



Developing Synergies in a Multifunctional Organization

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Chief, Financial Management Division

Anita Harrell
Chief, Human Resources Division

June 17, 2011



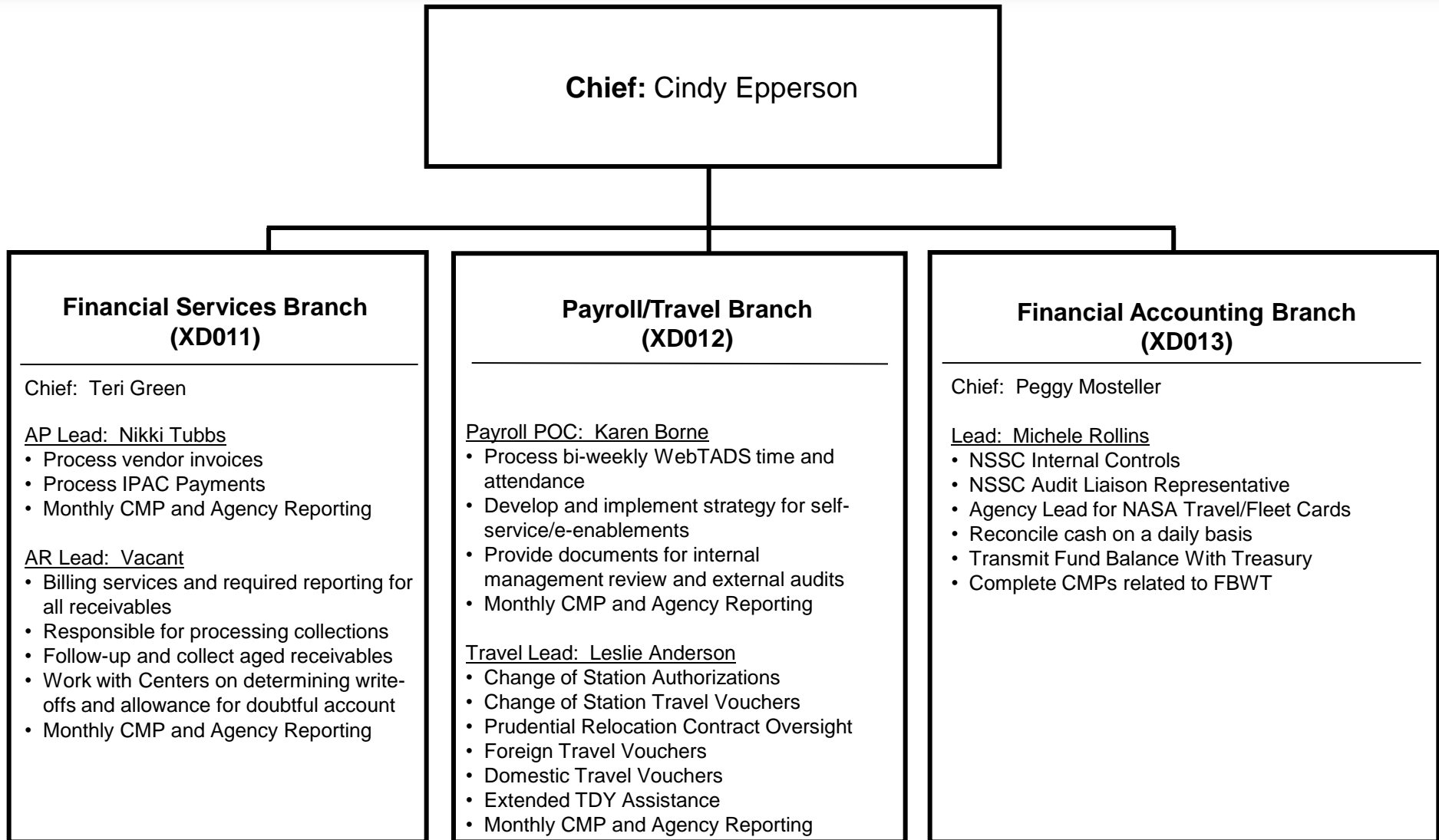
Agenda

- Organization
 - Financial Management (FM)
 - Human Resources (HR)
- Case Studies
 - Leave Donor/Advanced Sick Leave (ASL)
 - Registration/Reimbursement for External Training Services
 - Change of Station (COS)





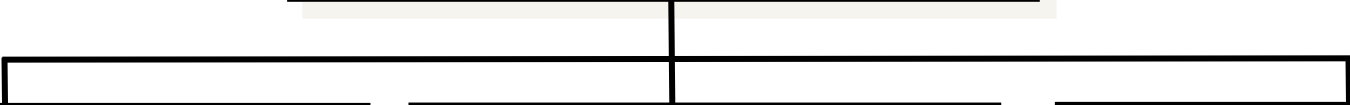
Financial Management Division Functional Breakdown





Human Resources Division Functional Breakdown

Chief: Anita Harrell
Deputy: Amy Alexander



Program Services and Operations Team

Lead: Amy Alexander (Acting)

