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NASA Shared Services Center

**SERVICE LEVEL AGREEMENT
FOR AGENCY FINANCIAL
MANAGEMENT SERVICES**

Fiscal Year 2010



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1.0 INTRODUCTION AND OBJECTIVES

1.1 Introduction

This Service Level Agreement (SLA) is for the provision of selected Financial Management (FM) services provided by the NASA Shared Services Center (NSSC) on behalf of the Office of the Chief Financial Officer (OCFO) and Center financial operations reporting to the OCFO.

1.2 Purpose of Agreement

The purpose of this SLA is to formally quantify performance expectations for financial management services provided by the NSSC. This agreement defines the roles and responsibilities of the NSSC and the Agency OCFO and Center financial operations reporting to the OCFO, 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 his SLA are detailed in Section 5.0.

1.3 Parties to the Agreement

This SLA is an agreement between representatives from the NASA Office of the Chief Financial Officer (OCFO), NASA Centers, and the NSSC. The following representatives are the authorized parties to this agreement:

NSSC: NSSC Executive Director
OCFO: NASA Deputy Chief Financial Officer
Centers: Center Chief Financial Officer through the Office of the Chief Financial Officer

The authorized representatives are responsible for committing budgetary resources required by this agreement for rates charged for financial services and penalties charged for excess rework, and 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." Understanding that the NSSC's rates are based on projected customer utilization and on metrics, changes in the SLI and rates are limited to those that are necessary, highly visible, and/or present organizational risk. Changes in SLIs or other metrics that drive rates during the year of execution will have an identified funding source prior to effecting the change.

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.

1.4 Points of Contact

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

Service

Contact Center and Performance Reports
Customer Satisfaction and Communication
Chargebacks, Rates, and Status Billing
Financial Management

Contact

Deputy Director, Service Delivery
Lead, Customer Satisfaction and Communication
Lead, Operations and Budget Management
Chief, Financial Management Services Division

1.5 Working Capital Fund

The NASA Working Capital Fund (WCF) was established to satisfy recurring Agency-wide requirements using a buyer-seller business model for services provided. The WCF is a funding mechanism 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 services for the best value that benefits both NASA and the public trust.

To recover the full costs for the NSSC services, customer funds must be provided in advance of the expenditure or commitment of the funds by the NSSC. Customer-advanced funding is to be provided to the NSSC incrementally in four transfers during a fiscal year. Service rates (prices) will approximate the expenses of operation, such as accrual of leave and overhead, and will be based on a price



schedule established through a rate-setting process. The NSSC bills customers according to pre-set prices. Prices are established during the normal Planning, Programming, Budgeting, and Execution (PPBE) process. Since the price is set in advance of performance, there may be a difference between the price and actual costs incurred. Prices are not changed during the year of execution unless the NSSC is granted a waiver from the NASA CFO due to some significant event that has a negative impact on the NSSC cost of operations (e.g., hurricane). 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 is the responsibility of the NSSC to maintain and manage. Any changes to the SLA must be agreed to by the NSSC Executive Director and the Deputy Chief Financial Officer (DCFO) before being incorporated into the document. Changes to the SLA are maintained by the Business and Administration (B&A) Office, Customer Satisfaction and Communication (CS&C) Team, using 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 NSSC Deputy Director will receive and review proposed changes to the SLA. The NSSC Deputy 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 and Agency DCFO for acceptance. If accepted, the SLA will be changed and forwarded to the appropriate individuals within the Agency.

If recommended or requested changes cannot be resolved as explained above, the procedures and protocols set out in the Dispute Resolution Process in Section 6.0 will be followed.



1.8 Cost Containment Strategies

The NSSC is adopting Lean Six Sigma as its standard approach to continuous process improvement. A team of senior members is developing the implementation strategy. FY09 was a stabilization year for the NSSC. FY10 will be the year in which the NSSC begins to use Lean Six Sigma to improve processes.

