National Aeronautics and Space Administration

NSSC – SERVICE LEVEL AGREEMENT

Fiscal Year 2009

November 12, 2008

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This Service Level Agreement (SLA) is for the provision of specific services from the NASA Shared Services Centers (NSSC) to NASA Centers and Headquarters Operations ("Center") in the areas of:

- Financial Management
- Human Resources
- Information Technology
- Procurement

For the period of October 1, 2008 through September 30, 2009.

This agreement is entered into by:

_____	_____	_____
NSSC Executive Director Date	ARC Director (or Designee) Date	DFRC Director (or Designee) Date
_____	_____	_____
GRC Director (or Designee) Date	GSFC Director (or Designee) Date	HQ Operations Executive Director Date (or Designee)
_____	_____	_____
JSC Director (or Designee) Date	KSC Director (or Designee) Date	LaRC Director (or Designee) Date
_____	_____	_____
MSFC Director (or Designee) Date	OIG Designee Date	SSC Director (or Designee) Date

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1.0   INTRODUCTION & OBJECTIVES

1.1   Introduction

This document represents a mutual agreement between the NSSC and the Centers. The services covered by this SLA are:

- Human Resources
- Information Technology
- Procurement
- Financial Management (to be addressed separately in an SLA with OCFO)

1.2   Purpose of Agreement

The purpose of this SLA is to formally quantify performance expectations for services provided by the NSSC. The agreement defines the roles and responsibilities of the NSSC, the Centers, and the Agency; as well as defines service level commitments and associated performance standards.

Service Level Indicators (SLIs) and performance reporting are in Section 4.0. The charging mechanism and prices for services provided under this SLA are detailed in Section 5.0.

1.3   Parties to the Agreement

This SLA is between representatives from each of the NASA Centers and the NSSC. The following representatives or their designee(s) are the authorized parties to this agreement:

NASA Shared Services Center   NSSC Executive Director

Center   Director
                                     Chief Financial Officer
                                     Chief Information Officer
                                     Director of Human Resources
                                     Procurement Officer

The authorized representatives are responsible for the performance of the obligations entered into by this SLA. They have the authority to recommend consensus changes in service levels, service standards, and service charges outlined in this SLA by mutual consent by the parties in accordance with Section 1.6, "Updating the Agreement and Version Control."

Additionally, the authorized representatives will attempt to resolve any disputes resulting from services covered by this SLA. The Dispute Resolution Process is detailed in Section 6.0.

All parties to this SLA will work jointly to develop standard processes and common policies, recognizing that they are all part of the same organization and that they will strive to make decisions of benefit to the Agency.

1.4   Points of Contact

The following representatives are the designated points of contact within the NSSC for the specific services covered by this SLA (refer to Appendix B).

Service	*Contact*
Contact Center and Performance Reports	Deputy Director, Service Delivery
Chargebacks and Status Billing	Director, Business & Administration Office
Customer Satisfaction and Communication	Director, Customer Satisfaction and Communication Office
Financial Management	Chief, Financial Management Services Division
Human Resources	Chief, Human Resources Services Division
Information Technology	Chief, Information Technology Services Division
Procurement	Chief, Procurement Services Division

1.5   Working Capital Fund

The NASA Working Capital Fund (WCF) was established to satisfy recurring Agency-wide NASA requirements through the use of a business-like buyer and seller approach for goods and services provided. The WCF is a funding mechanism, a revolving fund, through which a provider and customer relationship is established. As a result of the WCF, there is continual impetus on the NSSC to provide timely, accurate, high quality, and customer-focused goods or services for the best value that benefits NASA and the public trust.

Funds shall be provided in advance of the expenditure or commitment of the NSSC to recover the full costs for goods and services. Rates will approximate the expenses of operation, such as accrual of leave and overhead and based on a price schedule established through a rate-setting process. The NSSC bills customers according to a pre-set price. Prices are established during the normal Program, Planning and Budget Execution (PPBE) process. Since the price is set in advance of performance, there may be a difference between the price and actual costs incurred. Operating gains and losses of a WCF are reflected in the rates established for subsequent years.

1.6   Updating the Agreement and Version Control

The SLA document will be the responsibility of the NSSC to maintain and manage. Any changes to the document must be agreed to by the NSSC Executive Director and Center representatives before being incorporated into the document. Changes to the document will be kept by the Customer Satisfaction & Communication (CS&C) Office in a change log to provide an audit trail. A register of individuals possessing a copy of the SLA will be maintained. These individuals will receive updated versions to the SLA. Iterations of the SLA can be identified by a version number and date. Changes to the SLA will be provided in a summary format and will accompany the revised SLA.

1.7   Recommending and Recording Changes

The CS&C Office will accept proposed changes to the SLA. Recommended changes will be recorded in a change log and resolution of that change will be assigned by the CS&C within one working day.

The CS&C Director will resolve SLA related issues with the appropriate senior management representative within the NSSC. Suggested changes will then be presented to the NSSC Executive Director for acceptance. Once accepted, the SLA will be changed and then forwarded to the appropriate individuals within the Agency.

If recommended or requested, changes cannot be resolved to the requestor's satisfaction that party may follow the procedures and protocols set out in the Dispute Resolution Process in Section 6.0.

