Capital Program Review and Assessments.	

END OF FUNCTIONAL CATEGORY

2. Business

In sections 2.1 through 2.6, NFC has provided an overview of its organizational structure, business practices for migration management, customer service and support, performance management, financial management, and alignment to OPM and HR LOB objectives.

2.1 Organization

ORGANIZATION	SERVICE DELIVERY MODEL
2.1.1	<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>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).</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</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	
2.1.2	Please describe your SSC organizational structure.
<p>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.</p> <p>Offices reporting to the Deputy Director are the Human Resources Management Staff, the Administrative Management Staff, and the Risk Management Office.</p> <p>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.</p> <p>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.</p>	

ORGANIZATION WORKFORCE MANAGEMENT	
2.1.3	Please provide information on workforce management practices currently used to ensure the availability of critical skill sets within your workforce.
<p>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.</p>	

ORGANIZATION SUCCESSION PLANNING	
2.1.4	Please provide information the succession planning process and/or practices currently in place for critical positions in your organization.
<p>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 the future.</p> <p>NFC used the following process to create a Succession Plan:</p> <ul style="list-style-type: none"> • 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. • A competency skills gap analysis was performed to identify and target critical technical and leadership competencies. • A Competency Skills Gaps Matrix was developed for key mission critical positions. • 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. • The Competency Skills Gaps Matrix was then used as a tool to reflect customized information for 	

ORGANIZATION SUCCESSION PLANNING	
2.1.4	Please provide information the succession planning process and/or practices currently in place for critical positions in your organization.
	<p>positions.</p> <ul style="list-style-type: none"> The Competency Skills Gaps Matrix and the retirement/attrition projections were used to identify potential gaps and to create a Succession Plan.

ORGANIZATION GOVERNANCE	
2.1.5	Please describe your governance structure including boards, workgroups, and other bodies. Describe the functions and responsibilities of each main component. Describe the touch points for customer representation and participation in your governance structure. If applicable, please explain how governance structures or processes differ by customer type (e.g., large versus small agencies).
	<p>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). 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"> Provide high-level, strategic advice and insight into the direction for payroll/personnel solutions Assure stakeholder involvement in program direction Define relative priorities of key program initiatives Assess value of services provided Address unresolved cross-customer issues <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"> Represent all users, large and small, to meet Agency needs Provide a unified approach to system project prioritization Provide recommendations to ensure that projects are prioritized in a fair and consistent manner using customer input Provide consensus solutions to system problems, changes, or proposed enhancements Assist NFC in keeping broader stakeholders informed on the governance process <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	
2.1.6	Please describe your change control process. Include information on steps for customer agency-initiated change requests, prioritization methodology, release schedule and notification procedures, and other information. In your response, please highlight points of customer involvement in the process.
	<p>The NFC change control process is as follows:</p> <ul style="list-style-type: none"> Identify the Change Request: 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 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.

ORGANIZATION	CHANGE CONTROL PROCESS
2.1.6	<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>
<ul style="list-style-type: none"> <p>• 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:</p> <ul style="list-style-type: none"> <input type="checkbox"/> 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. <input type="checkbox"/> 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: <ul style="list-style-type: none"> o Is the change aligned with the Human Capital Strategic Plan? o Is the change a mandatory requirement? o Is the change affordable and/or does funding exist for the change? o Is there an acceptable alternative or work around? o What is the organizational scope? o What is the cross-functional scope? o What is the interdependency with other systems? o What are the security requirements? o What is the requested timeline? <p>• 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 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.</p> <p>In addition to using the PRT as a communication vehicle, other communication channels include but are not limited to the following:</p> <ul style="list-style-type: none"> • 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. 	

ORGANIZATION CHANGE CONTROL PROCESS	
2.1.6	Please describe your change control process. Include information on steps for customer agency-initiated change requests, prioritization methodology, release schedule and notification procedures, and other information. In your response, please highlight points of customer involvement in the process.
	<ul style="list-style-type: none"> Customer Outreach in Washington DC to provide face-to-face interaction with 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. Employee User Groups to function as a network for sharing communications, ideas, problems and solutions among users.

2.2 Migration Management

MIGRATION MANAGEMENT PREVIOUS MIGRATION EXPERIENCE	
2.2.1	Please list and describe previous migrations you have completed. Include information such as employee populations, number of records, migration project duration, technical requirements, whether completion dates and budget targets were met, and other relevant information.
	<p>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	
2.2.2	Please describe your migration methodology. Consider including information on requirements and design, business transformation, data migration, testing/quality assurance, change management, and risk management.
	<p>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> <ul style="list-style-type: none"> Only SSC solution, public or private, that currently processes Title 5 and Title 38 actions and has a working, in-production DFAS interface Existing interfaces to many Federal applications, including EHRI, e-Authentication, USAJobs, eOPF (additional examples are listed in the response to 1.4) 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)

MIGRATION MANAGEMENT MIGRATION METHODOLOGY	
2.2.2	Please describe your migration methodology. Consider including information on requirements and design, business transformation, data migration, testing/quality assurance, change management, and risk management.
<p>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	
2.2.3	Please describe your approach to migration project management. Consider including information on project staffing, earned value management (EVM) including cost and schedule control, and scope management.
<p>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>	