During FY09, the NSSC Board of Directors (BOD) authorized the NSSC to expand the Ethics Program Tracking System (EPTS) financial disclosure processing service to other Federal agencies. This service will include electronic Web submission of the Office of Government Ethics (OGE)-450/450A and Standard Form (SF)-278, Customer Contact Center (CCC) support for filers, validation of each form, and secure/electronic transmission of the forms back to the client agency. Successful deployment of this service to other agencies will enable the NSSC to offset future development costs associated with Financial Disclosure reporting. The NSSC will also be able to spread overhead costs over a higher cost base, thus lowering the costs of other services.

During the past year, the NSSC Enterprise License Management Team (ELMT) executed two Enterprise License Agreements, which reflected an Agency cost avoidance of \$2.4M. This represents a total reduction of \$4.5M over the life of the contracts. The ELMT also negotiated two contract renewals at the FY08 funding levels, providing 0% increase on \$4M worth of procurements. This cost avoidance trend is expected to continue as the NSSC continues to bring new licenses into the portfolio.

In FY09, the BOD authorized the NSSC to manage the Defense Contract Audit Agency (DCAA) and the Defense Contract Management Agency (DCMA) portion of Contract Audit and Advisory Services (CAAS). In FY08, the NSSC began with verification and validation of Office of Naval Research (ONR) billings to the Agency, which has resulted in average NASA expenditures to ONR being reduced from approximately \$3M/year in FY07 to \$1.6M/year in FY09. In FY10, the NSSC expects to conduct the same verification and validation process for DCMA and DCAA.

No changes will be made that impact internal controls unless approved in advance in writing by the Agency DCFO.



2.0 RESPONSIBILITIES

The NSSC is structured to standardize, consolidate, and automate support services. The NSSC consolidates a variety of financial activities previously performed at each NASA Center and Headquarters. Key concepts of shared services are: increasing operational efficiency, reducing the cost of services, and improving overall customer service. The following sections define the critical NSSC and Agency OCFO and Center financial management roles and responsibilities necessary to achieve these objectives.

2.1 NASA Shared Services Center Responsibilities

The NSSC will supply the services detailed in this agreement that are defined in the NSSC Service Delivery Guides (SDGs) (available at <http://www.nssc.nasa.gov/customerservice/ref/>). Service Level Indicators (SLIs) 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. CT, and customer inquiries are received from 7:00 a.m. to 7:00 p.m. CT, Monday through Friday in the Customer Care Center. After-hours inquiries will be addressed the next business day. However, the Agency OCFO may require extended hours of operation to meet external reporting requirements. The OCFO will notify the NSSC in advance to extend hours of operations.

The NSSC will be responsible for maintaining the confidentiality of customer information. The NSSC is a United States Government/NASA entity, and it will operate under Sensitive but Unclassified (SBU) standards. Confidentiality is regulated under SBU.

Any changes in responsibilities to enable the NSSC to achieve approved service levels, or changes to the customer 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 provide the Agency OCFO and Center CFOs with a monthly performance report that documents NSSC performance against Financial Management (FM) SLIs, as specified in this SLA. Remedial action plans will be implemented where performance falls significantly below SLIs identified in this SLA or modified by joint agreement with the OCFO. The NSSC will implement remedial action plans where service standards fall below those identified in this SLA.

In the event of a prolonged system outage or other external occurrence (e.g. 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 currently operates under a



Continuity of Operations Plan (COOP) and a Business Disruption Plan. An effort is underway to develop a formal Business Continuity Plan (BCP) to address business interruption. A Business Impact Analysis has been completed, which addresses downtimes for various services. These downtimes were coordinated with the OCFO. The final BCP will also be coordinated with the OCFO. Downtimes for the different financial management services vary and will be approved by the Deputy CFO.

The NSSC will on occasion request that the OCFO intercede to gain support and cooperation from other functional communities and Centers that are involved in FM processes.

The NSSC will provide all requested financial management documentation, information and necessary support when being audited by NSAS OIG, GAO, or NASA's independent financial statement auditors. This support will be timely and in accordance with audit guidance received from the OCFO Quality Assurance Division. The NSSC will also provide appropriate working space and access to systems as needed and authorized to support audit efforts.