1.8   Cost Containment Strategies

The NSSC has several cost containment strategies in place, many driven by NSSC's Balanced Scorecard. Specifically, During the past year, NSSC returned 14 FTE to the Agency, including 8 Liaison FTE and 6 other FTE no longer required to accomplish NSSC activities. NSSC used our positive operating results in FY07 to buy down rates in 2009 and 2010 ($2.5M/year) - we plan to do the same during the FY2011 PPBE cycle underway. As positions are vacated, NSSC has downgraded higher positions and moved to entry level positions, where possible.

We completed a detailed benchmarking study of Accounts Payable, Travel and Payroll against other shared service organizations in the private sector. We will use this data to drive process improvements in FY09, and potentially reduce the cost of services. We have begun similar benchmarking studies of our Document Imaging processes and will begin public sector benchmarking of NSSC services in FY09

We are performing verification and validation of Office of Naval Research billings to the Agency which should result in a reduction of ~$400K during FY09 (during FY08, we discovered 934 grants/agreements that should be removed from the invoice). We proposed performing the same verification and validation process for Defense Contract Management Agency and Defense Contract Audit Agency in FY09.

We also absorbed significant impacts associated with schedule delays and staffing increases associated with Accounts Payable/Accounts Receivable ($4M).

In FY08, we implemented Electronic Leave and Earnings Statements which reflects an overall Agency cost avoidance of ~$150K/year. We awarded the Agency Forms License renewal contract which resulted in $132K of cost avoidance in FY08.

As is demonstrated from the variety of activities above, we are continually looking for ways to reduce our costs of services and have many examples of ways in which we have done this.   The most significant activity we can do to lower rates is to bring high-volume services that fit the NSSC portfolio into the NSSC - this allows us to spread our overhead over a higher cost base and thus results in lower service rates.

2.0   OVERALL RESPONSIBILITIES

The NSSC is structured to leverage NASA's transformation to standardize, consolidate, and automate support services. The NSSC will consolidate a variety of transactional and administrative activities currently being performed at each NASA Center and Headquarters in financial management, human resources, information technology, and procurement. A key concept of shared services is increasing operational efficiency, reducing the cost of services, and improving overall customer service. The following sections define the critical NSSC and Center roles and responsibilities required to successfully support this Agency initiative. It is critical for each Center to clearly account for all roles and responsibilities described below and document as required.

2.1   NASA Shared Services Center Overall Responsibilities

The NSSC will supply the services detailed in this agreement that are defined in the NSSC Service Delivery Guides[1] (available at http://www.nssc.nasa.gov/customerservice/ref/). Service Level Indicators (SLIs) for services transitioning in the upcoming fiscal year are detailed in Section 4.0, "Service Level Indicators and Performance Reporting". The NSSC will employ qualified staff to deliver the services prescribed within this SLA. The NSSC standard business hours are from 8:00 a.m. to 4:30 p.m. CST, and customer inquiries will be received from 7 a.m. to 7 p.m. CST, Monday – Friday in the Customer Contact Center. After-hours inquiries will be addressed the next business day.

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[1] The Service Delivery Guides for future activities are still under development and will be made available to Centers at least 30 days prior to the start of each service. Centers will be given an opportunity to review and comment on Service Delivery Guides prior to Operational Readiness Reviews (ORR) for each activity. Unresolved comments will be presented to the ORR Board.

The NSSC will be responsible for maintaining the confidentiality of customer information.

Where the NSSC requires changes to Center responsibilities to enable the NSSC to achieve approved service levels, changes to the Center responsibilities will be requested and agreed upon by following the procedures and protocols set out in Sections 1.6 and 1.7, "Updating the Agreement and Version Control" and "Recommending and Recording Changes".

The NSSC will supply the Centers with a monthly performance report that will be reviewed by the NSSC Service Delivery Deputy Director. Remedial action plans will be implemented where service standards fall below those identified in this SLA.

In the event of a prolonged system outage or other external occurrence (SAP year-end shutdown), both expected and unexpected, the NSSC will not be held to the established service standards outlined in this agreement. The NSSC will reassume accountability to the established service standards beginning in the first full month following recovery or startup. The NSSC's Continuity of Operations Plan (COOP) does address business interruption. **Approaches for various services provided vary**. In the case of the example concerning personnel salary payments, these are continued automatically even in the event of a business interruption. Other functions, including such services as Accounts Payable/FBWT will also be considered for continuation, in consultation with the Agency Functional Owners.

The NSSC Executive Director is responsible for the overall program management of all aspects of the NSSC. The NSSC will be responsible for complying with the most current approved processes. Updates and changes to NSSC documented procedures will be coordinated with the Centers if Center "interfaces" are impacted.

The NSSC will follow the PPBE process as established and documented by the Office of the Chief Financial Officer (OCFO) and Program Analysis and Evaluation (PA&E) Office.

2.2   Center Overall Responsibilities

The Centers will maintain the reliable operation of the Center's Information Technology (IT) systems that provide information required by the NSSC to perform its services.

The Centers will provide occupancy space, supplies, and Agency seat management for the Agency-wide Contract Closeout Services (AWCCS) contract representatives in accordance with the Institutional provided services clause of the contract.

