



Chief Information Officer Human Resources Line of Business

Migration Planning Guidance Deliverables

Service Level Agreement Template

October 2011

a New Day for Federal Service

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Service Level Agreement

1. Introduction

2. Purpose

This section describes reason(s) for executing this Service Level Agreement.

Sample Text:

The purpose of this Service Level Agreement (SLA) is to identify the basic services and any agreed upon optional and unique services provided by the [SHARED SERVICE CENTER] with regard to the delivery of HR services for the [CUSTOMER AGENCY]. This SLA establishes mutually agreed upon service levels, monitoring methods, and organizational responsibilities where appropriate.

3. Authority

This section documents the laws and legal codes that allow a public sector SSC to provide the services described in the SLA. In the case of private sector SSCs, this section shall cite the applicable contract language.

Sample Text:

[SHARED SERVICE CENTER] agrees to provide service and/or product support pursuant to:

The U.S. Office of Personnel Management (OPM) has authority to establish and effect HR policy for the Executive branch of the Federal Government pursuant to, *inter alia*, 5 U.S.C. 1103 and 1104. In addition, OPM has been designated by the Office of Management and Budget (OMB) as the managing partner to implement the Human Resources Line of Business (HR LOB) and was delegated authority to implement the five (5) HR e-Gov initiatives through the President's Management Council's "e-Government Strategy", which was adopted at the direction of the Presidential Memorandum dated July 11, 2001 (66 FR 37105) and the President's Management Agenda.

The Shared Service Center (SSC) Agency is authorized under the Economy Act, 31 U.S.C. 1535, to provide reimbursable services, including HR services, on a fee for service basis to other Government agencies. Included in any fee for service provided pursuant to a Memorandum of Understanding shall be the full costs associated with all IT modifications the SSC Agency makes for the serviced Government agency to provide the requested service to that Government agency, to the extent the SSC Agency would not have made those modifications anyway for its own use.

- [Insert other authorities here]

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4. Period of Performance

This section outlines the period during which terms under this service level agreement are active.

Sample Text:

The agreement is effective upon MM/DD/YY and a signature. The agreement will remain in effect for a maximum of [TIME PERIOD] until amended, replaced, or terminated by signed, mutual agreement of both organizations. At the conclusion of the [TIME PERIOD], a new SLA will be developed and signed so that services may continue.

5. Termination of Agreement

This section describes provisions for termination of the service level agreement.

Sample Text:

Both the Customer Agency and the Shared Service Center reserve the right to terminate this agreement at any time, upon written notice to the other party, at least [NUMBER OF MONTHS] in advance of the termination date. In the event of termination, each party remains responsible to the extent practical for orderly wind down of activities or services in progress, and for the maintenance of such activities and services. In addition, the Shared Service Center agrees to support and cooperate as necessary to ensure a smooth transition to the successor solution. The Shared Service Center will be reimbursed for such services.

6. Security

This section addresses security requirements and agreements related to this service level agreement. List the appropriate National Institute of Standards and Technology (NIST), OMB, and other Federal security policies, regulations, and standards.

Sample Text:

Security roles, responsibilities, and procedures, and system interconnectivity requirements related to this SLA will be defined in an Interconnection Security Agreement (ISA). The ISA will be approved/signed by the appropriate officials in both the Shared Service Center and Customer Agency.

7. Dispute Resolution

This section defines the standard for the manner in which disputes will be identified and resolved between Shared Service Centers (SSCs) and customers.

- The purpose of the dispute resolution process is to enable the prompt, satisfactory resolution of any issues within the spirit of cooperation underlying the SLA. To achieve the prompt resolution of issues to the satisfaction of all parties, the following principles will be adhered to
 - All issues raised will be adequately documented, including agreed actions to resolve issues.
 - Issues shall be considered resolved only when agreed upon actions have been implemented to the satisfaction of all parties.
 - Reference should be made to an objective standard of performance recognized by the parties in developing corrective action alternatives for disputes concerning the cost.
 - Issues raised may include, but are not limited to the following four categories
 - Failure to achieve required service standards
 - Failure to meet the responsibilities outlined in the SLA
 - Request for amendments to required service standards or responsibilities
 - Service quality/customer satisfaction issues

Non-acceptance issues that cannot be resolved informally by the SSC Project Manager and Customer will be handled as follows:

- [CUSTOMER AGENCY] must request review by the [SHARED SERVICE CENTER].
- The [SHARED SERVICE CENTER] submits a response to the [CUSTOMER AGENCY] within [NUMBER OF DAYS] days.