Benefits/Retirement Services

- Benefits Processing
- Benefit/Retirement/Survivor Counseling
- Retirement Estimates and Package Processing
- In-Processing
- Leave Donor/Advanced Sick Leave Programs

HR Operations

- Personnel Action Processing
- eOPF Maintenance and Record Keeping
- Drug Testing
- General Employment Inquiries
- Position Classification Appeals
- Employee Notices
- Support to HR Specialists
- SES Case Documentation
- Financial Disclosure Processing

HRIS, Training & Support Services Team

Lead: Michael McCann

HRIS

- HR and Training Information Systems
- NASA Awards and Recognition Processing

Training & Support Services

- Employee Development and Training
- On-line Course Management
- Training Purchases
- Development of Information Materials

Center Human Resources

HR Officer: Anita Harrell

HR Operations

- Management Consultation
- Recruitment
- Staffing
- Classification
- Employee Relations
- New Employee Orientation

Training & Development

- Continuing Education Program
- Competency Management System
- Individual Development Plans
- Leadership Development Programs
- SATERN
- HR Portal
- Special Projects



Case Study # 1 – Leave Donor/Advanced Sick Leave

- What is the activity?
 - The Voluntary Leave Transfer Program (VLTP) allows an employee who has a medical emergency to receive transferred annual leave directly from other employees; this allows an employee to continue to receive pay while recuperating from a medical emergency
 - The Advanced Sick Leave (ASL) Program allows an employee to draw on his/her anticipated future sick leave accruals when the requirements of an eligible circumstance surpass his/her current sick leave balance



Case Study # 1 – Leave Donor/Advanced Sick Leave (continued)

- Pre-caseworker approach
 - Ten ways of doing business—overarching NASA policies existed, but each of the ten NASA Centers had their own processes and business rules
 - Employee access to the programs varied according to Center interpretations and applications of the rules
- Caseworker approach
 - Standardized Agency-wide process and business rules were developed and applied by the NSSC
 - The ASL and VLTP Caseworker provides the employee with a single point-of-contact throughout the process
 - Increases the degree of communication and individualized counseling



Case Study # 1 – Leave Donor/Advanced Sick Leave (continued)

- Caseworker concept
 - Prior to implementing a Caseworker to support this activity, the employee was provided several points of contact dependent on their inquiry
 - » If the employee inquired about the requirements of the program or the status of their request, they spoke to a representative in HR
 - » If the inquiry was related to leave balances and/or number of hours which were donated, the representative in HR transferred the employee to a representative in FM
 - Caseworker approach—one point of contact



Case Study # 1 – Leave Donor/Advanced Sick Leave (continued)

- Implementation of Caseworker
 - The HR Civil Servant provides oversight to these programs by ensuring quality and performance in all functional aspects of administering the VLTP and ASL
 - The caseworker manages all aspects of the process to ensure
 - » Identification of the participant
 - » Receipt and completion of documents
 - » Appropriate tracking and routing
 - » Systems processing
 - » Accurate record keeping



Case Study # 1 – Leave Donor/Advanced Sick Leave (continued)

NASA National Aeronautics and Space Administration
NASA SHARED SERVICES CENTER

NSSC Contact Information
 Phone: 1-877-677-2123
 Fax: 1-866-779-6772

nssc
 Customer Service Web

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NSSC Customer Service Web > Employee Services > Advanced Leave/Leave Donations

Advanced Leave/Leave Donations References | Forms | Tools | FAQ

News

NASA's Office of Human Capital Management (OHCM) recently released [Personnel Bulletin 2008-03-SH](#) to establish the medical documentation requirements and supporting timelines for submission of requests for Advanced Sick Leave (ASL) and/or the Voluntary Leave Transfer Program (VLTP). In addition, this Personnel Bulletin also clarifies the approval process for such requests. [Please review this Bulletin for more information.](#)

Welcome to Advanced Leave/Leave Donations

WebTADS Automated Process
 All requests for Voluntary Leave Transfer Program (VLTP), VLTP Donations, and Advanced Sick Leave (ASL) are automated in [WebTADS](#). Additionally, employees requesting to donate annual leave or restored annual leave must use [WebTADS](#) to initiate their request.

NOTE: You must obtain and provide adequate medical documentation to support your medical leave request. You must provide this documentation to your supervisor and to the NSSC HR Office who are the approving officials of your request. The NSSC fax line (1-866-779-6772) is secure. Please review OHCM [Personnel Bulletin 2008-03-SH](#) for more information.