Additionally, Centers will provide the AWCCS contractor access to Systems and Applications in Data Processing (SAP), Contract Management Module (CMM), and other associated systems necessary for efficient and effective contract closeout procedures in accordance with the NSSC Service Delivery Guide, "Agency-wide Contract Close-out Services Process".

In support of business case development for new business studies that have been approved by the NSSC Board of Directors and/or the NASA Operations Management Council (OMC), the Centers will provide requested information. In some instances, Centers may be asked to provide employees to participate in the process, i.e. to serve on functional teams or source evaluation committees/boards. On those occasions, appropriate compensation will be provided in accordance with Agency policy.

The Centers may use either current or prior year funds in creating a Funds Commitment for charges using their Center Management & Operations (CM&O) Fund Center (or Corporate G&A for HQ) for prepayments to the NSSC through the Working Capital Fund (WCF). Center funds will become no-year funds once earned by the WCF. Per OCFO direction, Centers are to use oldest year funds first and must identify all funds on the Intra-governmental Payment and Collection (IPAC) by Program year and Project Management Information Improvement (PMII) structure for budget formulation/OCFO. Operating gains and losses of a WCF are recovered from customers in the rates established for subsequent years.

The Centers may also purchase Agency provided services via established Agency contract mechanisms, including, but not limited to, Agency seat management services Outsourcing Desktop Initiative for NASA (ODIN) and Agency relocation services by forecasting anticipated levels of service during the acquisition process and directly awarding and funding task orders in accordance with the applicable contract agreement, respectively.

The Centers will be responsible for complying with the most current approved NSSC documented processes.

3.0 SERVICE DESCRIPTIONS BY PROCESS

3.1 Financial Management Services

Defined as the provision of efficient management of Agency Financial Services to include: Accounts Payable (including Financial (FI) Invoices), Accounts Receivable (to include reimbursable and non-reimbursable billing & collections), Fund Balance with Treasury (FBWT) reporting; Payroll, Time, & Attendance integration; Travel Voucher Processing; and Relocation Assistance.

3.2 Human Resources Services

Defined as the provision of efficient management of Agency Human Resources Services to include: Support to Personnel Programs, Employee Development & Training Programs Support, Employee Benefits and Services, Human Resource & Training Information Systems (to include hosting, system administration, & reporting), and Personnel Action Processing and Recordkeeping.

Service	Transition Date	Unit of Measure
Support to Personnel Programs	TRANSITION COMPLETED FY2006	# of W-2 Forms
Employee Development and Training	TRANSITION COMPLETED FY2006	# of W-2 Forms
SES Case Documentation	TRANSITION COMPLETED FY2006	# of SES Appointments / CDPs
Employee Benefits	TRANSITION COMPLETED FY2008	# of W-2 Forms
HR & Training Information Systems	TRANSITION SCHEDULED FOR FY2009 (System migration will take place over 2-year period, included on NSSC Transition Schedule)	# of W-2 Forms
Personnel Action Processing	TRANSITION COMPLETED FY2008	# of Personnel Action Processing Transactions*

Service	Transition Date	Unit of Measure
e-OPF Record Keeping	TRANSITION COMPLETED FY2008	# of W-2 Forms

*A transactional rate for Personnel Action Processing is defined as:
1. An action processed by the NSSC which creates a SF-50, Notification of Personnel Action.
2. A spreadsheet received by the NSSC which is limited to 50 ENCG and PNCG changes that do not create SF

3.3   Information Technology Services

Defined as the provision of efficient management of NSSC and Agency Information Technology (IT) Services to include: Support to NSSC functional services of Finance, Human Resources, and Procurement; Support to NSSC internal operations needed for Business & Administration; Support to NSSC and IT Security; Support to NASA and other Federal Government IT Initiatives. The NSSC will collaborate with and notify each Center for all information technology (IT) integration requirements and support, and provide timely information by the Preliminary Design Review (PDR) for Center integration activities.

Point of Clarification: A NOMAD Seat is a seat in the ODIN Services catalog. It is primarily used for customers just wanting an email account or for a functional office needing a unique email post office box. Distribution list are not seats but functional email accounts are and customers are charged per their specific delivery order pricing structure. The $26/seat per year is to support the cost of the ODIN Program Office located at the NSSC in support of the OCIO. The functions supported include:

- Technical, Administrative, and Contractual support for ODIN follow-on Contract (currently defined as ACES).

- Program Management for 2 ODIN contracts supporting 10 NASA Centers

    - COTR and CO Support for contracts totaling $190M/year

    - Monthly and Semiannual Performance Surveillance and Reporting for over 43,000 desktops (plus LAN, Radio, Video, PDA, etc.)