In the event those officials cannot resolve the dispute, they will designate a mutually acceptable independent third party to review the facts and recommend a fair resolution. To avoid conflicts of interest, the independent third party will be outside the influence of the HR LOB, OPM, the [CUSTOMER AGENCY] and the [SHARED SERVICE CENTER]. The [CUSTOMER AGENCY] and the [SHARED SERVICE CENTER] will agree to inform the HR LOB Project Management Office at OPM that they are engaging in third party dispute resolution, the third party recommendations, and the progress towards completing the recommendations.

8. Migration (Conversion/Implementation) – optional section

This section describes migration terms necessary to convert the customer agency to the Shared Service Center. Please note that in some instances the customer agency and Shared Service Center may want to establish a separate SLA for migration.

Sample Text:

Conversion and implementation of [CUSTOMER AGENCY] to the [SHARED SERVICE CENTER'S] system and transfer of its HR operations to the [SHARED SERVICE CENTER] will be effective MM/DD/YY, unless an alternate date is subsequently mutually agreed upon. This effort includes the technical and administrative services necessary to support the conversion and implementation effort and incorporation of any mutually agreed upon [CUSTOMER AGENCY] unique requirements. It also includes integration of [CUSTOMER AGENCY] information into the [SHARED SERVICE CENTER'S] HR procedures. A detailed conversion/implementation plan will be jointly developed indicating the responsibilities of each party.

9. Funding and Cost of Services

This section discusses funding and cost recovery.

Sample Text:

Direct and indirect costs of the services described in this agreement are to be recovered by [SHARED SERVICE CENTER] from all users on an equitable basis. Annual funding will be approved by both parties through an Inter/Intra Agency Agreement.

10. Services Provided

This section describes the services to be provided by the Shared Service Center to the Customer. HR LOB defined a list of services for the Business Reference Model sub-functions in the Service Component Mode version 2. The list of services is included in Appendix A. Shared Service Centers will use this list to describe their service offerings below.

Sample Text

Baseline Services:

The list below details the baseline services provided by the [SHARED SERVICE CENTER] in this agreement. The definition of Baseline Services is services provided to all clients, with a standard pricing model based upon number of users, number of transactions, etc.

- [List services]

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Optional Services:

The list below details any optional services provided by the [SHARED SERVICE CENTER] in this agreement. The definition of Optional Services is “value-added services not provided to all clients, but with a standard pricing model or level of effort algorithm.”

- [List services]

Customer-Unique Services:

The list below details any customer-unique services provided by the [SHARED SERVICE CENTER] in this agreement. The definition of Customer-Unique Services is “services based upon unique workload volumes, unique situations, special requirements (e.g. client-specific ad-hoc reporting, client-specific software customizations, etc.).”

- [List Services]

11. Modification of Services

Service Modifications

Sample Text:

Modification of any service(s) identified in this agreement may be accomplished at the request of either party with prior notification and agreement, and will be documented in the SLA and if applicable, the Interagency Agreement/Contract within 30 days of mutual agreement and effective until the expiration of this agreement.

Emergent and unexpected events or Congressional mandates may require adjustments to the SLA. These adjustments will be submitted to the [CUSTOMER AGENCY] and the [SHARED SERVICE CENTER] approving authority for their approval or rejection.

Renewal of Services

Sample Text:

Annually, prior to the start of the fiscal year, but no later than [DATE], the customer will be requested to determine the service(s) it wishes to subscribe to at the beginning of the new fiscal year. Any changes will also be reflected with the annual Interagency Agreement/Contract.

12. Responsibilities

This section details Shared Service Center and Customer Responsibilities for the provision of service under this agreement.

