



# HR Service Delivery Initiative

## Executive Briefing

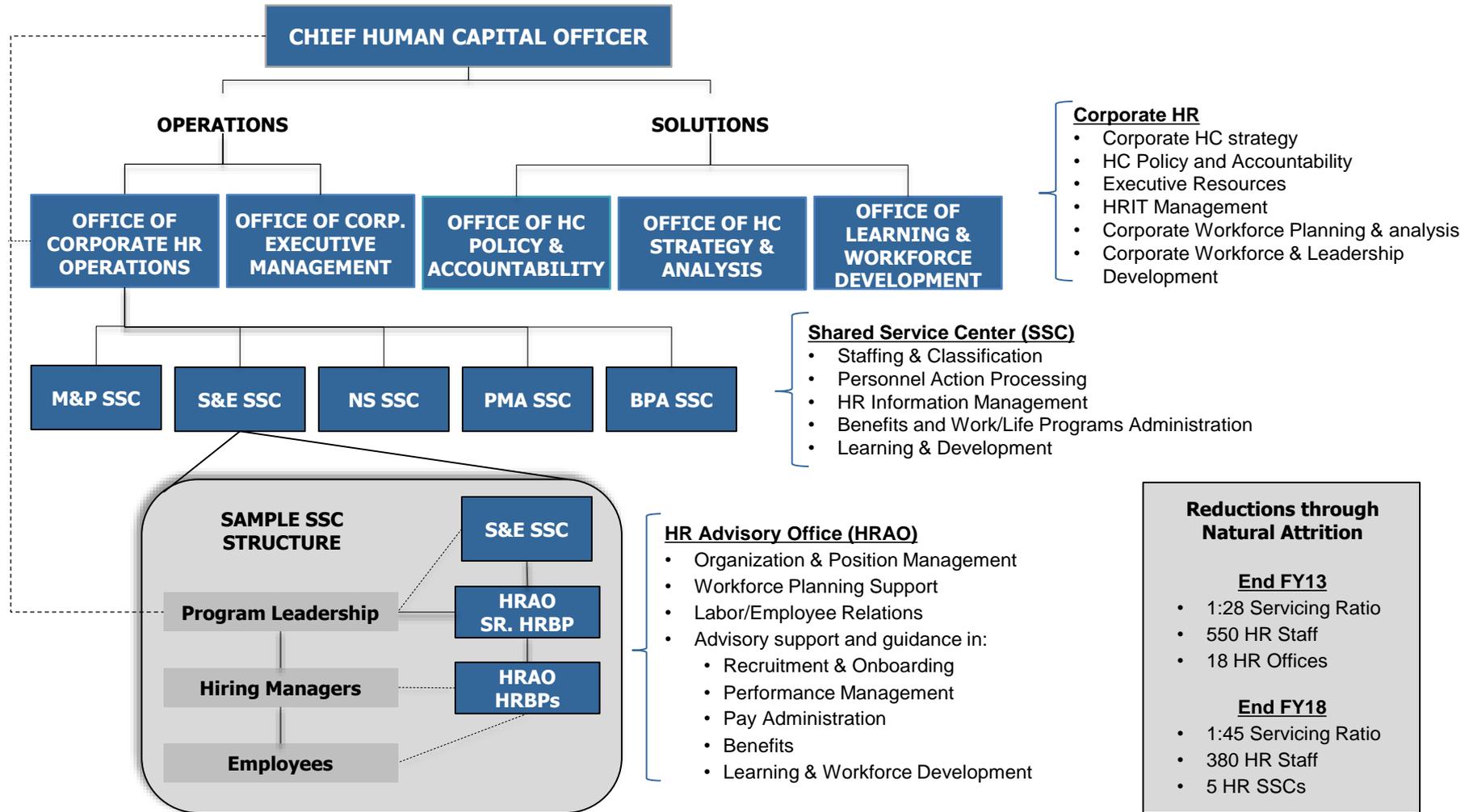
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Beth DiGiovanni, HR Service Delivery Program Manager

May 2016

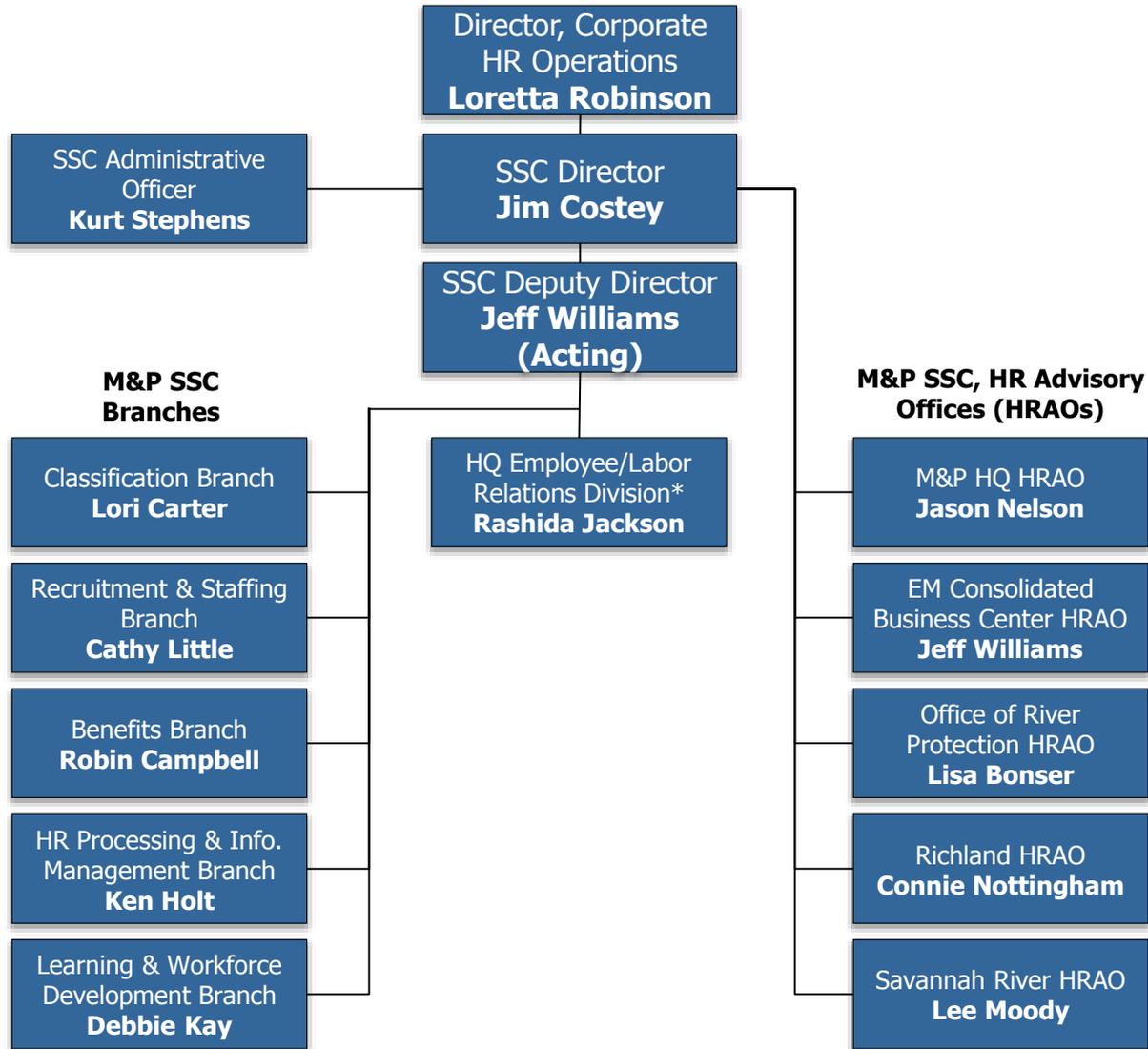


# New HR Line of Business Structure





# M&P SSC Leadership Team – est. October 2015



\*Headquarter Employee/Labor Relations Division is matrixed to support S&E SSC's HQ employees





## SSC Learning Branch Core Services

- Learning Branches services focus on the identification, execution and support of soft-skills, managerial, and mandatory training
- Currently (or will\*) provide the following core services:
  - Training payment, registration and processing
  - Group training support
  - Training support logistics coordination
  - DOE mandatory training reporting
  - Integrated training management (needs assessment and training plans)
  - Supervisory/leadership training coordination and tracking
  - Leadership development program coordination