    - Oversight of Quarterly S/W Loads and H/W Updates

    - Oversight of Desktop Standard Integration w/ ODIN software

    - Consolidation of center input into the ODIN contract award fee process (PRP and MPRP)

    - Agency Management of the Desktop Systems Benchmarking process w/ Alterion

    - Management and oversight of IT security issues related to six IT service areas (Desktop, Voice, Secure VTM, Radio, Help-Desk) including C&A coordination

- OCIO and Agency reporting of ODIN activities to OMB as requested

- Handling of all IG and GAO investigations and reporting requests

- Oversight of ODIN Enterprise functions such as:
  - Agency Desktop Help Desk services
  - Agency Email Services
  - Agency VTM and SVTM Services
  - ODIN Catalog Coordination
- Management of ODIN Corrective Action Planning
- Project Management of Agency Desktop Initiatives and Upgrades
  - NASA Active Directory (NCAD) Implementation and Management
  - NOMAD (NASA email) Exchange 2007 Upgrade
  - Secure VTM Upgrade (SVTM)
  - FDCC Compliance Implementation
  - Data at Rest (DAR) Implementation to comply with OMB requirement
  - PDA Encryption Services for Data in Transit

Service	Transition Date	Unit of Measure
Agency Seat Management Services (ODIN) Program Management	TRANSITION COMPLETED FY2006	# of ODIN Seats
Agency Printing Management Officer	TRANSITION COMPLETED FY2006	N/A*

* Service is currently funded through Corporate G&A and has no impact on Center Chargebacks.

3.4   Procurement Services

Defined as the provision of efficient management of Agency Procurement Services to include: Agency Procurement Services (to include NASA Contracting Intern Program support and GS-1102 Training Program support); Grants & Cooperative Agreements Award and Administration; Small Business Innovative Research (SBIR)/Small Business Technology Transfer (STTR) Award and Administration; Training Purchases processing; and Agency Consolidated Contracts Award and Administration.

Service	Transition Date	Unit of Measure
Procurement Processing and Other Administrative Services	TRANSITION COMPLETED FY2006	# of W-2 Forms
Off-Site Training Purchases	TRANSITION COMPLETED FY2006	# of Off-Site Training Purchases
Grants, Cooperative Agreements, & SBIR/STTR Awards	TRANSITION COMPLETED FY2007	# of Grants, Cooperative Agreements, & SBIR/STTR Awards
Grants, Cooperative Agreements, & SBIR/STTR Administration	TRANSITION COMPLETED FY2008	# of Grants Supplements, Cooperative Agreements & SBIR/STTR Modifications Issued
Payment of Training Purchases (On-Site/Off-Site)	TRANSITION COMPLETED FY2007	$1 of Training Cost
On-Site Training Purchases	TRANSITION COMPLETED FY2007	# of On-Site Training Purchases

ACCI Service	Transition Date	Funding Source
Agency-wide Contract Closeout Services	TRANSITION COMPLETED FY2006	Corp G&A (NSSC Administered)
ISO Registration Services	TRANSITION COMPLETED FY2006	CMO and Corp G&A Direct (PR to NSSC for Award)
Outsourcing Desktop Initiative for NASA	TRANSITION COMPLETED FY2006	CMO and Corp G&A Direct (Center Awarded Task Order)
Agency Forms Enterprise License Agreement	TRANSITION COMPLETED FY2007	CMO and Corp G&A Direct (PR to NSSC for Award)
Agency Membership to RTCA	TRANSITION COMPLETED FY2007	CMO and Corp G&A Direct (PR to NSSC for Award)
Agency Multifunction Device Services	TRANSITION COMPLETED FY2007	CMO and Corp G&A Direct (Center Awarded Task Order)
Agency Relocation Services	TRANSITION COMPLETED FY2007	CMO and Corp G&A Direct (PR to NSSC for Award)
COTR Training Services	TRANSITION COMPLETED FY2007	CMO and Corp G&A Direct (Center Awarded Task Order)
IEEE Journals Licenses	TRANSITION COMPLETED FY2007	CMO and Corp G&A Direct (PR to NSSC for Award)
MSC PATRAN and NASTRAN Licenses	TRANSITION COMPLETED FY2007	CMO and Corp G&A Direct (PR to NSSC for Award)

4.0 SERVICE LEVEL INDICATORS AND PERFORMANCE REPORTING

4.1 Service Level Indicators

The NSSC has established Service Level Indicators (SLIs) that drive the operational goals of the NSSC and serve as the quantitative means for ensuring this service level agreement is met. The NSSC will manage service delivery to assure its customers that all regulatory and Agency policy requirements are met. The following list of leading performance indicators will be used to monitor and evaluate the performance of the NSSC for its customers.

The performance measurement will be an assessment of timeliness, quality, and efficiency on how the NSSC is performing according to the SLIs, as appropriate.

Note: The NASA Deputy Chief Financial Officer and the NSSC Executive Director will execute a service level agreement for the provision of financial management services by the NSSC for the NASA Office of the Chief Financial Officer. This SLA will replace all Center SLA's for financial management activities performed by the NSSC.

HUMAN RESOURCES SERVICES	
Service	**Measure**
Agency Honor Awards and Processing	98% of awards/ recognition item/ supplies delivered to Center Awards POC/recipient accurately and on-time as negotiated with the customer. In no case will awards/recognition items/supplies be delivered on or after scheduled dates for awards ceremonies.