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 processes or requirements are impacted. No changes impacting internal control will be made unless approved in writing in advance by the Deputy CFO. All changes to NSSC procedures will be communicated in advance to the Agency OCFO and Center financial management through the Financial Steering Group (FSG).

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

The NSSC will not make or interpret policy.

2.2 Office of the Chief Financial Officer and Center Financial Management Responsibilities

The OCFO will not hold the NSSC to the SLIs in the event of a prolonged system outage or other external occurrence, either expected or unexpected, that prevents the NSSC from meeting the agreed upon SLIs.

The OCFO directs, manages, and provides policy guidance and oversight of the Agency's FM activities and operations. This includes preparation of Agency Congressional budget justifications and external reporting requirements. All FM policy and controls for effective



management of the WCF are established by the OCFO, (i.e., funds transfer into the WCF, funds distributions of the WCF, billing, collection, and reconciliation of accounts.) In this role, the OCFO is responsible for ensuring that adequate automated financial systems are in place to produce reliable and timely financial information; for developing useful financial analysis and performance reports; for assuring audits are performed on WCF activities; and, for preparation of WCF financial statements.

The OCFO may on occasion intercede to gain support and cooperation from other functional communities and Centers that are involved in FM processes upon request of the NSSC or as the OCFO deems necessary.

The OCFO will be responsible for making and interpreting policy.

The OCFO and Center Financial Management customers 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 Agency Management & Operations (AM&O) for HQ) for prepayments to the NSSC through the WCF, as provided by appropriation law. Funds provided will become no-year WCF funds once earned by the NSSC. Per OCFO direction, oldest year funds are to be used first and the Intra-governmental Payment and Collection (IPAC) must identify all funds by Program year and Project Management Information Improvement (PMII) structure for budget formulation.

These customers may also purchase Agency provided services via established Agency contract mechanisms, including, but not limited to, transaction-based services such as the Outsourcing Desktop Initiative for NASA (ODIN) services 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. Center financial management operations reporting to the Agency CFO will be responsive to NSSC requests for assistance in obtaining Center funding, Center approvals, supporting documentation, or other matters for which the NSSC is unable to timely resolve the issue without Center support. These requests will not replace the ongoing responsibilities of the NSSC, but are assistance in nature and only requested when necessary.

2.3 Process Improvement

The NSSC will aggressively pursue process improvements that reduce rates and improve the NSSC performance against key financial management indicators. Specifically, the NSSC will identify policies and practices that adversely impact productivity and recommend changes to the OCFO. The NSSC will identify and submit requests for system changes to SAP and other Agency finance systems that, if



affected, will improve productivity. No changes impacting internal control will be made unless approved in writing in advance by the Deputy CFO. All changes to NSSC procedures or systems will be communicated in advance to the Agency OCFO and Center financial management through the Financial Steering Group (FSG).

The OCFO will give due consideration to NSSC recommended changes to policy and practices that improve productivity and reduce NSSC rates for financial services. The OCFO is under no obligation to adopt or approve the NSSC recommendations. The OCFO will work with the NASA Enterprise Applications Competency Center (NEACC) and service providers supporting other financial systems to ensure that the NSSC requests for system changes to SAP and other Agency systems are a priority.

The NSSC may identify issues that require new policy or enforcement of existing policy to achieve standardization of FM processes. The OCFO and Center financial management will give due consideration to NSSC recommendations for new policy or enforcement of existing policy to achieve standardization, as well as, effective internal controls.

No changes will be made to policy and practices that impact internal controls unless approved in advance in writing by the Agency DCFO.

2.4 Continuity of Operations

The NSSC currently operates under a Continuity of Operations Plan (COOP) and a Business Disruption Plan (BDP). An effort is underway to develop a formal Business Continuity Plan (BCP) to address business interruption. A Business Impact Analysis is underway, which is a pre-cursor to the Business Continuity Plan. Downtimes have been coordinated with the OCFO. The final BCP will also be approved by the Deputy CFO, as downtimes for the different services may vary.