\*For those Program Offices not currently receiving these services the Learning Branch supervisors are developing transition plans to provide

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# Implementing the New HR Line of Business

## Accomplishments to Date

- **Structure** – Stood up two Shared Service Centers (SSCs)
  - Oct. 2015 – Management & Performance (M&P) SSC
  - Jan. 2016 – Science & Energy (S&E) SSC
- **People** – Completed competency assessment of M&P and S&E SSC staff
  - Individual gap analysis reports under development
  - Late May – Individual Development Plan (IDP) meetings
- **Process** – Revised Roles, Responsibilities, and Service Standards; and Developed SOPs and Manager Guides
  - Late March – v4 Roles and Responsibilities distributed with Service Level Agreements (SLAs)
  - May – Baseline customer service survey
  - 26 Standard Operating Procedures (SOPs) developed
  - Another 23 SOPs under development
  - 20 Manager Guides developed or under development
- **Technology** – HRIS enhancements and HCNet launched
  - Position Classification (PC) Module (i.e., PD Library)
  - HR action tracking with revamped time-to-hire tracker and Customer Relationship Management (CRM) tool

## Targets for End of FY16

- **Progress reports** completed on M&P and S&E SSCs
  - Progress on service, cost, people, process, and tech. improvements
  - Establishment of HR line of business performance metrics
- **Structure** – Standup remaining three SSCs by Oct. 2, 2016
  - Power Marketing Administrations (PMA) SSC on track – Placement process and funding development workshop occurred Mar. 22<sup>nd</sup>
  - Targeting meetings with BPA and NNSA in May to design their SSCs' structure and implementation plan
- **People** – Identify training and development resources to close SSC staff competency gaps
  - Complete competency assessment of remaining SSCs
- **Process** – Make process improvements
  - Develop, review and update process for SOPs
  - Prioritize process improvements based on customer feedback
- **Technology** – Ensure PC Module, CRM, T2H Tracker, and HCNet fully operational
  - Modifications made (where necessary), content developed, and user training complete
  - Determine requirements for T2H Dashboard and E/LR Module



# **Backup Slides**

**HR Service Delivery Background  
“As-Is” Review**

**“To-Be” Roles and Accountability**

**HR Service Delivery Documentation**

**HR Staff Development**

**HR Process Improvement**



# HR Service Delivery Background



# HR Service Delivery Initiative Background

- Office of the Chief Human Capital Officer (OCHCO) conducted a 120-day study on current HR service delivery model in Summer/Fall 2013
  - Findings – Current HR service delivery model poses significant risks, is costly and inefficient, and provides inconsistent and ineffective customer service
  - Conclusion – DOE can no longer afford to support individual program solutions to common, corporate HR challenges
- Study recommendations approved by the Secretary
  - Change from a highly decentralized and delegated model to a hybrid approach
  - Reporting relationships for HR operations fall directly under the OCHCO
  - Shared service centers (SSC), aligned by like business, manage transactional aspects of HR operations
  - HR experts will remain on-site as day-to-day advisors to customers

Secretary approved HR Service Delivery Initiative in November, 2013 and the locations for five SSCs in September, 2014



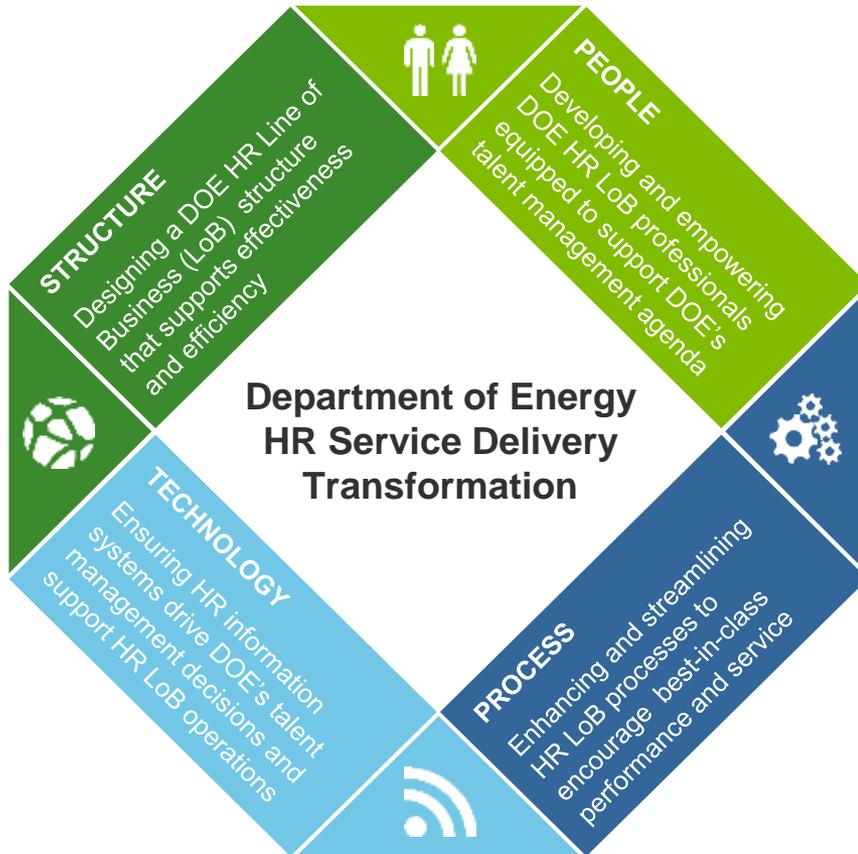
## Measures of Success

The new HR service delivery model will result in “best-in-class” HR service delivery that efficiently and effectively support of DOE’s diverse missions

- **Improved Customer Satisfaction:** A customer-centric approach to HR service delivery and increased competence of the HR workforce reduces HR bureaucracy, increasing customer service consistency and effectiveness
- **Improved Efficiency:** Alignment of HR resources to Departmental organizational structure and streamlined HR processes more efficiently meets customer demands
- **Reduced Risk:** Improvements in the capability of HR workforce and the execution of HR programs reduces the number of negative OPM and DOE audit findings
- **Reduced Costs:** Elimination of redundancies through the centralization of select HR functions lowers the costs of the HR line of business and brings HR servicing ratios in line with Federal government averages



# Achieving Best-in-Class HR Service Delivery



- **STRUCTURE**
  - **Solid Organizational Structure** – The foundation of an effective and efficient organization
  - **Professional Accountability** – Ensure HR professionals uphold HR authorities while maintaining focus on the customer
  - *Examples: SSC location selection, Professional Accountability*
- **PEOPLE**
  - **Leadership Bench-strength** – Established leadership team and pipeline to ensure execution in line with the HR LoB vision
  - **HR Community Development** – A well-equipped workforce with the right competencies to transform HR servicing and solve DOE's Human Capital challenges
  - *Examples: HR community Competency model and training*
- **PROCESS**
  - **Agile HR Policies** – Policies compliant with rule, law, and regulation but flexible enough to allow excellent service
  - **Process Optimization** – Process maps, standard operating procedures, customer service standards, and service level agreements to “take out the guess work”
  - **Best Practices** – Job aids to foster productivity & collaboration
  - *Examples: Policy review, SOPs, Service Level Agreements*
- **TECHNOLOGY**
  - **Supportive HR Information Systems** – Tools and systems to support streamlined HR processes and HR's accountability
  - **Data Integrity and Migration** – Accurate workforce data to aid Leadership's decision-making and continuously identify areas for improved performance
  - *Examples: PD Library and Customer Relationship Management Tool*