HUMAN RESOURCES SERVICES CONTINUED	
Service	**Measure**
Benefits Processing	Retirement Estimates and Application Processing: Expedited Actions: Definition of an Expedited Action – Retirement applications and/or estimates that must be expedited because the employee is retiring within 7 business days. 90% of actions are processed by COB the next business day after receipt of the request. Caveats: Retirement estimates – meeting this SLI is conditioned on no break in service refunds involved; a single request for estimates, not multiples; and availability of view capability in e-OPF. Retirement application processing – meeting the SLI is predicated on receipt of a complete retirement application package, based on the retirement package checklist. Normal Priority for Retirement Estimates: 90% of retirement estimates requests are completed within 10 business days for requests with retirement dates within the same year. For requests with retirement dates over one year to five years, 20 business days. For requests 5 years and out, 45 business days.

HUMAN RESOURCES SERVICES CONTINUED	
Service	**Measure**
Benefits Processing (cont.)	95% of completed retirement packages will be submitted to Department of Interior within 10 business days This SLI is based on one (1) retirement estimate per employee within a fiscal year. Employees may submit additional requests but will be on a low priority, non-interference basis.
eOPF Maintenance	90% of documents will be filed in the employee's eOPF within 15 days of receipt. 90% of OPFs will be purged, validated and indexed in eOPF within 25 business days of receipt.
HR & Training Website Development & Maintenance	Non developmental content changes: Urgent (Urgent Priority): 98% of urgent requests completed within 4 business hours. Expedited (High Priority): 98% of expedited requests will be completed within 8 business hours. Normal/Routine (Medium/ Low Priority): 95% of normal/routine requests will be completed within 5 business days.
HR & Training Information Systems	95% Uptime
Personnel Action Processing	97% of personnel transactions are processed accurately as defined by regulations and references. 97% of personnel transactions that are received at the NSSC by the established deadline are processed by the cutoff date established by Personnel Bulletin 2006-41-Cia.

HUMAN RESOURCES SERVICES CONTINUED	
Service	**Measure**
Registration/Reimbursement for Off-Site Training	90% of purchasing, registration, and confirmation activities for those external (off-site) training purchases that can be purchased with a credit card shall be completed accurately within 5 business days of receipt of an approved training request.
SES Case Documentation	Of the complete SES selection packages submitted for ECQs, 98% will be completed and sent to OHCM within 30 business days of receipt. Maintain 98% OPM approval rate.
SES CDP Mentor Appraisals	90% of finalized Mentor Appraisals for the SES Candidate Development Program will be forwarded to the Center (for Mentor Signature) within 30 business days after receipt of a completed package.

INFORMATION TECHNOLOGY SERVICES	
Service	**Measure**
NSSC Systems Uptime	99.95% Uptime
NSSC Website Availability	99.95% Availability

PROCUREMENT SERVICES	
Service	**Measure**
Grants/Cooperative Agreements	90% of award packages prepared within 29 calendar days of receipt of a complete requirements package with none to exceed 60 days.
SBIR/STTR	Complete 95% of qualified SBIR/STTR Phase I awards within the Program Office prescribed deadline.
On-Site Training Purchases	90% of on-site training actions ($3,001-$25,000) are awarded within 10 business days of receipt of a complete purchase request package. 90% of on-site training actions (greater than $25,000) are awarded within 30 business days of receipt of a complete purchase request package.

CUSTOMER CONTACT CENTER	
Service	**Measure**
Call Resolution	85% of routine customer inquiries are resolved on initial telephone call during NSSC business hours.
Call Response Rate	80% of customer calls are answered within 30 seconds during NSSC business hours. Customer inquiries via telephone shall not experience queue times of greater than 3 minutes in total.
Call Abandonment Rate	Call Abandonment Rate shall be less than 7%.

4.2   NSSC Quality Incentive Program

The NSSC start-up approach included rework costs in its base service rates. However, the NSSC has found that this approach does not encourage the reduction of rework and thereby the reduction of costs. Moreover, customers managing the quality of their inputs unfairly bear the cost of excessive rework.

To proactively address the issue of rework, the NSSC will deploy multiple tactics in the NSSC Quality Incentive Program (NQIP) to include:

1. Collaborating with Center management and other representatives to identify and review processes and interfaces to locate the probable cause of the rework;
2. Reengineering processes, as appropriate, to reduce the occurrence of rework;
3. Containing rework within reasonable and manageable parameters; and
4. Collaborating with Center management to design processes that are less prone to errors.

The NSSC Board of Directors approved a Quality Incentive Goal (QIG) of 5 percent that will apply only to high volume transactional activities. Centers will not be billed for corrections processed due to NSSC error. Service Delivery Guides for transitioned activities and those activities yet to migrate may include information about the NQIP.

1. Centers with a controllable rework percentage less than or equal to 5% for a given activity will not be charged for rework for that month for that activity;
2. Centers with a controllable rework percentage greater than 5% for a given activity will be charged for controllable rework above the 5% QIG for that activity for the month.
3. Center controllable rework is identified below:

Activity	SAP Error/Failure Text
Travel Voucher Processing	TBD*

*Measures will be developed based on the configuration of the new e-Travel initiative and the SLA will be amended to include these measures once they are finalized.

4.3   Performance Reporting

The expectations of both the Centers and the NSSC are clearly defined in this SLA in Section 2. Performance will be monitored at specific intervals to monitor the effectiveness of the services in terms of cost and quality.