3.0 SERVICE DESCRIPTIONS BY PROCESS

3.1 Financial Management Services

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

This SLA replaces all Center SLAs for FM activities performed by the NSSC. You will find the most current version of the FY09 FM SLA on the NSSC Customer Service Portal (<https://www.nssc.nasa.gov/portal/site/customerservice>). Select the **Metrics and Reporting** link.

Service	Transition Date	Unit of Measure
Domestic Travel Voucher Processing	TRANSITION COMPLETED FY2006	# of Domestic Travel Vouchers and All Advances
Payroll & Time and Attendance Processing (including Agency Leave Transfer & Advanced Sick Leave Program)	TRANSITION COMPLETED FY2007	# of FTE
Accounts Payable	TRANSITION COMPLETED FY2009	# of Invoices and IPAC Payments
Accounts Receivable	TRANSITION COMPLETED FY2008	# of Billings, Write-offs, and Collections: Direct and Reimbursable

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Fund Balance with Treasury	TRANSITION COMPLETED FY2008	# of Travel Payments, Accounts Payable, and Accounts Receivable Collections
COS, Foreign & Extended TDY Travel Service	TRANSITION COMPLETED FY2006	# of COS, Foreign, and Extended TDY Payments
Relocation Assistance	TRANSITION COMPLETED FY2006	# of COS Moves
Conference Reporting	TRANSITION BEGAN FY2009	# of FTE



4.0 SERVICE LEVEL INDICATORS AND PERFORMANCE REPORTING

4.1 Service Level Indicators

The NSSC will manage service delivery to meet all regulatory and Agency Policy requirements. The following performance indicators will be used by the Agency Deputy CFO to monitor and evaluate the performance of the NSSC. The NSSC will provide monthly reports indicating performance against these metrics and also provide planned remediation actions for any metric that is “red,” including timelines.

Financial Management Services	
Service	Measure
Accounts Payable	Process 98 percent of payments on time. <ul style="list-style-type: none"> - Between 98 percent and 97 percent (Yellow) - Less than 97 percent (Red) Pay no more than \$200 interest penalties per \$1,000,000 in payments. <ul style="list-style-type: none"> - Between \$201 and \$300 (Yellow) - More than \$300 (Red) Duplicate and erroneous payments will not exceed 2 percent.
Accounts Receivable	Billing errors to measure rework attributable to the NSSC. 98 percent of bills will be created without error. <ul style="list-style-type: none"> - This SLI will be implemented once a report can be automated. The NSSC will work with the NEACC to develop a report to automate. The report will include the rework percentage associated with accounts payable and provide details on what it includes. Examples of NSSC Errors: <ul style="list-style-type: none"> - Direct: Bill created against wrong customer - Direct: Bill created against wrong GL account - Direct/Reimbursable: Incorrect ALC - Direct/Reimbursable: Erroneous bill Examples of Center Errors: <ul style="list-style-type: none"> - Direct: Travel rescinds BOC due to employee providing receipts - Direct/Reimbursable: Center requests rescind bill due to accrual in reimbursable billing - Direct/Reimbursable: Center requests rescind bill due to cost analysis - Direct: Center provided incorrect GL account in creation of BOC