# People, Process, and Technology Improvements

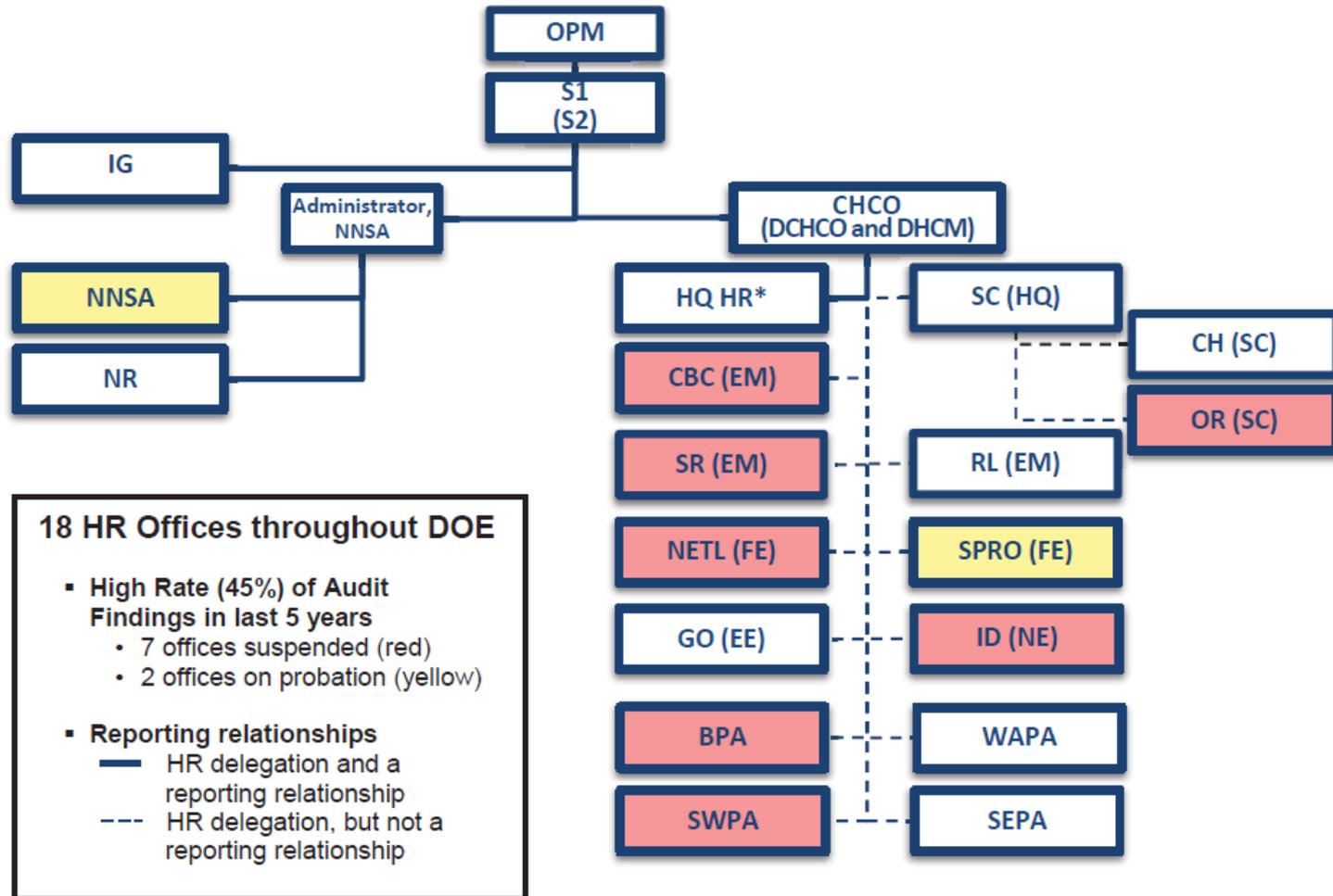
- Investment in HR Community Career Development
  - Developed DOE HR community competency model
  - Assessing competencies and identifying gaps across the Department
  - Creating development tools to support HR supervisors and staff in IDP establishment
  - Providing training in soft and technical skills
- Standard Operating Procedures (SOPs)
  - Drafting ~50 SOPs for each HR function to streamline SSC and HRAO processes
  - Hired Customer Advocate to monitor service quality and resolve service issues
  - Developing customer service metrics and job aids to help HR staff execute SOPs
- HR Information Systems (HRIS) Enhancements
  - Implementing a customer relationship management tool to assist HR business partners, HR leadership and Program Office managers in tracking and monitor HR services
  - Creating a new Position Classification module (PD library) to speed-up classification
  - Both tools will be integrated with existing HRIS platform (CHRIS PeopleSoft)



**“As-Is”**



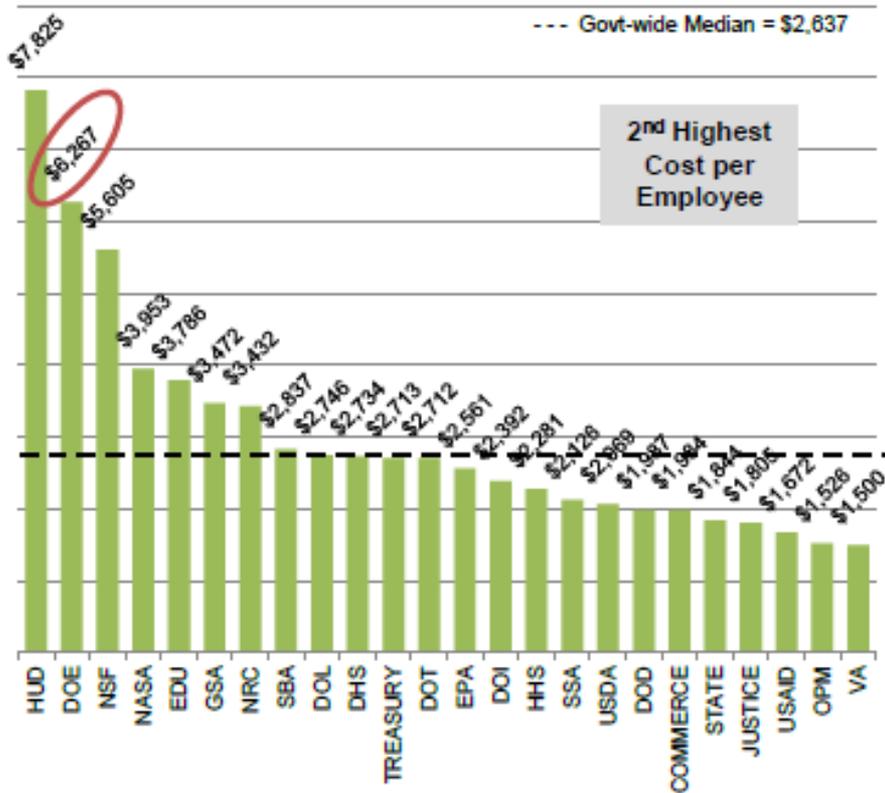
# HR Line of Business Baseline Structure



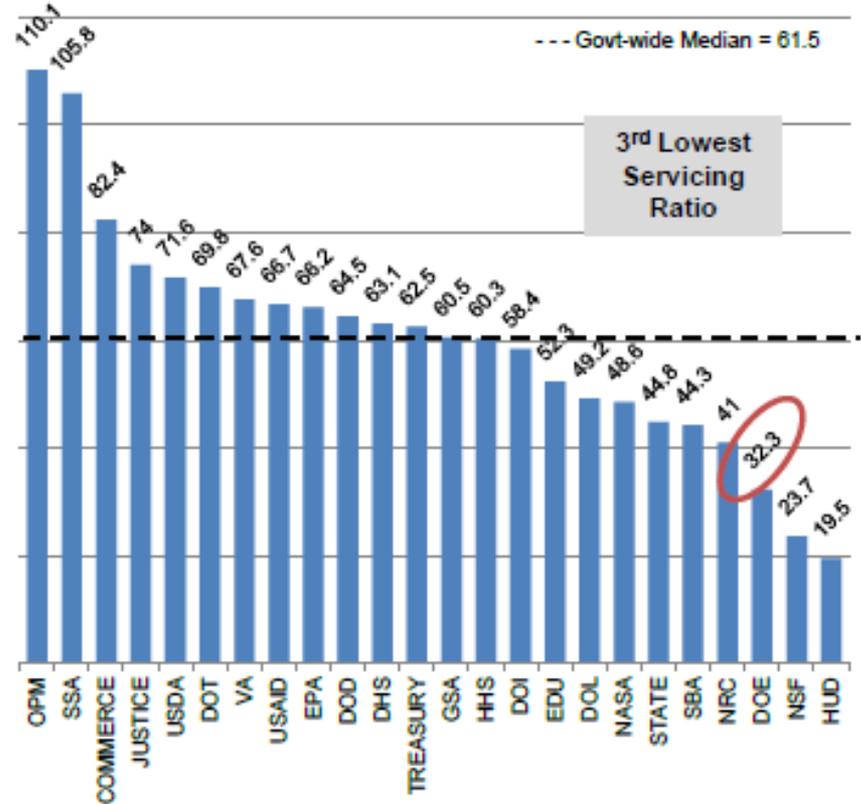


# HR Line of Business Baseline Costs

Agency Human Capital Cost per Employee Served  
As of 9/30/2013; Comparison of 24 CFO Act Agencies