- View step-by-step WebTADS instructions on how to [Become a Recipient under the Voluntary Leave Transfer Program](#).
- View step-by-step WebTADS instructions on how to [Request Advance Sick Leave](#).
- View step-by-step WebTADS instructions on how to [Code Time while on the Donated Leave Program](#).
- View step-by-step WebTADS instructions on how to [Donate Annual Leave](#).
- View the [Current List of Leave Transfer Recipients](#) (available from NASA computers only)

NSSC Communities

- [Financial Management](#)
- [Human Resources](#)
- [Procurement](#)
- [NSSC Board of Directors](#)

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Case Study # 1 – Leave Donor/Advanced Sick Leave (continued)

- Request Procedure
 - From the employee Leave Balance page in WebTADS, click on the link to Request to Become Leave Share Recipient

LEAVE FORM REQUESTS for CHARMING, PRINCE P

Create Request for Advance Sick Leave	Create a new request to receive sick leave advance.
Create Request to Become Leave Share Recipient	Create a new request to receive donated leave.
Donate Leave within NASA	Initiate process to donate annual/restored leave within NASA.
Donate Leave outside NASA	Initiate process to donate annual/restored leave outside NASA.
Donate Leave - Emergency Transfer Program	Initiate process to donate annual/restored leave under declared emergencies (Other Federal Agency).
List Pending Leave Form Requests	List pending leave form requests.
List Historical Leave Form Requests	List historical leave form requests.



Case Study # 1 – Leave Donor/Advanced Sick Leave (continued)

Request to Become a Leave Recipient for CHARMING, PRINCE P (0)

Leave Request Number: 9999-00016 

Initiated by: CHARMING, PRINCE P (0)

Status: Editing

This request may be submitted. Please review the Certification and Privacy Act statements at the bottom of this form. After review, click the Submit Request button.

Continue

Withdraw

Nature and severity of the medical emergency

Broke Foot

Effective Date (MM/DD/YYYY)

09/01/2007

Date medical emergency ended (or, is expected to end) (MM/DD/YYYY)

12/31/2007

Select appropriate disclosure information

- Do NOT disclose applicant name on agency-wide leave share recipient list.
- Disclose applicant name on agency-wide leave share recipient list.
- Disclose applicant name and description of medical emergency on agency-wide leave share recipient list.

Individual affected by medical emergency (check one)

- Self
- Family Member
- Both

Provide a description of the medical emergency to be distributed to servicing personnel offices so that other employees may donate annual/restored leave to the applicant.

Broke foot after falling off mechanical bull.

Indicate telephone number where initiator of this request can be reached (XXX)XXX-XXXX

222-555-5555

Select individual to provide recommendation

BEAR, BALOO B (0) 


Comments (include justification)



Case Study # 1 – Leave Donor/Advanced Sick Leave (continued)

- After submitting the request, the user is returned to the request page; at this point, the request can be withdrawn or comments can be applied to the request; to apply comments, type within the Comments section of the request; when finished, click **APPLY COMMENTS**; the comments can be reviewed by the Approver, the NSSC HR office, and the NSSC Payroll Office
- The employee and the selected Individual to Provide Recommendation will receive an e-mail notification that the request has been submitted and is pending approval

Request to Become a Leave Recipient for CHARMING, PRINCE P (0)

Leave Request Number: 9999-00016 
Initiated by: CHARMING, PRINCE P (0)
Status: Pending Recommendation
Medical Documentation not yet received at NSSC.

Apply Comments

Withdraw



Case Study # 1 – Leave Donor/Advanced Sick Leave (continued)

- Approval Recommendation Procedure; there are two locations to access the request:
 - Option 1: From the List Timesheets page, locate employee with the pending request; click the pending request icon to go into the request
 - Option 2: From the employee Leave Balance page, click on the link to List Pending Leave Form Requests; locate the request to review, and click the employee name to enter the request

• Option 1

Select Organization: DISNY		Normal (01/07/2007 - 01/20/2007)								
	NAME	PHONE	RT	APPROVED	HISTORY	EDIT	PPPA	OT	LV	ELF
	BABOON, RAFIKIR (198)	256-555-9999	DISNY	N						
	BEAR, BALOO B (198)	256-555-5555	DISNY	N						
	BEAUTY, BELLE B (198)	256-555-5555	DISNY	N						
	BELL, TINKER T (198)	256-555-9999	DISNY	N						
	BOY, PINOCCHIO P (198)	256-555-3333	DISNY	N						
	CARPET, ALADDIN A (198)	256-555-7777	DISNY	N						
	CAT, CHESHIRE C (198)	256-555-3333	DISNY	N						
	CHARMING, PRINCE P (198)	256-555-7777	DISNY	N						
	COWBOY, WOODY C (198)	256-555-6666	DISNY	N						

• Option 2

LEAVE FORM REQUESTS for CHARMING, PRINCE P

Create Request for Advance Sick Leave Create a new request to receive sick leave advance.

Create Request to Become Leave Share Recipient Create a new request to receive donated leave.

List Pending Leave Form Requests List pending leave form requests.