2.3 Customer Support

CUSTOMER SUPPORT CUSTOMER RELATIONSHIP MANAGEMENT	
2.3.1	<p>Please describe your customer service organization. Include information on your approach to and/or processes for:</p> <ul style="list-style-type: none"> - managing customer relationships - handling customer service issues and complaints - communicating important updates to customers - measuring customer satisfaction
<p>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%.</p>	

CUSTOMER SUPPORT HELP DESK	
2.3.2	Please describe your help desk support structure and levels of responsibility for issue resolution. Additionally, provide information on your help desk hours of operation, call volume capacity, performance results, issues tracking process, etc.
<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 1st 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)</p>	

CUSTOMER SUPPORT HELP DESK	
2.3.2	Please describe your help desk support structure and levels of responsibility for issue resolution. Additionally, provide information on your help desk hours of operation, call volume capacity, performance results, issues tracking process, etc.
<p>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> <p>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.</p> <p>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.</p> <p>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.</p>	

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

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

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 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.

Phase 2: Design

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.

Phase 3: Develop

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.

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:

- Key concepts
- Terminology
- Process flows
- Demonstrations
- Knowledge checkpoints
- Hands-on exercises
- In-course knowledge checks

CUSTOMER SUPPORT TRAINING SUPPORT	
2.3.3	<p>Please provide information on training offered for your applications. Include information on types of training (see bullets below), how often training is made available, and costs or cost structure for training, if applicable.</p> <ul style="list-style-type: none"> - classroom courses with live instructors - computer-based training (online courses, simulations, etc.) - train-the-trainer program - user manuals, guides, and other training materials
<p>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 engagements. Lastly, NFC systems contain built-in help features and can link to outside resources for additional research capability.</p> <p>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:</p> <ul style="list-style-type: none"> • 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) <p>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.</p> <p>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.</p> <p>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.</p>	

2.4 Performance Management

PERFORMANCE MANAGEMENT SERVICE LEVEL AGREEMENTS											
2.4.1	<p>Please list and describe the performance metrics and minimum acceptable levels of performance that are included in your SLAs with customers. Additionally, please describe any provisions for accountability in your SLAs if service levels or performance standards are not met.</p>										
<p>NFC captures OPM HRL0B 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>											
	<table border="1"> <thead> <tr> <th>Category</th> <th>Performance Measure Definition</th> <th>Measure</th> <th>Calculation</th> <th>Reporting Frequency</th> </tr> </thead> <tbody> <tr> <td>Changes - Quality Assurance</td> <td></td> <td>100 percent of planned application software changes have been</td> <td>The percentage of tested/waived changes: Total number of system changes tested added</td> <td>Quarterly</td> </tr> </tbody> </table>	Category	Performance Measure Definition	Measure	Calculation	Reporting Frequency	Changes - Quality Assurance		100 percent of planned application software changes have been	The percentage of tested/waived changes: Total number of system changes tested added	Quarterly
Category	Performance Measure Definition	Measure	Calculation	Reporting Frequency							
Changes - Quality Assurance		100 percent of planned application software changes have been	The percentage of tested/waived changes: Total number of system changes tested added	Quarterly							

PERFORMANCE MANAGEMENT SERVICE LEVEL AGREEMENTS				
2.4.1	Please list and describe the performance metrics and minimum acceptable levels of performance that are included in your SLAs with customers. Additionally, please describe any provisions for accountability in your SLAs if service levels or performance standards are not met.			
		validated/verified or a waiver obtained.	to the changes waived, divided by total number of implemented changes.	
OPM - Changes Regulatory	OPM regulatory changes or mandated application/table changes completed by due date specified by OPM.	OPM will provide a list of regulatory system changes along with prescribed due dates for these changes. The SSC/payroll providers 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. 75 percent of changes are implemented within originally scheduled release date.	The number of OPM regulatory or mandated within timeframes mandated by OPM/Total number of changes in one quarter equals percentage.	Quarterly
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.	Quarterly

PERFORMANCE MANAGEMENT SERVICE LEVEL AGREEMENTS				
2.4.1	Please list and describe the performance metrics and minimum acceptable levels of performance that are included in your SLAs with customers. Additionally, please describe any provisions for accountability in your SLAs if service levels or performance standards are not met.			
			Divided by total number of confirmed global issues.	
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 confirmed planned application outages.	Quarterly
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 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
Communication	Notifications of upcoming events or	100 percent of occurrences,	The percentage of notifications during	Quarterly

PERFORMANCE MANAGEMENT SERVICE LEVEL AGREEMENTS				
2.4.1	Please list and describe the performance metrics and minimum acceptable levels of performance that are included in your SLAs with customers. Additionally, please describe any provisions for accountability in your SLAs if service levels or performance standards are not met.			
	other informational topics.	documentation is provided within 3 business days.	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.	
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
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	The percentage of the number of contacts to the Help Desk that are resolved by a live agent	Quarterly