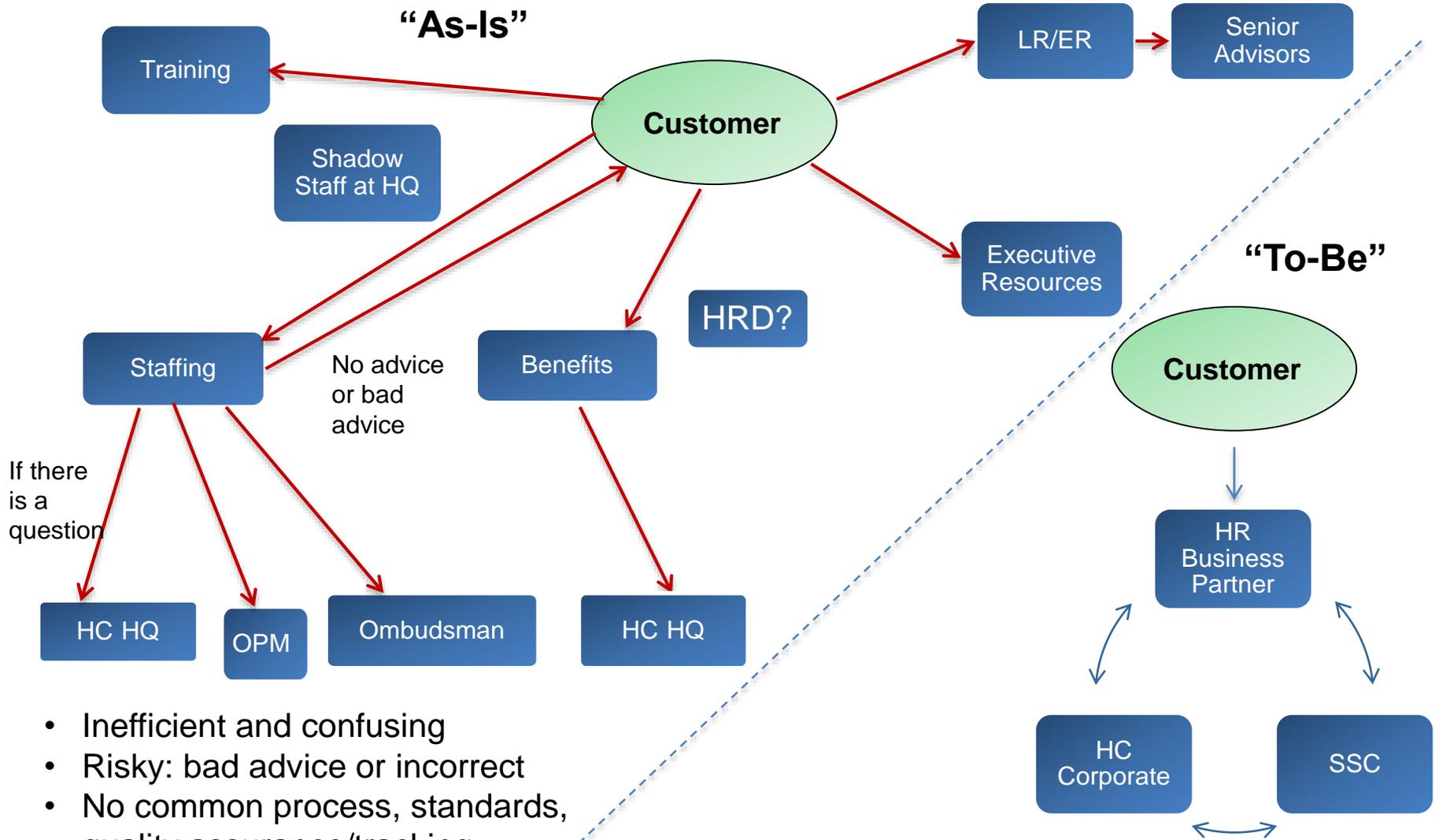


Agency HC Servicing Ratio  
As of 9/30/13; Comparison of 24 CFO Act Agencies





# Customer Service “As-Is” and “To-Be”



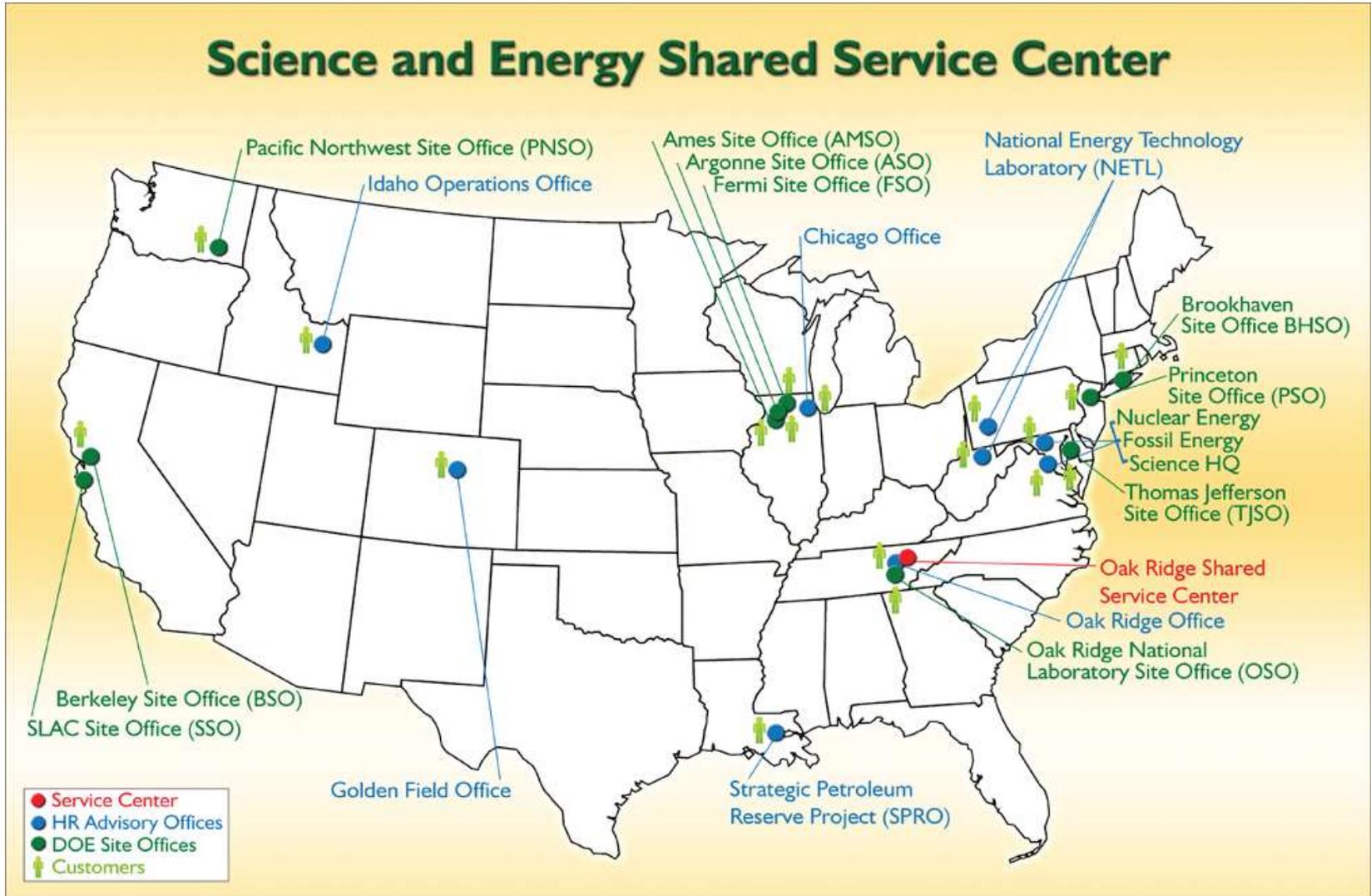
- Inefficient and confusing
- Risky: bad advice or incorrect
- No common process, standards, quality assurance/tracking