Pending Requests for CHARMING, PRINCE P (0)

9999-00016	CHARMING, PRINCE P (0)	LEAVE RECIPIENT	Pending Recommendation	0.0	9/1/2007	-	12/31/2007	Edit
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Case Study # 2 – Registration/Reimbursement for External Training

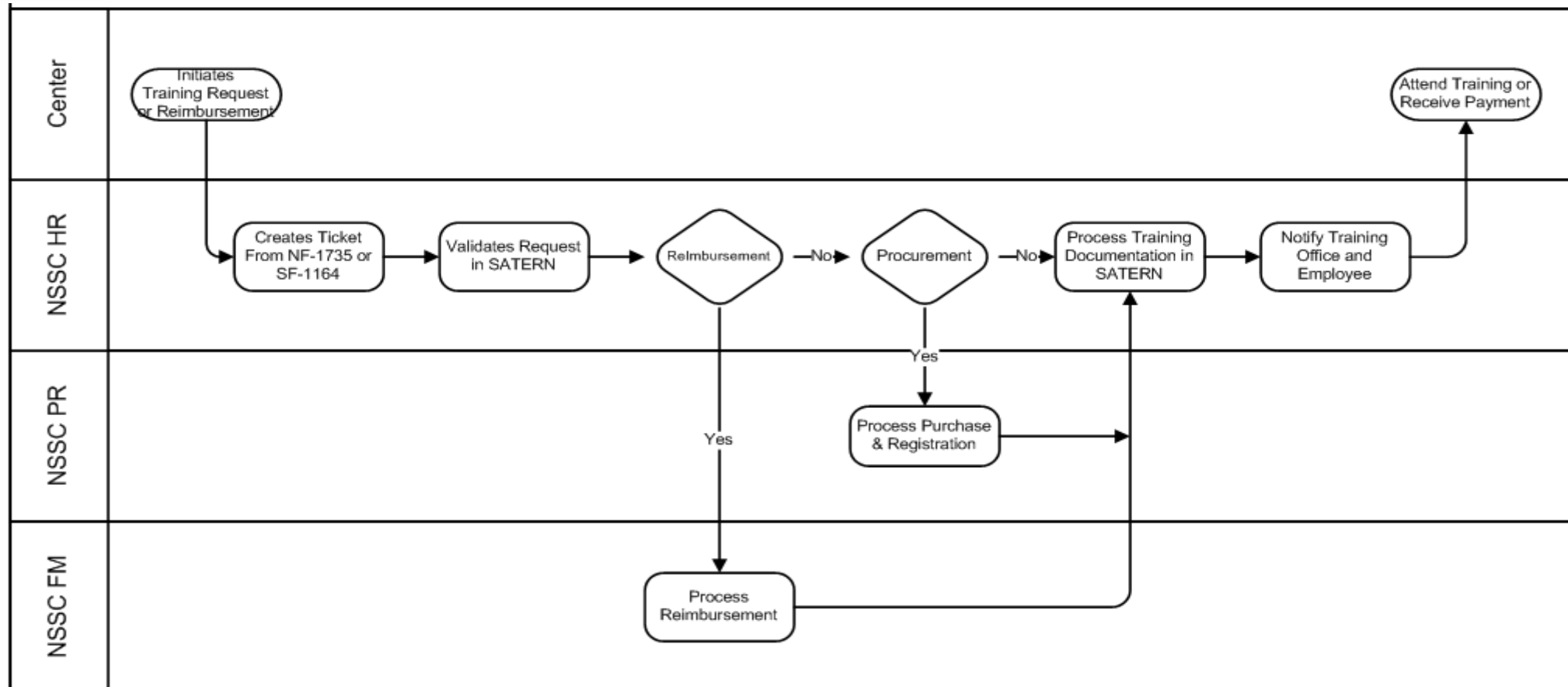
- What is the activity?
 - Provides service for all registration-related activities for individual off-site training courses, conferences, and university programs
- HR roles and responsibilities
 - Administratively carry out registration
 - Credit card payment
 - Completion of documentation for External Training Events submitted through the SATERN Learning Management System
 - Provide monthly reporting to Centers on incompletes and failures



Case Study # 2 – Registration/Reimbursement for External Training (con't)

- FM roles and responsibilities
 - Reimbursement payments to individuals or vendors as appropriate
 - Process the employee collection as appropriate, in the event of a Center-identified collections requirement