PERFORMANCE MANAGEMENT SERVICE LEVEL AGREEMENTS				
2.4.1	Please list and describe the performance metrics and minimum acceptable levels of performance that are included in your SLAs with customers. Additionally, please describe any provisions for accountability in your SLAs if service levels or performance standards are not met.			
		<p>agent on the first contact: resolved means that the issue was resolved at the Tier 1 level by the Help Desk.</p> <p>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.</p>	on first contact/Total number of contact to the Help Desk in one quarter.	
OPM - Application Help Desk	Help Desk – Call Abandonment Rate	<p>Percentage of telephone calls to the Help desk 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 -</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				
2.4.1	Please list and describe the performance metrics and minimum acceptable levels of performance that are included in your SLAs with customers. Additionally, please describe any provisions for accountability in your SLAs if service levels or performance standards are not met.			
		Friday, excluding Federal holidays and scheduled system outages.		
OPM - Compensation Management	Accurate Payroll Payments	<p>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.</p> <p>100% of payroll payments processed and paid without error.</p>	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	<p>Transmission of employee update files made to the specified external benefit provider within established time frames.</p> <p>100 percent benefit files (Health, Life, Retirement, and Thrift Savings Plan) produced and available per each pay period.</p>	Number of files updated within the established timeframe/Total number of files updated per quarter.	Quarterly
OPM - Interface	Critical Outbound Interface Accuracy	<p>Percentage of outbound interface files delivered and or made available to customer agencies or third parties that do not require submission due to SSC errors.</p> <p>100% of file sent without being resubmitted</p>	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
OPM - Interface	Critical Outbound Interface Timeliness	<p>Percentage of outbound interface files delivered and or made available in accordance with the established schedule.</p> <p>100% of files delivered on schedule.</p>	Number of outbound interface files delivered and or made available on schedule/Total number of outbound interface files delivered = xx%.	Quarterly

PERFORMANCE MANAGEMENT SERVICE LEVEL AGREEMENTS				
2.4.1	Please list and describe the performance metrics and minimum acceptable levels of performance that are included in your SLAs with customers. Additionally, please describe any provisions for accountability in your SLAs if service levels or performance standards are not met.			
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	
2.4.2	Please describe your approach to performance management including information on how performance results are used to improve processes and practices.
<p>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.</p>	

2.5 Financial Management

FINANCIAL MANAGEMENT FUNDING UPGRADES AND MODERNIZATION	
2.5.1	Please describe your approach for funding upgrades and modernization.
<p>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.</p> <p>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.</p> <p>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.</p> <p>Combination of WCF and Customer Agency Funding – This approach has been successfully applied in a number of scenarios, including:</p> <ul style="list-style-type: none"> • 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 <p>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. 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>	

2.6 Business Alignment

BUSINESS ALIGNMENT ENTERPRISE ARCHITECTURE							
2.6.1	Please describe how you use enterprise architecture to develop, expand, and/or improve the services you offer to your customers.						
<p>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> <table border="1"> <thead> <tr> <th>Service Name</th> <th>Service Description</th> </tr> </thead> <tbody> <tr> <td>Data Center-as-a-Service (DCAAS): Data Center Facility</td> <td>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.</td> </tr> <tr> <td>Platform-as-a-</td> <td>NFC offers multiple types of hosting hardware platforms</td> </tr> </tbody> </table>		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-	NFC offers multiple types of hosting hardware platforms
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-	NFC offers multiple types of hosting hardware platforms						

BUSINESS ALIGNMENT ENTERPRISE ARCHITECTURE	
2.6.1	Please describe how you use enterprise architecture to develop, expand, and/or improve the services you offer to your customers.
Service (PaaS): Hardware and Software Operations and Maintenance	(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.
Engineering Support	NFC system engineers: <ul style="list-style-type: none"> • Create infrastructure designs supporting customer-hosting requirements • Perform capacity planning • Monitor and tune the infrastructure • Monitor use related to ongoing support of the data center infrastructure • Analyze present and projected workloads associated with manpower requirements, infrastructure capacity, and end-to-end support capability
Storage Services	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.
Network Services	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.
Security Services	NFC provides a defense in-depth strategy to address and defeat the current information technology threats. These include: <ul style="list-style-type: none"> • Threat and Risk Assessment • Physical Security • Personnel Security • Certification and Accreditation • Vulnerability Management • Event logging and monitoring • Intrusion Detection • Incident Response • Access Management.
Disaster Recovery Services	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.
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

BUSINESS ALIGNMENT ENTERPRISE ARCHITECTURE	
2.6.1	Please describe how you use enterprise architecture to develop, expand, and/or improve the services you offer to your customers.
	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	
2.6.2	Please describe how your strategy and business practices are aligned to HR LOB goals and objectives .
<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"> • 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. • Increased operational efficiencies in the acquisition, development, implementation, and operation of human resources management and supporting systems. • Increased cost savings/avoidance from HR solution activities through the reduction of investments in duplicative information technology and associated labor. • Improved customer service through increased accessibility to client, improved communication and responsiveness, enhanced quality, timeliness, accuracy, and overall value. <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</p>	

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

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