# **“To-Be” Roles and Accountability**



# S&E SSC's Supported Sites





# Shared Service Center Roles

## **Classification**

- Evaluate, establish and maintain a position classification program to determine positions' appropriate pay system, occupational grouping, title and grade, and bargaining unit determination
- Apply newly published classification standards to existing PDs and coordinate any resulting personnel actions with personnel action processors
- Assign competitive areas and competitive level codes for serviced populations

## **Staffing / Recruitment**

- Recruit, examine and place selectees
- Develop crediting plans
- Prepare vacancy announcements and open on USAJobs
- Evaluate candidates
- Issue selection certificates
- Prepare/issue tentative offer letter to selectee
- Coordinate pay and incentive negotiations
- Establish EOD date

## **Benefits & Work Life**

- Provide guidance and consultation to current and former employees, annuitants, survivors and eligible family members regarding insurance, and health benefits, FSAs, and Thrift Savings Plan
- Process all retirement applications
- Prepare annuity calculations
- Review and certify election benefit forms
- Process death-in-service and survivor claims
- Resolve erroneous retirement errors

## **HR Processing & Info. Management**

- Validate, input and perform quality control of data to CHRIS and other Federal HRIS
- Process personnel actions
- Prepare data requests and provide analytical assistance
- Establish and maintain office personnel records
- Request OPFs for former federal employees and for transferred employees
- Maintain electronic case files
- Conduct employment verifications

## **Learning & Workforce Dev.**

- Purchase training, monitor enrollment and manage vendors
- Plan, administer or evaluate training programs
- Assist HRBPs, managers and supervisors in performing competency assessments
- Assist HRBPs, managers and supervisors in identifying competency gaps and recommend actions for closure



# HR Business Partner Roles

## Senior HR Business Partner (SHRBP)

Serves as the HR consultant to leadership and develops strategic partnerships, influencing and challenging the senior leadership team in the development and delivery of HR plans and programs in support of the program's and Department's mission

- Identifies strategic people issues in partnership with leadership and provides advice and support on their resolution
- Solicits customer feedback to aid in the improvement of HR services and ensures corporate HR entities are consulted when issues may impact the Department
- Mentors junior HR Business Partners and assists when Departmental issues arise

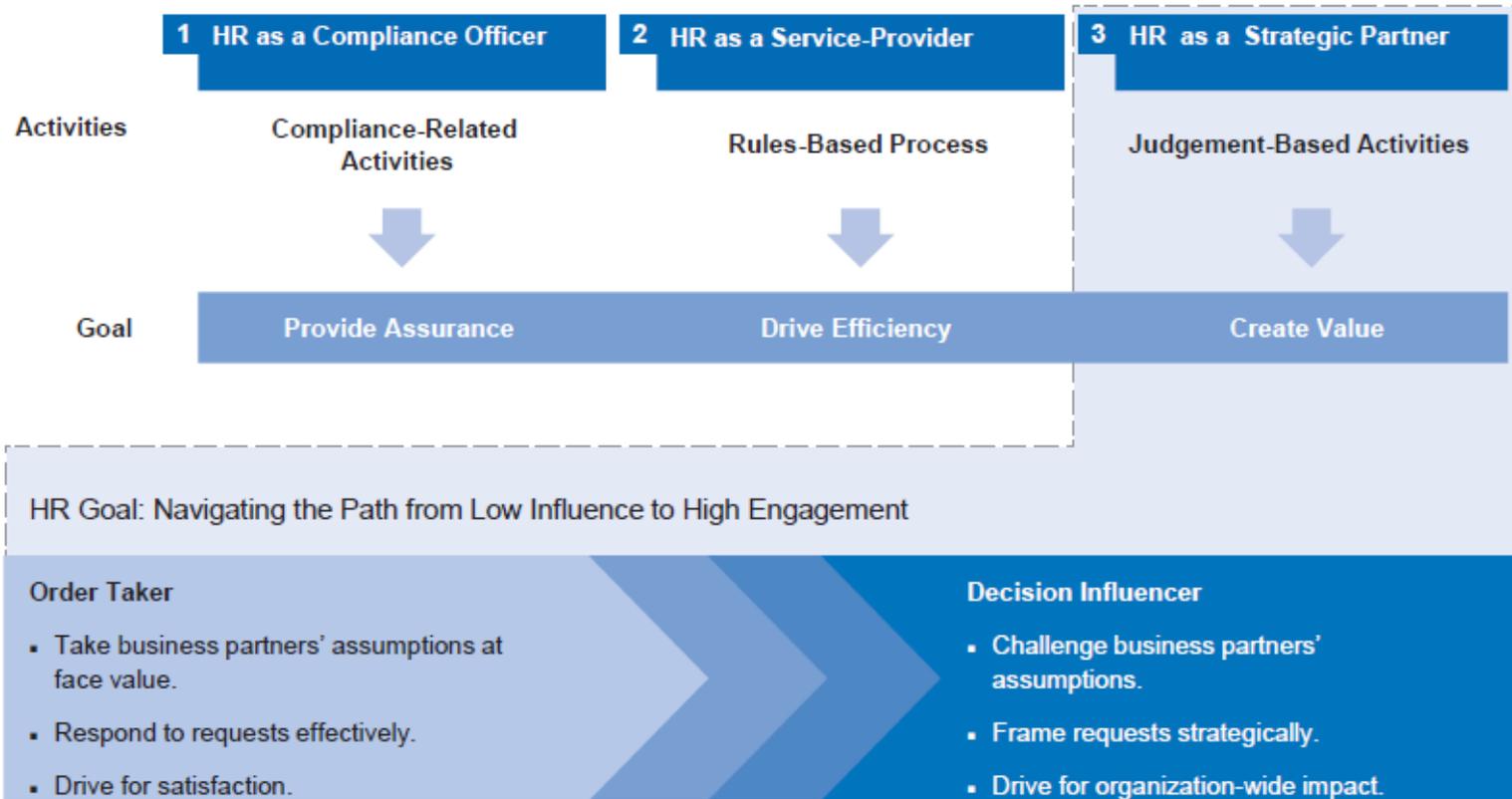
## HR Business Partners (HRBP)

Serve as HR consultants to management and line managers and formulate partnerships that support the organization's business objectives

- Serve as the day-to-day contact for line managers supporting the implementation of HR strategy by providing advice on functional areas such as pay administration, performance management, and recruitment/staffing
- Help develop and monitor business units' HR strategy by assisting and advising in such areas as development and execution of staffing reviews, reorganizations, and resource allocations



# Three Roles for HR Business Partners



Source: CEB analysis.

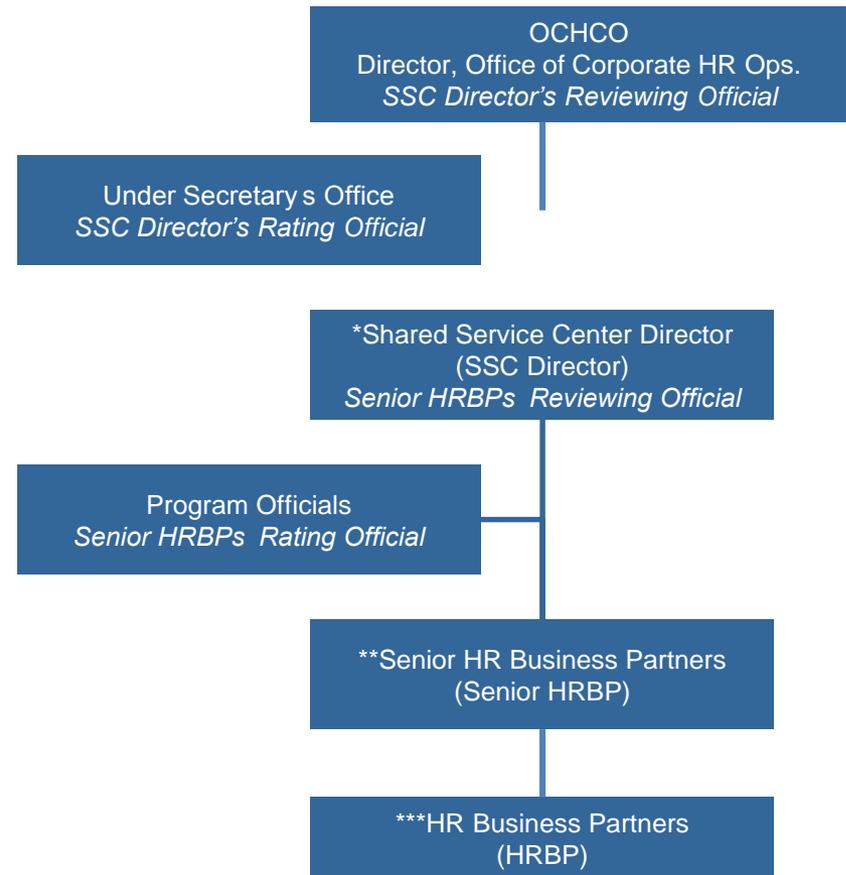
“As the scope of HR support broadens, the function should adopt the role of ‘Trusted Advisor’ for most business partnering activities.” - CEB