The NSSC will generate reports on a monthly basis that monitor performance of cost recovery against budget, timeliness, quality, customer satisfaction, and specific service standards established and agreed to as part of this SLA.

Grants Status Website
The NSSC will maintain a Grants Status Search capability on the NSSC Customer Service Website. The Grants Status Website can be used by Grantees to perform a NASA Grants Status search to check the status of funding. NASA employees can use the Grants Status Search (www.nssc.nasa.gov/customerservice) to determine where a Grant is in the process, from receipt of the Grant at the NSSC to making funds available to the Grantee.

Training Purchases Status Website
The NSSC will maintain a Training Purchases Status search capability on the NSSC Customer Service Website. Center Training Offices can search the Training Purchases Status Website by Center or a range of dates. Data can be downloaded into Microsoft Excel for further analysis, formatting or other customization to meet individual Center needs. The Training Purchases Status Website (www.nssc.nasa.gov/customerservice) includes all purchases made by the NSSC since September 30, 2006, as well as NSSC approved requests for reimbursement, no cost events, and prepaid events.
The Training Purchases data warehouse is updated nightly. Customers should allow 24 hours for data to be added or changed in the system.

Invoice Status Website
(Under Development)

Remedy Status Website
(Under Development)

The Performance Reports that will be provided by the NSSC to the Centers will be in accordance with the following requirements:

Report	Frequency
NSSC Performance & Utilization Report	Monthly
Formal Review	As Requested

Upon request, a formal review will occur between the parties to the SLA. This review will entail:

- Review of financial performance against budget;
- Review of operational performance against service standards;
- Review of issues arising relating to performance where remedial action plans are required to be prepared; and
- Identification of opportunities for continuous improvement.

Where remedial action plans are required, this meeting will be used to agree on the timeframes in which the plans will be established or put forward for approval by the NSSC Executive Director or Designee.

5.0 FUNDING STRATEGY AND PERFORMANCE REPORTING

5.1 Funding Basis

The long-term strategy for funding the NSSC requirements is to charge the Centers for the services they receive based on a usage-driven assessment methodology. In FY2006 and FY2007, NSSC Start-up requirements were covered by Corporate G&A. In March of FY2006, the NSSC began operating as a Working Capital Fund (WCF). Centers fund the NSSC based on WCF customer orders in accordance with Financial Management Requirements (FMR), Volume 17, "Working Capital Fund Policies and Requirements." This approach results in charges based on the estimated value of service provided to the Centers. It clearly communicates to the Centers their financial commitments through the current budget run out and encourages the Centers to start planning the transition to the new way of doing business. The NSSC WCF creates a customer-provider relationship between those requesting goods or services and the NSSC. The relationship provides a continuing impetus on the NSSC to provide quality goods or services for the best value that benefits NASA and taxpayers.

Service rates have been developed for each activity in Financial Management, Human Resources, and Procurement. Additionally, service rates have been developed for Agency Seat Management.

The NSSC operates in a business-like manner recovering full costs for goods and services provided based on a price schedule established through a rate-setting process. The amount charged to customers, in addition to operating expense recovery, may include amounts sufficient to finance continuing operations, acquire capital assets, and adjust for prior year results of operations. The financial goal of the NSSC, operating as a working capital fund, is to break even. Operating gains and losses for the NSSC are reflected in the rates established for subsequent fiscal years. In the event that a Center overruns its forecasted utilization, additional funding will be required in that current year. In the event a Center under-runs their forecasted utilization, the excess funds will result in a reduction to the periodic IPAC's in the following year.

The NSSC shall be advanced funds, identified in customer orders during the fiscal year, to enable the NSSC to pay for its costs of operation. Prices and rates will be established during the annual budget process. The budget process is the mechanism used to ensure that adequate resources are budgeted in the customer's appropriated funds accounts to pay the established prices and rates. The NSSC will bill its customers and recognize revenue in accordance with the guidelines established by the WCF FMR Volume 17.

The NSSC shall be advanced funds four times for each fiscal year of operations (in August of the prior fiscal year for periods 1-2; in November for periods 3-5; in February for periods 6-8; and in May for periods 9-12) through IPAC prepayment push of funds. If these funds are not pushed by the scheduled month, then the NSSC may pull the prepayments, identified in customer orders, to enable the NSSC to pay for its costs of operation. The NSSC will work with each Center on an individual basis to coordinate the IPAC prepayment push of funds, and will only pull the IPAC prepayment of funds after all other options have been exhausted.

Activity Based Costing will be used to support the charging mechanism. This methodology:

- Identifies the cost drivers to be used as the basis of charging;
- Calculates the charges per transaction; and
- Calculates the total charges per Center.

5.2 Service Rates and Performance Reporting

The NSSC service rates for FY2009 are as follows:

Finance	FY2009 Rate	Units of Measure
Domestic Travel Services	$35	# of Domestic Vouchers
Payroll & Time Attendance Processing	$120	# of W-2s Forms
Accounts Payable	$108	# of Invoice & IPAC Payments*
Accounts Receivable	$111	# of Billings & Collections
Fund Balance with Treasury	$13	# of AP, AR Collections & Travel Transactions
PCS, Foreign, & ETDY Travel Services	$332	# of PCS, Foreign, & ETDY Vouchers
Relocation Assistance	$2,367	# of PCS Moves

* The NSSC will continue to monitor reversals and where reversals exceed reasonable levels of rework, the NSSC will partner with the Center to identify root causes and corrective actions.