Financial Management Services	
Service	Measure
Accounts Receivable (cont.)	Percentage of bills issued on time. - 98% of bills will be created based on established OCFO monthly calendar.
Domestic Travel	Validate and process 85 percent of domestic travel vouchers within 4 business days of receipt of a complete voucher (including adequate funding).
Foreign Travel	Validate and process 85 percent of foreign travel vouchers within 5 business days of receipt of a complete voucher (including adequate funding).
Payroll & Time and Attendance Processing	Process 99.9 percent of payroll and time and attendance accurately and on time to the Department of Interior.
COS — Actual Temporary Quarters, Real Estate, Constructive and All Other Vouchers	Validate and process 85 percent of COS vouchers within 15 business days of receipt of a complete voucher (including adequate funding).
COS — Enroute, Miscellaneous, Fixed Temporary Quarters, House Hunting Trip (Fixed/Actual)	Validate and process 85 percent of COS vouchers within 6 business days of receipt of a complete voucher (including adequate funding).
COS — Relocation Income Tax Allowance (RITA) Income Tax Reimbursement Allowance (ITRA)*	Validate and process 85 percent of RITA and ITRA vouchers within 30 Business days of receipt of a complete voucher (including adequate funding).
COS Relocation Assistance	90 percent of approved COS/TCS Travel Authorizations will be received by the traveler within 25 business days from receipt of a complete and accurate Relocation Form from the Center.
Conference Reporting	95% of new, complete conference requests are processed within 24 hours of receipt (contingent upon the creation of an automated reporting capability)

*Processing of RITA and ITRA vouchers are dependent upon annual software updates, which typically occur in Q1 or early Q2 of each calendar year.



In addition, the NSSC will be responsible for the performance measures identified in Appendix C, Continuous Monitoring Program (CMP), where the NSSC has primary responsibility for performance against the requirement.

The CMP will be accomplished in accordance with the NASA guidelines provided by the OCFO.

The NSSC will make all payments through the SAP system unless approved by the Agency DCFO. The NSSC will follow the Agency's instructions for making outside system payments.

No changes will be made that impact internal controls unless approved in advance in writing by the Agency DCFO.

CUSTOMER CONTACT CENTER	
Service	Measure
Call Resolution	85 percent of routine customer inquiries are resolved on initial telephone call during NSSC business hours.
Call Response Rate	80 percent of customer calls are answered within 30 seconds during NSSC business hours.
Call Abandonment Rate	Call Abandonment Rate shall be less than 7%.

4.2 NSSC Quality Control Program

The NSSC is committed to providing superior quality services to all internal and external customers. Using our customers' input and fact-based data analysis, we have established quality objectives that drive continuous improvement, greater efficiency, and improved customer satisfaction. We are committed to customer satisfaction.

The NSSC seeks to provide a comprehensive quality program that employs effective quality control techniques, quality assurance reviews/audits, and customer satisfaction reviews aimed at continually improving value over the long term by focusing on customers while addressing the needs of all stakeholders. The NSSC will seek to provide services that exceed customer expectations and needs. Primary elements of service quality include: timeliness, courtesy, consistency, accessibility, accuracy, and responsiveness. The NSSC has developed Quality Control Templates for all core activities to include: AP, AR, Payroll, and Travel Voucher Processing. Quality Control Points assessed include Receipt of Action, Service Provider to Civil Servant interface, and Escapes (quality failures that leave



the NSSC). In the event of quality failures, we initiate a structured Service Recovery Program to rectify the situation for the customer or organization, as required. The NSSC will develop corrective action plans, as necessary. Quality measurement data is included in the monthly [Performance & Utilization Report](#).

The NSSC will work in collaboration with the OCFO Quality Assurance Division and Center Quality Assurance organizations to ensure a sound system of internal control is in place and operating effectively. Review results and other pertinent information regarding the system of internal control will be shared with affected parties as appropriate.

4.3 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 for other customers.

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 the Agency DCFO, Center CFOs, NEACCC and other representatives to identify and review processes, systems and interfaces to locate the probable cause of the rework;
2. Reducing the occurrence of rework by designing processes that are less prone to errors;
3. Promoting standardization; and
4. Working with the Agency DCFO, Center CFOs, NEACC, and other representatives to contain rework within reasonable and manageable parameters.

The NSSC BOD approved a Quality Incentive Goal (QIG) of 5 percent that will apply only to high volume transactional activities. SDGs may include information about the NQIP. However, the Agency DCFO has final approval on processing decisions impacting the level of quality and control of FM activities.