# HR Professional Accountability

## At the stand-up of each HR Shared Service Center (SSC) reporting relationships and HR delegations of authority will change

- HR Authorities delegated to SSC Directors
- \*SSC Directors' reporting:
  - Reviewing official = Director, Office of Corporate HR Operations
  - Rating official = Under Secretary Official, TBD in coordination with Under Secretary's Office
- \*\*Senior HR Business Partners reporting:
  - Reviewing official = SSC Director
  - Rating official = Program Official, TBD in coordination with Program Area leadership  
***(HQs SHRBPs rated by their SSC Director with Advisory plans prepared by their Program Office Leadership)***
- \*\*\* HR Business Partners reporting:
  - Reviewing official = SSC Director
  - Rating official = Senior HRBP  
***(HQs HRBPs will receive Advisory plans prepared by their Program Office Leadership)***





# HR Service Delivery Documentation



# HR Service Delivery Documentation

## Commitment to Customers

- Service Level Agreements (SLAs)
  - Agreements between **each Program Office** and their SSC to define the **service requirements** and expectations of the Program Office's HR service providers
- HR Responsibilities and Service Standards
  - Defines the roles responsible for delivering HR services and the timeframes and measurements to track and monitor delivery of those services in accordance with SOPs
  - Appendix to SLA
- Customer Service Strategy & Action Plan
  - Outlines the strategies, objectives, specific actions, and indicators of success to meet customer service goals
  - Includes an action plan to gain regular feedback on HR's performance against the SLA and service standards

## Commitment to HC Organizations

- Memorandums of Agreement (MOAs)
  - Agreements between **Departmental Elements with existing HR Offices** and HC on the **funding structure** for SSC & HRAO FTE serving that Departmental Element
- Tenant/Site Agreements
  - Agreements between sites with HR staff and HC on support services (e.g., workspace, IT helpdesk, security, wellness services, office supplies, etc.) for the HR staff at that site
  - Appendix to MOA
- FY16-20 Operating Budget Estimates
  - Cost estimates for the salaries & benefits, travel & training, support services, and other overhead costs for the HR offices to be funded by each major Departmental Element
  - Summarized in the MOA



## Memorandums of Agreement (MOAs)

Agreements between M&P and S&E Departmental Elements currently paying for formal, HR Offices and HC on the funding structure for the SSC and HRAO FTE serving that Departmental Element

- Staff reassigned to HC and FTE remains with the Program
- Full funding provided by the Program
  - Attachment to MOU will list all positions Program is responsible for and the names of the incumbent employees to be reassigned
  - HC will assess HR staffing and funding levels as part of the annual budget formulation process in conjunctions with the Program and CF
  - Program will continue to plan, budget, and execute funding for positions and associated employee costs (e.g., Salary & Benefits, Travel & Training, etc.)
- Working with CF to establish a central account for funding that both the Program and HC will pay into and have visibility over



## Tenant/Site Agreements

Agreements between sites with HR staff and HC on support services for the HR staff at that site

- Facilities and admin support (space management, janitorial services, local admin/contract support, printing services, mail services, office supplies, etc.)
- Overhead support (IT, GC, EEO and travel)
- Safety and security (services from local safety and security staff, badges/onsite access)
- Local benefits (morale, welfare & recreation; child care; and parking/transit, use of government vehicles)
- Local communications and policies (safety emails, COOP policy, etc.)
- Onsite group training
- Participation in local campaigns (feds feed family, take your daughter/son to work day, etc.)



# HR Staff Development



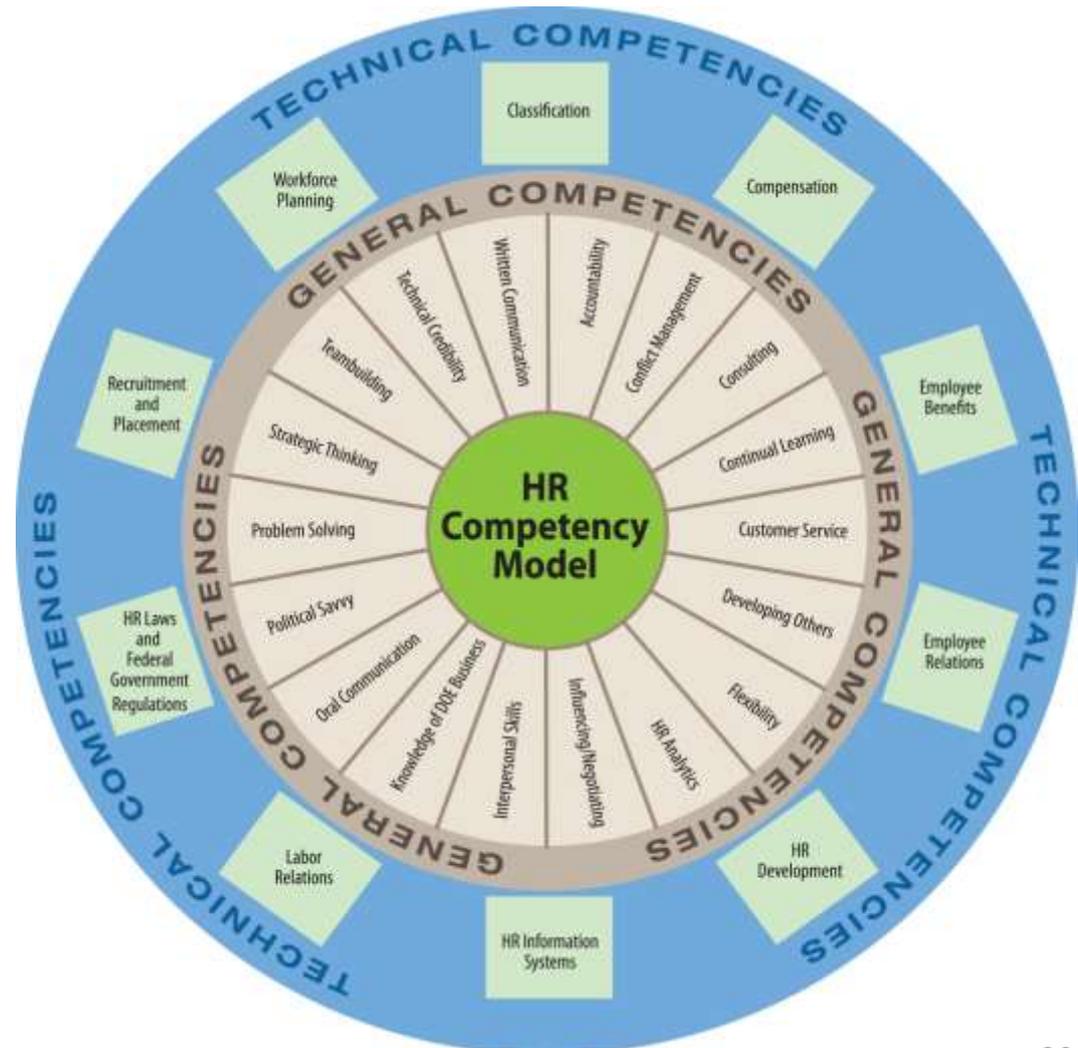
# HR Community Career Development

- Competency assessment and career developmental tools
  - Approved HR community competency model
  - Identifying core competencies for each SSC and HRAO role in the new structure
  - Assessing SSC and HRAO individuals to identify competency gaps and to determine functional training needed to succeed in their new roles
  - Creating Career Development Roadmaps to identify development “paths” for each role
- Near-term training (FY16) focused learning new SOPs, soft-skills, and HR Information Systems (HRIS) enhancements
  - Priority 1 SOPs on staffing, classification, benefits and learning
  - Soft-skills training on change management, customer service and consulting, and managing a remote workforce
  - HRIS training on processing in CHRIS, the new PC Module, and applicant tracking system
- Mid-term training (FY17) on technical skills once employees have been practicing new SOPs and supervisors can better assess their employees’ technical knowledge