Human Resources	FY2009 Rate	Units of Measure
Support to Personnel Programs	$141	# of W-2 Forms
Employee Development and Training	$106	# of W-2 Forms
SES Case Documentation	$8,225	# of SES Appointments / CDPs
Employee Benefits	$144	# of W-2 Forms
HR & Training Information Systems	$142	# of W-2 Forms
Personnel Action Processing	$73	# of Personnel Action Processing Transactions
e-OPF Record Keeping	$23	# of W-2 Forms

Procurement	FY2009 Rate	Units of Measure
Procurement Processing & Other Administrative Services	$195	# of W-2 Forms
Off-Site Training Purchases	$94	# of Individual Training Registrations Resulting in a Purchase & Center Cancellations
Grants, Cooperative Agreements, & SBIR/STTR Awards	$2,853	# of Grants, Cooperative Agreements, & SBIR/STTR Awards
Grants, Cooperative Agreements, & SBIR/STTR Administration	$677	# of Grants Supplements, Cooperative Agreements, & SBIR/STTR Modifications Issued
Payment of Training Purchases (On-Site & Off-Site)	$1	$1 of Training Cost
On-Site Training Purchases	$522	# of On-Site Training Purchases

Information Technology	FY2009 Rate	Units of Measure
Agency Seat Management	$26	# of ODIN Seats

The service rates reflected above are the billing rates for FY09. Once the metrics and utilization data have been completed the Monthly Performance and Utilization Report is created and posted to the Service Delivery Website. This report includes the service level indicators as measured against the performance goals but also includes the Center Utilization Report by Center which reflects the current month utilization and the Year to Date utilization by service. This report also reflects the status of funding received and the percentage of funding consumed based on service utilization.

A detailed calculation of the budgeted NSSC costs to be allocated to the respective Centers, based on the methodology outlined above and will be agreed to by the NSSC Executive Director. Please note that these costs and the methodology for calculating them may change over time, as the NSSC becomes more mature in its means of tracking costs and the "full cost" behavior the Agency wishes to encourage. NSSC service rates are rounded to the nearest whole dollar for the SLA. The monthly bills sent to the Centers will show the exact dollars to the penny.

6.0 FORMAL DISPUTE RESOLUTION PROCESS

6.1 Purpose and Principles

The purpose of the formal dispute resolution process is to achieve the prompt resolution of formal disputes to the satisfaction of all parties. Only after all attempts have been made to resolve issues at the working level should a dispute be formally issued to the CS&C Office. That process includes the following principles:

- All formal disputes raised will be adequately documented including agreed upon actions taken to resolve the dispute;
- Formal disputes shall only be considered resolved when agreed-upon actions have been implemented to the satisfaction of all parties; and
- In the event an agreement is not reached, all formal disputes will be referred to the NSSC Executive Director for discussion, negotiations, and an advisory opinion.

6.2 Dispute Categorization

All formal disputes raised will fall into four categories:

- Failure to meet the responsibilities of the NSSC and the Center as outlined in this SLA;
- Failure to reach resolution on recommended changes to the SLA;
- Requests for amendment to required service standards; and
- Service quality/customer satisfaction disputes.

6.3 Raising and Recording Formal Disputes

Center representatives will raise formal disputes with the CS&C Office only after attempting to resolve disputes independently through the service delivery process. The CS&C Office will communicate the accountability for the formal dispute to the NSSC. All formal disputes raised will be documented in a disputes log by the relevant CS&C staff member within one working day, and responsibility will be assigned for resolution.

The CS&C Director will seek to identify and agree upon satisfactory, immediate resolution of the dispute with NSSC Service Delivery and/or Business and Administration Offices. If this is achieved, agreed-upon actions will be cleared with the NSSC Executive Director, documented in the formal disputes log, and confirmed with the Center representative.

6.4 Dispute Escalation Process

If the Center representative cannot resolve the dispute through either the service delivery process, or facilitation with the CS&C Office:

- The formal dispute will be escalated to the NSSC CS&C Director for the purpose of discussion and fact finding resulting in the issuance of a formal report;
- The formal dispute may be escalated to the NSSC Executive Director for discussion, negotiation, or an advisory opinion when resolution can not be reached by the CS&C Office; and
- If actions to resolve the dispute cannot be agreed upon between the NSSC Executive Director and the Center representative, it will be referred to the NSSC Board of Directors for discussion and resolution - the decision of the NSSC Board of Directors will be the final ruling.

The NSSC Board of Directors will identify and agree to satisfactory actions and resolution with the NSSC Executive Director.

6.5 Monitoring of Dispute Reporting

At the subsequent quarterly meeting, the NSSC Board of Directors will:

- Receive a report summarizing formal disputes raised, unresolved, and resolved since its previous meeting from the NSSC Executive Director; and
- Agree upon actions to resolve disputes escalated by the Centers

APPENDIX A: DETAILED VOLUMES BY CUSTOMER

The tables that follow outline the anticipated volume of service usage by customer.