1. Centers with a controllable rework percentage less than or equal to 5 percent 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 percent for a given activity will be charged for controllable rework above the 5 percent QIG for that activity for the month. Rework charged will be at the same rate as the activity rate.
3. Customers' controllable rework is defined below.

Activity	SAP Error/Failure Text
Travel Expense Report Processing	1. Budget exceeded 2. Attempted to post an invoice without a valid funds commitment 3. Failed to return the Cost Center associated with Traveler Organization

Note: Rework Measures for re-work processing of travel vouchers will be developed based on the configuration of the new e-Travel system and the SLA will be amended to include these measures once they are finalized. [The NSSC will provide the new e-Travel rework measures to the Agency OCFO and Center CFOs for review and concurrence prior to amending the SLA.](#)

4.4 Performance Reporting

The expectations of both the OCFO and the NSSC are clearly defined in this SLA in Section 2. 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.

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

A formal review will be conducted upon the request of the Agency DCFO or as the NSSC Executive Director deems necessary. This review may entail:

- Review of financial performance against budget;
- Review of operational performance against service standards;
- Assessment and review of internal controls;
- 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 (i.e., at least all “red” metrics), the NSSC Executive Director or Designee will forward them to the Deputy CFO for review and approval.



5.0 FUNDING STRATEGY AND PERFORMANCE REPORTING

5.1 Funding Basis

As noted in Section 1.5, the NSSC operates under a WCF in accordance with the NASA Procedural Requirements (NPR) 9095.1, “Working Capital Fund Policies and Requirements.” Customers are typically charged for the services they receive via a usage-driven methodology. This approach results in charges based on the estimated value of service provided to the customers. It clearly communicates to the customers their financial commitments through the current budget run out. The NSSC WCF creates a customer-provider relationship between those customers requesting services and the NSSC.

Service rates have been developed for each NSSC activity. The NSSC operates in a business-like manner recovering full costs for 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 upgrades to IT systems, acquire capital investments that will enhance productivity, and adjust for prior year results of operations. The financial goal of the NSSC, operating as a WCF, is to break even. In the event that a customer over-runs its forecasted utilization, additional funding will be required in that current year. In the event a customer under-runs their forecasted utilization, the excess funds will be credited to the periodic Intra-governmental Payment and Collections (IPACs) 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. Rates will be established during the annual PPBE 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 rates and chargebacks. The NSSC will bill its customers and recognize revenue in accordance with the guidelines established by NPR 9095.1. Funds are advanced four times 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.

Activity-based costing is 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 customer.



5.2 Service Rates

The NSSC service rates for FY2010 are as follows:

Finance	FY2010 Rate	Units of Measure
Domestic Travel Services	\$28	# of Domestic Payments and All Advances
Payroll & Time Attendance Processing	\$92	# of FTE
Accounts Payable	\$142**	# of Invoice and IPAC Payments*
Accounts Receivable	\$90	# of Billings, Write-offs, and Collections
Fund Balance with Treasury	\$12	# of AP, AR Collections & Travel Transactions
COS, Foreign, & Extended TDY Travel Services	\$361	# of COS, Foreign, & ETDY Payments
Relocation Assistance	\$1,707	# of COS Moves
Conference Reporting	\$26	# of FTE

Note: * Does not include Grant 272s.

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.

** This rate increased 31% from the prior year due primarily to including in the rate the additional 24 FTE added to staff on the advice of the NSSC Transition Team, but which costs were previously absorbed by NSSC working capital funds.

The service rates reflected above are the billing rates for FY10. Once the metrics and utilization data have been completed, the monthly [Performance and Utilization Report](#) is created and posted to the Service Delivery Web site. This report includes the service level indicators as measured against the performance goals and 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.



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 B&A Office, CS&C Team Lead. 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 customer 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

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



The CS&C Team Lead will seek to identify and agree upon satisfactory, immediate resolution of the dispute with the NSSC Service Delivery and/or the B&A Office. If this is achieved, agreed-upon actions will be vetted with the NSSC Executive Director, documented in the formal disputes log, and confirmed with the Deputy CFO.