# DOE HR Competency Model

- **HR Competency Model:** Serves as the basis for assessing and developing the skills, knowledge, behaviors, and abilities of DOE's HR community
- **General competencies:** Behaviors typically needed to achieve individual and group performance results across almost every occupation
- **Technical competencies:** Specific to an individual occupation or role

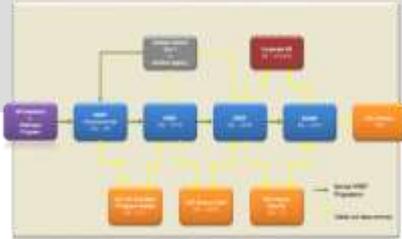




# Career Development Cycle and Planning Tools

## 1. Career Map

Potential and current employees use this tool to identify potential and current career paths; review normal and viable career paths; discuss and decide on future career path with supervisor



## 2. Career Development Roadmap

Employees and supervisors use this tool to assess current proficiencies and competencies with those of the desired future position or grade; identify proficiency/competency gaps; review potential training and development activities recommended for target position or grade

	GS-11	GS-12	GS-13	GS-14
Intermediate Level of Competency				
Advanced Level of Competency				
Recommended Activities				

## 4. Execute and Evaluate

Employees execute the short and long-range goals in the IDP; upon completion, re-evaluate individual competencies and proficiencies with those of the target position and/or grade; apply to target position and/or grade



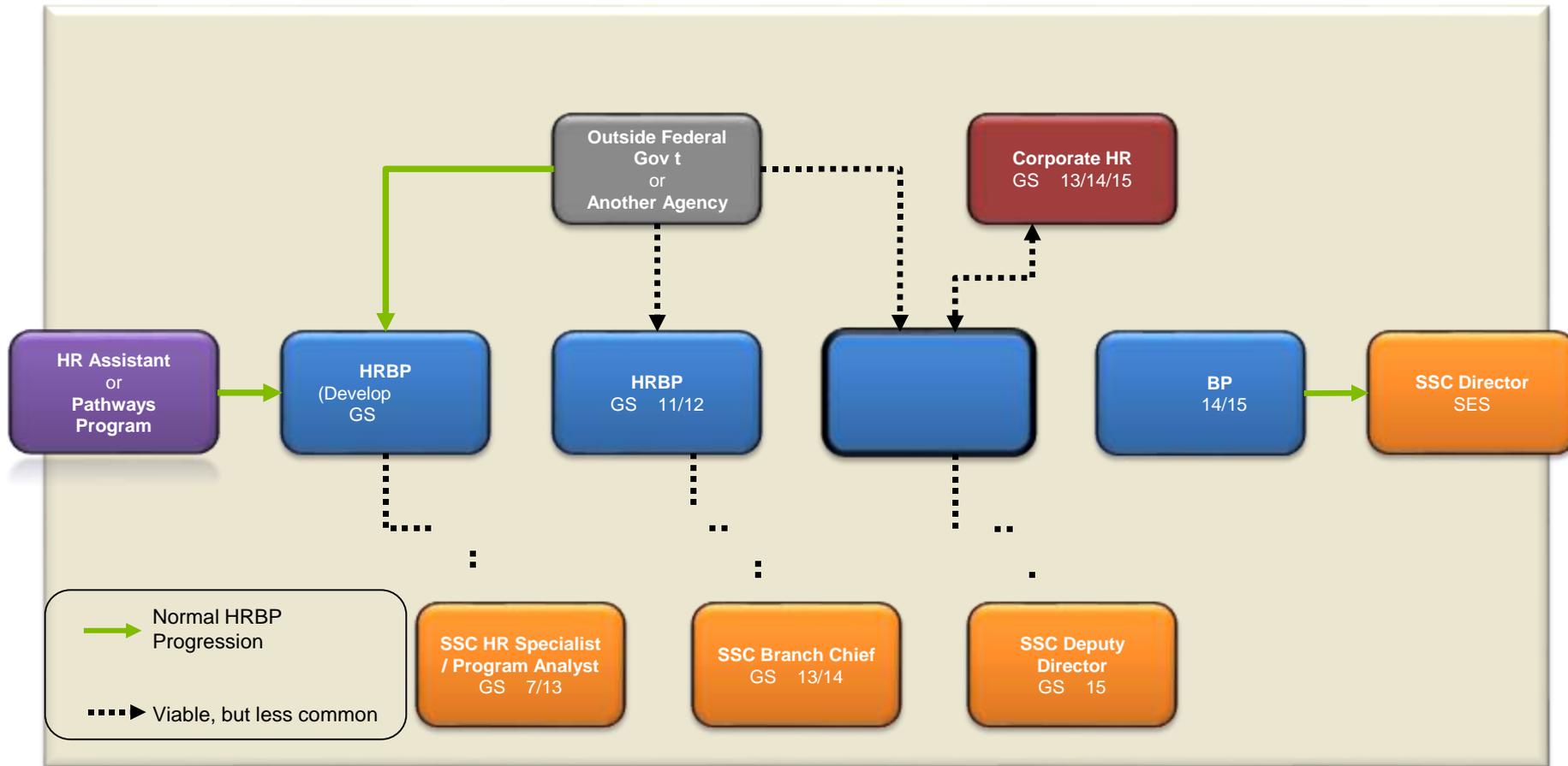
## 3. Supervisory Discussion/IDP

Employees discuss career and development needs with supervisor; develop Individual Training Plan (IDP) to accomplish target goals; use role and competency-based guides to facilitate discussions

Individual Development Plan (IDP)					
Employee's Name	Performance Period: Month to Month			Date Plan Developed:	
COMPETENCY	DEVELOPMENTAL ACTIVITY	TARGET DATE	MILESTONES	DATE COMPLETED	SUPV'S INITIALS
Employee's Signature	Date	Supervisor's Signature	Date		



# Career Map – HRBP (SAMPLE)





# HR Career Development Roadmap – HRBP (SAMPLE)

## HR Business Partner

**GS-11**

**GS-12**

**GS-13**

**GS-14**

Intermediate Level of Competency

Advanced Level of Competency

Most Critical Competencies:

Consulting; Classification; Employee Relations; HR Laws & Federal Gov't Regs.; \*Labor Relations; & Recruitment/Placement, Customer Service.

GS 11 Competencies, plus:  
Problem Solving.

GS 12 Competencies, plus:  
Influencing/Negotiating; Knowledge of DOE Business; HR Analytics; Technical Credibility.

GS 13 Competencies, plus:  
Political Savvy; Strategic Thinking; & Workforce Planning.

Build proficiency in critical competencies by taking a rotational assignment, or volunteer to be detailed to another function, to reduce competency gaps and increase breadth/skill sets.

Further develop consulting and strategic skills to align with Competency Model levels and perform higher level of work.

Education & Training:

Fed. Emp. Development; M.S. Principles & Prohibited Personnel Practices; Fed. Staffing & Placement; Fed. HR Flexibilities; Pos. Classification; Emp. Conduct & Perf.; & Fed. Emp. Relations.

Adv. Position Classification; Federal Position Management; Principles of Classification; Employee Misconduct in the Federal Workplace Series.

Developing Strategic Thinking Skill; Job Analysis & Competency Assessment; & Embracing Organizational Change.

Using Strategic Thinking Skills; Developing and Deploying Strategic Plans; Critical Thinking, Competitive Awareness & Strategy; Instructor Training.