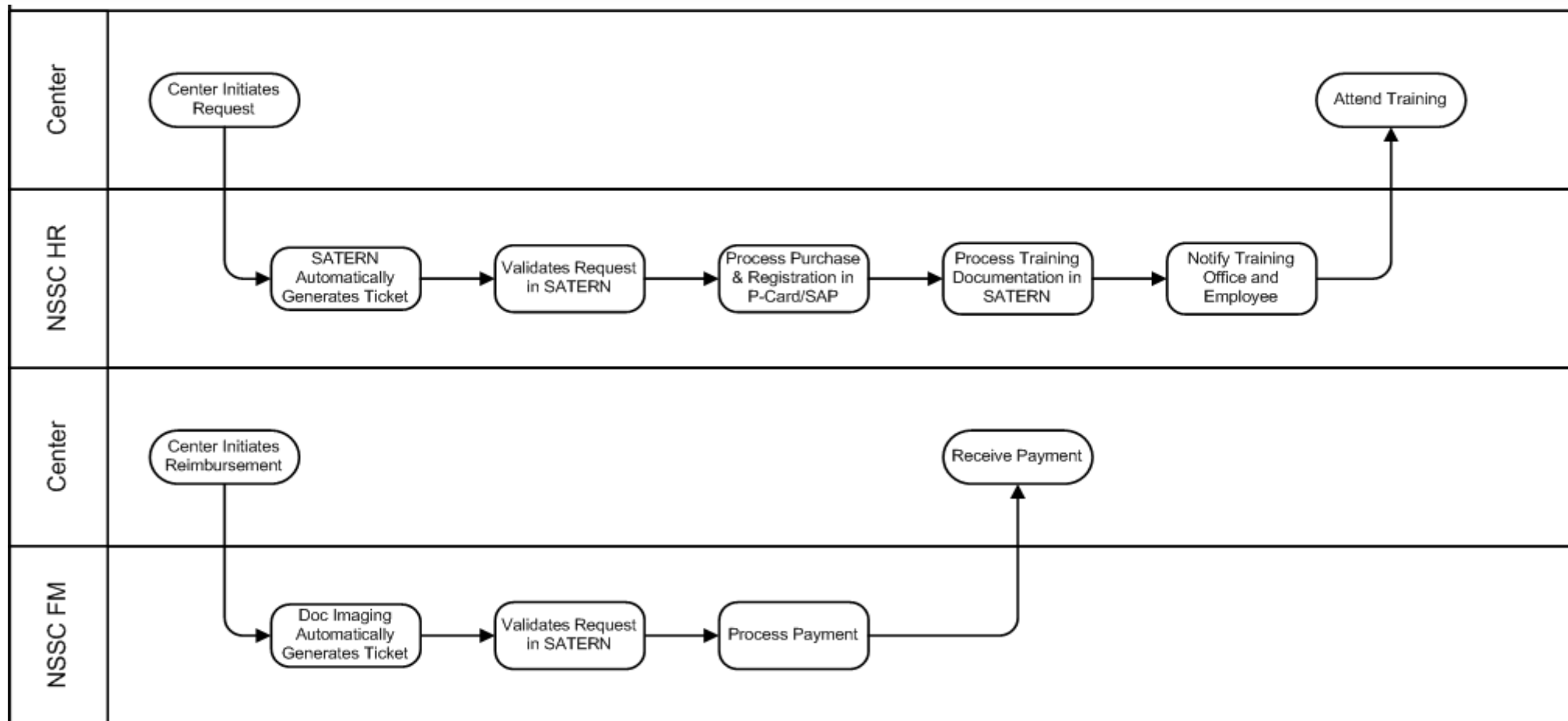
Original External Training Process



- Single flow for two distinct processes across three departments
- Customer unclear as to who to call for status or concerns – frequent hand offs
- Responsibility for processing spread across three departments



Current External Training Process



- Separate, distinct processes handled by one department each
- Customer clear on who to call – no hand offs
- Work distribution/ticket creation automated



Training Request (SF-182)

- Provides data from Centers via SATERN
- Automatically initiates ticket in Remedy
- Records approvals
- Common source document for HR and FM

REQUEST, AUTHORIZATION, AGREEMENT & CERTIFICATION OF TRAINING

SECTION A: TRAINEE INFORMATION

Record Action: Add

A.1. Applicant's Name: Last Name (MICCANN), First Name (MICHAEL), Middle/Initial, First Five Letters of Last Name (MICCAN)

A.4. Home Address: Street Address, City, State/Province, Postal Code, Country; A.5. Work Phone; A.6. Position Level (Non-supervisory, Supervisory, Manager, Executive)

A.7. Organization Mailing Address: Organization (HUMAN RESOURCE DIVISION), Address, City, State/Province, Postal Code; A.8. Work Fax; A.9. Work Email Address

A.10. Position Title (LEAD HUMAN RESO); A.11. Does applicant need special accommodations? (Yes/No); If Yes, please describe below

A.12. (TRAINING OFFICE) Category; A.13. Education Level; A.14. Pay Plan; A.15. (TRAINING OFFICE) Director Code; A.16. Grade; A.17. (TRAINING OFFICE) Sub-Category

SECTION B: TRAINING COURSE DATA

B.1a. Name and Mailing Address of Training Vendor (You may either search for, and select a vendor, or manually enter in the vendor information): Vendor Name, Street Address, City, State/Zip, Vendor Fax, Country; Other if Other, please specify

B.1b. Location of Training Site: If Same, mark box; Street Address, City, State/Zip, Vendor Fax, Country; B.1c. Vendor Email Address; B.1d. Vendor Telephone Number

B.2a. Course Title; B.2b. Catalog Course Number; B.2. Training Start Date (MMDDYYYY); B.2. Training End Date (MMDDYYYY)

B.3. Training Duty Hours; B.3. Training Non-Duty Hours; B.7. Company (Please Select One)

B.9. (TRAINING OFFICE) Training Type/Sub Type Code; B.10. (TRAINING OFFICE) Training Delivery Type Code; B.11. (TRAINING OFFICE) Training Designation Type Code; B.12. Credit Hours (If Academic credit, if not academic, then enter 0); B.13. (TRAINING OFFICE) Training Credit Type Code

B.14. (TRAINING OFFICE) Training Accreditation Indicator (Yes/No); B.15. Continued Service Agreement Required Indicator (Yes/No); B.16. Continued Service Agreement Required Option Date; B.17. (TRAINING OFFICE) Training Source Type Code (Please Select One)

B.18. Course Objectives and Justification; B.19. (TRAINING OFFICE) Indirect Cost Code

SECTION C: COSTS AND BILLING INFORMATION

C.1. Direct Cost and appropriation fund chargeable: Item (a. Furnish, b. Stock or Materials, c. Total), Amount, Appropriation Fund

C.2. Indirect Cost and appropriation fund chargeable: Item (a. Travel, b. Per Diem, c. Total), Amount, Appropriation Fund

C.3. Total Training Non-Government Contribution Cost; C.6. User Comments/Training Office Comments/Billing Instructions (Info about vendor/course website, registration forms if needed, etc.)