6.4 Dispute Escalation Process

If the customer representative cannot resolve the dispute through either the service delivery process, or facilitation with the B&A Office, CS&C Team Lead:

- The formal dispute will be escalated to the Director, B&A 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 cannot be reached by the Director, B&A; and
- If actions to resolve the dispute cannot be agreed upon between the NSSC Executive Director and the Deputy CFO, it will be referred to the Agency Chief Financial Officer for discussion and resolution - the decision of the Agency Chief Financial Officer will be the final ruling on Financial Management matters.

The Agency Chief Financial Officer will identify and agree to satisfactory actions and resolution with the NSSC Executive Director and the Deputy CFO.

6.5 Monitoring of Dispute Reporting

At the subsequent quarterly NSSC BOD meeting, the Agency Chief Financial Officer will:

- Present a report summarizing formal Financial Management disputes raised, unresolved, and resolved since its previous meeting; and
- Take under advisement any BOD suggestions or recommendations concerning dispute resolution for Financial Management matters brought to their attention.



APPENDIX A: DETAILED VOLUMES BY CUSTOMER

The tables that follow outline the anticipated FY 2010 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 and IPAC Payments	91,534	5,117	2,936	9,444	21,100	10,626	0	13,297	6,777	11,978	8,518	1,741
Accounts Receivable	# of Billings, write offs and Collections: Direct and Reimbursable	35,513	5,076	875	2,534	7,000	5,069	0	4,102	2,094	2,796	1,800	4,167
Payroll/Time & Attendance Processing	# of FTE	17,930	1,223	537	1,536	3,223	1,245	0	3,346	2,134	1,809	2,612	265
Fund Balance with Treasury	# of Travel Payments, AP, and AR Collections	184,411	13,573	5,702	16,776	34,468	23,351	0	27,355	13,996	23,865	20,160	5,165
Conference Reporting	# of FTE	17,930	1,223	537	1,536	3,223	1,245	0	3,346	2,134	1,809	2,612	265

NASA SHARED SERVICES CENTER
 FY 10 FM SERVICE LEVEL AGREEMENT



Service	Unit	Total Volume	Anticipated Annual Volume By Customer										
			ARC	DFRC	GRC	GSFC	HQ	HQ OIG	JSC	KSC	LaRC	MSFC	SSC
Domestic Travel Services	# of Domestic Travel Payments and Advances	68,365	5,500	2,152	5,900	9,300	9,600	0	10,945	5,392	8,700	9,676	1,200
COS, Foreign & ETDY Travel Services	# of COS, Foreign, & Extended TDY Payments (including reversals)	6,509	364	127	292	1,068	1,525	3	1,255	457	601	739	78
Relocation Assistance	# of COS Moves	335	18	19	12	26	33	1	80	49	33	60	4



APPENDIX B: NSSC POINTS OF CONTACT

Service	Contact	Name	Phone	E-mail
Overall SLA Issues	Director, Business & Administration	Becky Dubuisson	228-813-6019	rebecca.s.dubuisson@nasa.gov
Chargebacks, Rates, & Status Billing	Lead, Operations & Budget Management	Bob Poncet	228-813-6017	robert.a.poncet@nasa.gov
Customer Contact Center & Performance Reporting	Deputy Director, Service Delivery	Kenneth Newton	228-813-6007	kenneth.l.newton@nasa.gov
Customer Satisfaction & Communication	Lead, Customer Satisfaction & Communication	Pat Tidmore	228-813-6486	c.patton.tidmore@nasa.gov
Financial Management	Chief, Financial Management Services Division	Cynthia Epperson	228-813-6024	cynthia.h.epperson@nasa.gov