Consulting Skills, Plain Language Writing, Conflict Management, Change Management, Customer Service, Team Skills

Leadership Activities:

Committee Work, Special Projects, Join Professional Organizations, Leadership Development Courses

Develop Exec. Core Qualifications, Chair a Committee, Lead Special Projects, Leadership Development Courses, Coach

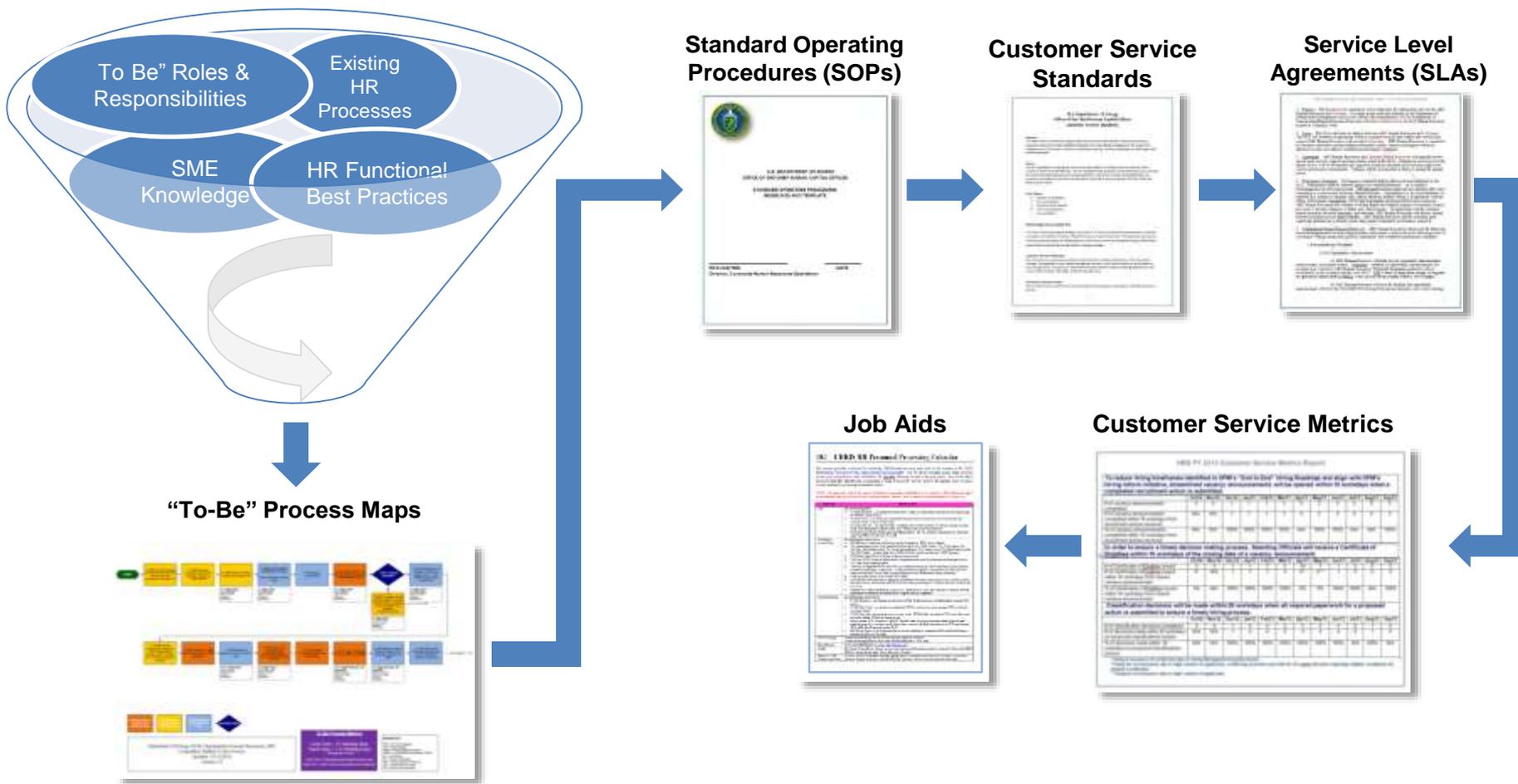


# HR Process Improvement



# Process Mapping Deliverables

DOE customers and HR subject matter experts (SMEs) define, standardize and streamline HR processes that will align with the HR Service Delivery Initiative, provide for seamless integration for HR service centers and business partners, and improve overall customer satisfaction. This effort results in several products that track and measure HR efficiencies in the new model.





# Standard Operating Procedures (SOPs)

- 48 SOPs identified
  - 20 Priority 1 SOPs (required for SSC to be operational)
  - 12 Priority 2 SOPs (required NLT three months after the SSC is operational)
  - 16 Priority 3 SOPs (required NLT six months after the SSC is operational)
- SOPs developed through Kaizen (process improvement) workshops facilitated by Lean Six Sigma Black and Green Belts involving SMEs from across DOE
- Reviewed current “as-is” process
- Determined “to-be” process based on SSC and HRAO’s roles & responsibilities
- SOPs developed and vetted through process and structural design workgroups, HC policy (ensuring compliance), all HRDs, and HC Office Directors
- SOPs intended to provide detailed consistency across DOE HR operations

SOPs will be effective when the SSC stands up; however, they will be continually improved throughout and after the HR Service Delivery effort



# Future HR SOPs

Function	Priority 1	Priority 2	Priority 3
<b>Staffing</b>	<ul style="list-style-type: none"> <li>•Recruitment/Staffing Action Required Documentation/Checklists</li> <li>•Job Analysis</li> <li>•Schedule A Appointments</li> <li>•Offer Letters</li> <li>•3Rs Incentives</li> <li>•Use of Hiring Management System</li> <li>•Temporary or Permanent Change of Station</li> </ul>	<ul style="list-style-type: none"> <li>•Creditable Service for Annual Leave Accrual</li> <li>•Hiring a Rehired Annuitant</li> <li>•Pay Setting</li> <li>•Expiration Dates for Certs</li> <li>•Reconsideration of Application</li> <li>•Suitability Process</li> <li>•Electronic Case File Management</li> </ul>	<ul style="list-style-type: none"> <li>•Staffing Process (overall)</li> <li>•Other Recruitment (Details, Temp Promotions)</li> </ul>
<b>Classification</b>	<ul style="list-style-type: none"> <li>•Position Description Cover Sheet</li> <li>•Standard Evaluation Statement</li> <li>•Process Flow with the PC Module</li> </ul>	<ul style="list-style-type: none"> <li>•N/A</li> </ul>	<ul style="list-style-type: none"> <li>•Conflict Resolution</li> <li>•Desk Audit/Questionnaire</li> <li>•Classification Appeals</li> </ul>
<b>LMER</b>	<ul style="list-style-type: none"> <li>•N/A</li> </ul>	<ul style="list-style-type: none"> <li>•Reasonable Accommodations</li> </ul>	<ul style="list-style-type: none"> <li>•Fitness for Duty</li> </ul>
<b>On/Off boarding</b>	<ul style="list-style-type: none"> <li>•Onboarding</li> </ul>	<ul style="list-style-type: none"> <li>•Exiting/Offboarding</li> </ul>	<ul style="list-style-type: none"> <li>•N/A</li> </ul>
<b>Benefits</b>	<ul style="list-style-type: none"> <li>•Retirement</li> <li>•Health/Life Benefits</li> </ul>	<ul style="list-style-type: none"> <li>•Death Benefits/Survivor Claims</li> </ul>	<ul style="list-style-type: none"> <li>•Telework</li> <li>•Leave Administration</li> <li>•Worker's Compensation</li> </ul>
<b>Training and Development</b>	<ul style="list-style-type: none"> <li>•Learning and Development Plan</li> <li>•L&amp;D Plan Data Collection</li> <li>•Individual Development Plans</li> <li>•DOE-wide Training Roll Up</li> <li>•Procurement of Training</li> </ul>	<ul style="list-style-type: none"> <li>•Communication of Training</li> <li>•Evaluation of Data</li> </ul>	<ul style="list-style-type: none"> <li>•Group Training Reimburs.</li> <li>•Classroom Logistics</li> <li>•Course Cancellation</li> <li>•Ratification Process</li> </ul>