Remedy Work Tracking System

NASA Shared Services Center
R
REMEDY

Requester Details

Full Name+ <input type="text"/>	Email Address <input type="text"/>	Company <input type="text"/>
Corporate ID+ <input type="text"/>	VIP <input type="text"/>	Region <input type="text"/>
Phone Number+ <input type="text"/>		Site <input type="text"/>

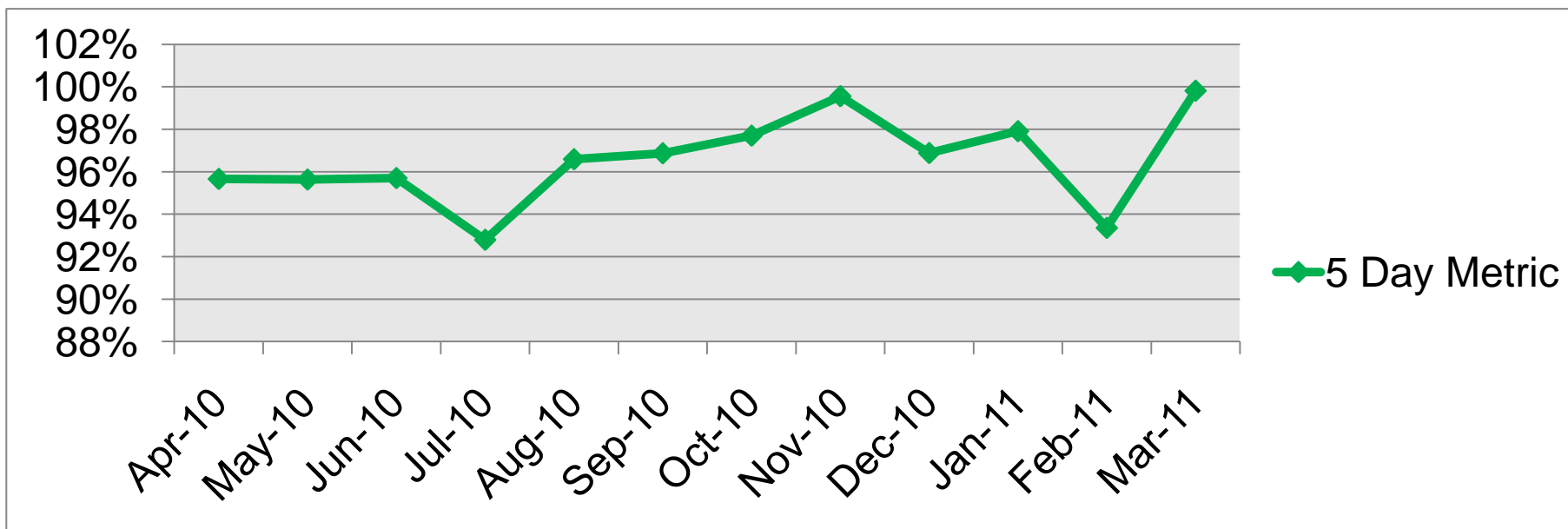
NSR Data | Training Purchases

Full Name <input type="text"/>	Requested Amount <input type="text"/>	Receipt Date <input type="text"/>
Centers <input type="text"/>	Price Range <input type="text"/>	Scheduled Offering <input type="text"/>
SATERN Tracking # <input type="text"/>	Package Status <input type="text"/>	L2 Processor <input type="text"/>
ORG Code <input type="text"/>	Event Location <input type="text"/>	Confirmed <input type="text"/>
Vendor <input type="text"/>	Purchase Method <input type="text"/>	Purchase Status <input type="text"/>
Dunns # <input type="text"/>	Order Log/PO Number <input type="text"/>	Reconciled Amount <input type="text"/>
Course Conference <input type="text"/>	L3 Card Holder <input type="text"/>	Reconciliation Date <input type="text"/>
Training Start Date <input type="text"/>	Amount Purchased <input type="text"/>	Modification/Form 27 <input type="text"/>
Training End Date <input type="text"/>	Credit Amount <input type="text"/>	Peer Review <input type="text"/>
Center Accounting Data <input type="text"/>	Fee <input type="text"/>	Department Processing <input type="text"/>
Purchase Request Type <input type="text"/>	Procurement Date/Time <input type="text"/>	Quantity <input type="text"/>
Handling <input type="text"/>	MTM <input type="text"/>	Ratification <input type="text"/>
Training Type <input type="text"/>	Academic Payment Date/Time <input type="text"/>	