APPENDIX C: CONTINUOUS MONITORING PROGRAM

Responsible Party		Metric	Metric Name & Goals	Frequency
Performance	Report	Metric Tracking System (MTS) and Related Metrics		
OCFO	OCFO	1	HQ-OCFO sends FBWT differences to Centers for Reconciliation Green: Sent prior to 8 th calendar day Yellow: Sent prior to 9 th calendar day Red: Sent after 10 th calendar day	Monthly
NSSC	NSSC	2	MTS - FBWT % Unreconciled (Center Performance Plan Metric; NOT CONTROLLED BY CENTERS) Green: <=2% Yellow: >2% <=5% Red: >5%	Monthly
NSSC	NSSC	3	MTS - FBWT % Unreconciled (Center level/Excluding Timing differences) Green: <=2% Yellow: >2% <=5% Red: >5%	Monthly
NSSC	NSSC	4	MTS - Amount in Suspense > 60 Days Old (Absolute Value) Red >30 Days.....Yellow <30 Days.....Green	Monthly
NSSC	NSSC	5	MTS - Delinquent AR from Public >180 Days Green: <=10% Yellow: >10% <=20% Red: >20% of total	Monthly



Responsible Party		Metric	Metric Name & Goals	Frequency
NSSC	NSSC	6	Treasury Report on Receivables Submission QUARTERLY: Green: NSSC submits to OCFO-ERB by 14 th calendar day Yellow: N/A Red: report not received by the 14 th calendar day	Quarterly
Center	NSSC	7	MTS - Electronic Payments to Vendors Green: >=96% Yellow: >=90% <96% Red: <90%	Monthly
NSSC	NSSC	8	MTS - % Late Payments Green: <=2% Yellow: >2% <=3% Red: >3% of total	Monthly
NSSC to work with Center on Issues Concerning: Receipt of Goods/Services and Approval of Invoice and Cost/Funding issues				
NSSC	NSSC	9	MTS - \$ Interest Penalties Paid (Non-Credit Card Payments) Green: <=\$200 Yellow: >\$200 <=\$300 Red: >\$300	Monthly
NSSC to work with Center on Issues Concerning: Receipt of Goods/Services and Approval of Invoice and Cost/Funding issues				
Center	NSSC	10	MTS - Travel Card Delinquency Rates - IBA Green: <=2% Yellow: >2% <=4% Red: >4%	Monthly
NSSC will receive reports from Centers to report Metric				
NSSC	NSSC	11	MTS - Travel Card Delinquency Rates - CBA Green: 0% Yellow: >0% <=1.5% Red: >1.5%	Monthly



Responsible Party		Metric	Metric Name & Goals	Frequency
NSSC	NSSC	12	MTS - Purchase Card Delinquency Rates Green: 0% Yellow: >0% <=1.5% Red: >1.5%	Monthly
NSSC will work with Center on Reconciliation of purchase card/Approval of Invoice and Cost/Funding issues				
			FINANCIAL METRICS	
NSSC	NSSC	13	Accuracy of Reporting (Statement of Differences - SOD) Green: SODs <=2 months old for all Agency Location Codes (ALC) Yellow: SODs >2 months old but <=3 months old Red: SODs >3 months old	Monthly
NSSC to work with Center on Issues Concerning: Labor/LOC/Reimbursable Variances				
NSSC	NSSC	14	Timeliness of Reporting by ALC (SF224) Green: Original & Supplemental submitted 3 rd workday for all ALCs Yellow: Orig submitted 3 rd workday & Supp submitted 4 th workday Red: Orig submitted after 3 rd workday and/or Supp submitted after 4 th workday	Monthly
NSSC to request approval from OCFO to submit FMS224 to Treasury				
NSSC/Center	NSSC/Center	18	Reconciliations Updated secured file server with CMP Submission to enable Centers and agency to analyze data and supporting documentation Green: Completed by the third business day prior to the 14 th calendar day Yellow: N/A Red: Completed after the third business day prior to the 14 th calendar day	Monthly
NSSC	NSSC	19	Aging of Accounts Payable Open Item Balances > 90 Days Green: <=10% Yellow: >10% <= 50% Red: >50% of total	Monthly

*Reports 15 – 17 are not applicable to the operations at the NSSC and are therefore not referenced in this document.