Financial Management Services

Service	Unit	Total Volume	Anticipated Annual Volume by Customer										
			ARC	DFRC	GRC	GSFC	HQ	HQ OIG	JSC	KSC	LaRC	MSFC	SSC
Accounts Payable	# of Invoices	100330	6300	2768	8890	22700	10100	0	20295	6348	11169	9800	1960
Accounts Receivable	# of Billings and Collections: Direct/Reimb	34525	4900	1523	3300	5450	3900	0	5052	1803	3180	1630	3787
Attendance Processing	# of W-2 Forms	19613	1307	562	1811	3428	1716	0	3330	2305	2028	2816	310
Fund Balance with Treasury	# of AP, AR Collections, & Travel Transactions	188963	13445	5686	16880	35353	22810	0	34637	13306	21299	20533	5014
Domestic Travel Services	# of Domestic Vouchers	68359	5500	2282	6020	9300	9600	0	10945	5623	8500	9389	1200
PCS, Foreign, & ETDY Travel Services	# of PCS, Foreign, & Extended TDY Vouchers	6472	345	103	320	1053	1610	0	1455	403	495	594	94
Relocation Assistance	# of PCS Moves	273	13	13	23	10	20	4	80	45	30	32	3

Note: Forecasted utilization rates (including services based on # of W-2 Forms) are prorated according to the month in which the activity transitions.

Human Resources Services

Service	Unit	Total Volume	Anticipated Annual Volume by Customer										
			ARC	DFRC	GRC	GSFC	HQ	HQ OIG	JSC	KSC	LaRC	MSFC	SSC
Support to Personnel Programs	# of W-2 Forms	19613	1307	562	1811	3428	1716	0	3330	2305	2028	2816	310
Employee Development & Training	# of W-2 Forms	19613	1307	562	1811	3428	1716	0	3330	2305	2028	2816	310
Employee Benefits	# of W-2 Forms	19613	1307	562	1811	3428	1716	0	3330	2305	2028	2816	310
HR & Training Information Systems	# of W-2 Forms	19613	1307	562	1811	3428	1716	0	3330	2305	2028	2816	310
e-OPF Record Keeping	# of W-2 Forms	19613	1307	562	1811	3428	1716	0	3330	2305	2028	2816	310
Personnel Action Processing	# of Personnel Action Processing Transactions	34834	3500	1040	2337	3942	2800	0	6959	4080	3691	5852	633
SES Case Documentaion	# of SES Appointments / CDPs	64	3	1	7	2	15	0	15	5	5	10	1

Note: Forecasted utilization rates (including services based on # of W-2 Forms) are prorated according to the month in which the activity transitions.

Procurement Services

Service	Unit	Total Volume	Anticipated Annual Volume by Customer										
			ARC	DFRC	GRC	GSFC	HQ	HQ OIG	JSC	KSC	LaRC	MSFC	SSC
Procurement Processing & Other Administrative Services	# of W-2 Forms	19613	1307	562	1811	3428	1716	0	3330	2305	2028	2816	310
Grants, Cooperative Agreements, & SBIR/STTR Awards	# of Grants, Cooperative Agreements, & SBIR/STTR Awarded	2374	178	21	199	705	909	0	161	32	98	47	24
Grants, Cooperative Agreements, & SBIR/STTR Administration	# of Grants Supplements & SBIR/STTR Modifications Issued	3706	235	24	235	1166	1646	0	179	32	132	26	31
Off-Site Training	# of Off-Site Training Purchase	10756	727	501	975	1325	950	210	1851	1301	1336	1395	185
On-Site Training	# of On-Site Training Purchase	961	65	16	62	156	42	1	176	143	53	211	36
Payment of Off-Site Training Purchases	$1 of Training Costs	$10,585,926	$600,000	$530,000	$648,260	$1,466,086	$1,170,000	$200,000	$1,852,000	$1,431,000	$766,080	$1,800,000	$122,500
Payment of Off-Site Training Purchases	$1 of Training Costs	$6,641,086	$345,000	$200,000	$760,544	$1,008,188	$350,000	$5,000	$1,738,500	$1,235,000	$328,320	$500,000	$170,534

Information Technology Services

Note: Forecasted utilization rates (including services based on # of W-2 Forms) are prorated according to the month in which the activity transitions.

APPENDIX B: NSSC POINTS OF CONTACT

Service	Contact	Name	Phone	Email
Chargebacks & Status Billing/Customer Satisfaction and Communication	Director, Business & Administration/ Acting Director, Customer Satisfaction and Communication Office	Rebecca Dubuisson	228-813-6019	Rebecca.S.Dubuisson@nasa.gov
Customer Contact Center & Performance Reporting	Deputy Director, Service Delivery	Kenneth Newton	228-813-6007	Kenneth.L.Newton@nasa.gov
Financial Management	Chief, Financial Management Services Division	Cynthia Epperson	228-813-6024	Cynthia.H.Epperson@nasa.gov
Human Resources	Chief, Human Resources Services Division	Anita Harrell	228-813-6809	Anita.F.Harrell@nasa.gov
Information Technology	Chief, Information Technology Services Division	Terry Jackson	228-813-6014	Terry.D.Jackson@nasa.gov