- Automatically generated upon receipt of SF-182 or SF-1164
- Pre-populates with appropriate data from SF-182
- Used to document actions and any customer/vendor contact
- With attachments, is the source file for training purchase transactions

Performance Measures

- Registration/reimbursement of offsite training success metrics
 - One Service Level Agreement (SLA) for all ten Centers
 - One standardized Service Level Indicator (SLI) for all ten Centers
 - » 90 percent of purchasing, registration, and confirmation activities for off-site training purchases that can be purchased with a credit card shall be completed accurately within five business days of receipt of an approved training request





Continuous Improvement

- Results of Training Purchases Kaizen Event
 - Instituted paperless process
 - Reduced rework
 - Reduced hand offs
 - Reduced search and queue time
 - Reduced multiple storage points for required documentation
 - Eliminated duplication of work by eliminating process steps
 - Identified process for denying incomplete packages submitted by Centers

Case Study #3 – Change of Station (COS)

- What is the activity?
 - Provides services for permanent and temporary relocation moves
 - » Entitlement counseling
 - » Authorization preparation and approval
 - » Voucher payment processing
 - » Home sale services
 - » Moving and storage services
 - » Property management services





Case Study #3 – Change of Station (COS) (continued)

Pre-Caseworker Model

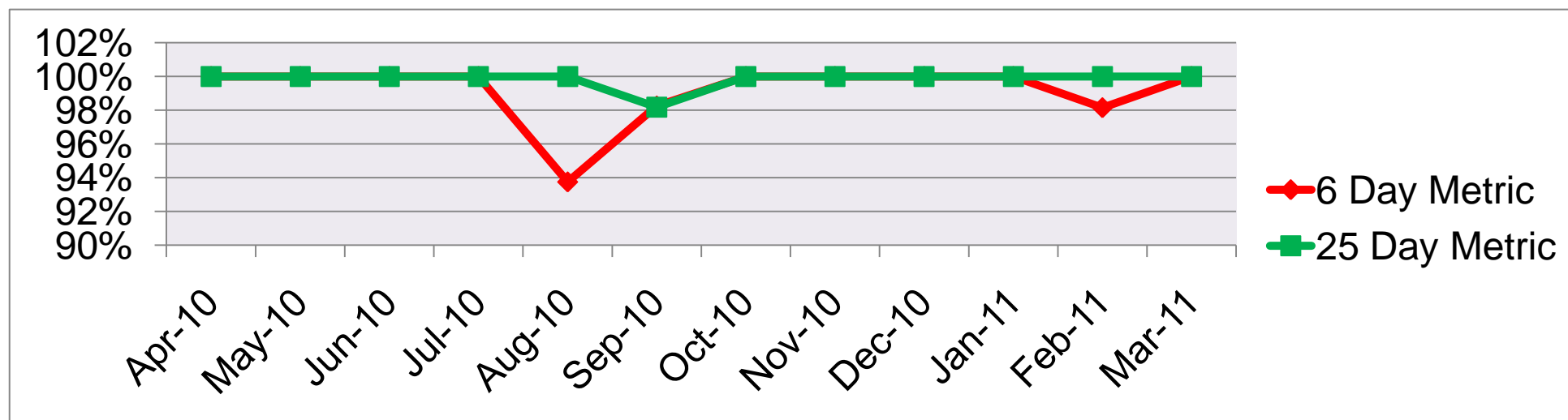
- Some Centers used the contracted service, and some provided their own in-house service
- Overarching NASA policies existed, but each of the ten NASA Centers had their own processes and business rules
- Each Center counseled employees
- Each Center prepared authorization to begin the relocation

Caseworker Model

- Agency contract
- Standardized and common business rules have been developed
- Caseworker approach

Case Study # 3 – Change of Station (COS) (continued)

- Change of Station (COS) Success Performance Metrics
 - One Service Level Agreement (SLA) for all ten Centers
 - Four Standardized COS Service Level Indicators (SLIs) for all ten Centers
 - » 90 percent of COS orders approved within 25 business days
 - » 85 percent of COS (Enroute, Misc, Fixed TQ, House hunting) payments within six business days
 - » *85 percent of COS (Actual TQ, Real Estate, Constructive and all other) within 15 business days
 - » *85 percent of COS (RITA and ITRA) within 30 business days



*Note: 15 Day and 30 Day Metrics were 100 percent “Green” for each month



Case Study # 3 – Change of Station (COS) (continued)

NSSC Customer Service - Change of Station - Windows Internet Explorer

https://www.nssc.nasa.gov/portal/site/customerservice/menuitem.e28ccbd511fa9d500a0c69104dd72749/

File Edit View Favorites Tools Help

★ Favorites | ★ Free Hotmail | ★ Get More Add-ons

NSSC Internal Operations | NSSC Customer Service - ... X

Home RSS Print Page Safety Tools

Simple Change of Station Process for NASA Travelers

If you are planning a change of station with NASA and you are wondering what steps you need to take to ensure a successful move, you've come to the right place! We've broken the process down into simple steps to help you during this hectic time.

Review [NASA's Guide to a Successful Move](#).

1. The NSSC receives notification from your Center HR Office that you have been authorized to relocate.
2. **DO NOT** start any part of your change of station move prior to receiving the approved Travel Authorization (TA).
3. The NSSC issues a TA number.
4. A Relocation Counselor will contact you and provide counseling on all entitlements associated with your relocation.
5. Relocation Counselor completes forms on your behalf.
6. Traveler reviews, signs, and returns forms to Relocation Counselor.
7. The NSSC contacts the employee to inform them that their forms have been received and forwarded for approval.
8. Relocation Counselor provides relocation services.
9. Submit a separate voucher for each relocation expense.
10. Voucher is received and audited by the NSSC.
11. NSSC disburses the Travel Expense Report and submits to Treasury for payment.
12. You will receive an e-mail that payment has been made to Treasury; you will receive an e-mail with a scanned copy of the voucher and worksheets showing payment calculation within 2-3 business days of payment.
13. You receive payment via your designated account.

Need more detail?
[Detail Change of Station Process](#)

References	Forms	Tools	FAQ
Change of Station and RITA Examples of Change of Station Forms TCS Quick Reference Guide PCS Quick Reference Guide NASA's Guide to a Successful Move	Relocation Authorization Request Relocation Amendment Request SF 1038 - Advance of Funds Application and Account NSSC Form 023- NSSC Travel Receipt Cover Sheet SF 1012 (Informed Filler) or SF 1012 (pdf)		<input type="text"/> <input type="button" value="Search"/> <ul style="list-style-type: none"> • How long does it take to get a TA# assignment for Change of Station travel? • How do I find out what is reimbursable in a change of station move? • What is a "temporary change of station (TCS)" • Helpful Travel and Change of Station Resources

/portal/site/customerservice/menuitem.28718ccb92b457c366ed66104dd72749/

Trusted sites | 100%

start | 3 Microsoft Offi... | Revision_Eppers... | Revision_Eppers... | NSSC Customer S... | 9:45 AM



Case Study # 3 – Change of Station (COS) (continued)



Case Study # 3 – Change of Station (COS) (continued)

NSSC Customer Service - Inquiry Forms - Windows Internet Explorer

https://www.nssc.nasa.gov/portal/site/customer-service/menuitem.9c8284a0e901299cfc7caf104dd72749/?form=Relocation_C

File Edit View Favorites Tools Help

Free Hotmail Get More Add-ons

NSSC Internal Operations NSSC Customer Service - ... X

Inquiry Forms

Domestic Relocation Request

All fields are required unless otherwise stated.
A signature is required for this request, hence once you complete the form, you must click 'Print Preview'.
Never include sensitive or personal information like your Social Security number, as e-mail isn't necessarily secure. Use postal mail for sensitive or personal information.

Requestor Information

Requestor NASA Site

Requestor First Name

Requestor Last Name

Requestor Email

Requestor Phone

Employee Information

Employee Name

Departure City

Departure State

Departure Zip

Home Phone (Current)

Office Phone (Current)

Cell Phone

E-mail (Office)

E-mail (Home)

Duty Station (Current)

Done Trusted sites 100% 9:48 AM

start Microsoft Offi... Revision_Eppers... Revision_Eppers... NSSC Customer S...

Results – Reduction in Cost per Relocation

- At a minimum, the General Services Administration (GSA) gathers expenditure information every four years, and is required to provide a consolidated report to Congress on the total cost of Relocation Services within the Federal Government
 - 2004 Report: NASA averaged \$63K per relocation pre-NSSC
 - 2008 Report: NASA averaged \$35K per relocation post-NSSC
 - Current Federal Government average is \$39K per relocation





Efficiencies and Savings through Synergies

- Advantages
 - One Service Level Agreement (SLA) for all ten Centers
 - One-stop shopping:
 - » Caseworker approach
 - VLTP and ASL issues
 - relocation issues
 - » Off-site training issues
 - Standardized Service Level Indicators (SLIs) for all ten Centers
 - Standardized processes and business rules
 - » Single Agency-wide processes developed in coordination with NASA HR and FM communities
 - » Minimized process hand offs between NSSC HR, FM and/or Procurement for efficiency



Efficiencies and Savings through Synergies (continued)

- Advantages (continued)
 - Leveraged technologies
 - » WebTADS – automated time and attendance system
 - » SATERN – NASA e-Training System
 - » moveLINQ – cost estimating and vouchering tool
 - » Remedy – workflow management tool
 - Consistency of service
 - » Caseworker approach implemented
 - » Interpretation and application of the rules
 - » Documentation required



Efficiencies and Savings through Synergies (continued)

- Advantages (continued)
 - Coordination of contracted services
 - » Enables strategic sourcing – volume discounts
 - » Agency Relocation Services Contract: Entitlement Counseling, Home Marketing Assistance, Home Sale Services, Property Management Services, Move Management and Storage Services, and Destination Area Services
 - » Travel Support Contract (SATO): Travel Agent, Airlines, Hotel, and Car Rental