Sample Text:

[SHARED SERVICE CENTER] Responsibilities:

- [List responsibilities]

[CUSTOMER AGENCY] Responsibilities:

- [List responsibilities]

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13. Performance Measures and Metrics

This section outlines the performance measures and metrics upon which service under this SLA will be assessed. *The HR LOB identified a set of mandatory performance measures that **must be included in the negotiated SLAs** between the customer and the Shared Service Center.*

Performance measures were identified based on the HR LOB Performance Reference Model, e-Payroll SLAs, industry best practices, and input from the Customer Council and Shared Service Center Advisory Council (SSCAC). The performance measures list is included in Appendix B, and also includes a list of recommended measures that are not mandatory.

Shared Service Centers and Customers will negotiate the performance metric, frequency, customer and provider service responsibilities associated with each performance measure. Shared Service Centers and Customers may add measures above the set identified by HR LOB.

Sample Text:

Measurements of the [SHARED SERVICE CENTER] activities are critical to improving services and are the basis for cost recovery for services provided. The [SHARED SERVICE CENTER] and [CUSTOMER AGENCY] have identified activities critical to meeting the [CUSTOMER AGENCY] business requirements and have agreed upon how these activities will be assessed.

HR LOB Sub-function	Performance Measure	Performance Measure Definition	Performance Category	Calculation / Metric Format	Suggested Metric Interval

14. Configuration management – optional section

Sample Text:

Each party agrees, in a timely manner, to notify the other party in advance of any substantial changes to its own system and business processes that affect systems and or business processes of the other party.

The nature and magnitude of changes, and the processes for each party to communicate regarding such changes will be defined in a separate Configuration and Change Management Agreement (CCMA). The CCMA will be reviewed and signed by representatives of [SHARED SERVICE CENTER] and the [CUSTOMER AGENCY].

15. Points of Contact

This section identifies the persons who are responsible for the delivery of services for the Shared Service Center and Customer described in this agreement.

[SHARED SERVICE CENTER]:

- [List key contacts]

[CUSTOMER AGENCY]:

- [List key contacts]

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16. Approvals

APPROVED and ACCEPTED by:

[SHARED SERVICE CENTER]

[CUSTOMER AGENCY]

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

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Appendix A: List of Services

The HR LOB Service Component Model identifies and classifies service components that can be leveraged across the Government. A service component is a self-contained capability that is in place to support the HR LOB BRM business processes and assists agencies and Shared Service Centers in accomplishing their missions and performance objectives.

The Service Component Model identifies and defines all service components that support the Human Resources function and places them into the FEA service component hierarchy. The hierarchy has three levels: *service components* (level 1) are grouped into *service types* (level 2) and service types in turn are grouped into *service domains* (level 3). The following figure shows the hierarchical taxonomy that FEA guidelines have proposed.

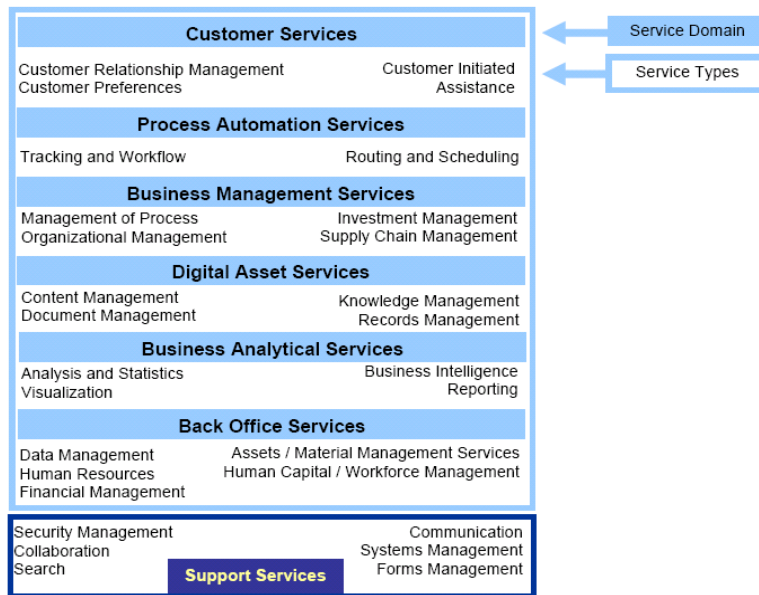


Figure 1 – FEA Service Component Model Taxonomy

Service Level Agreement

Back Office Services

The following are the service components for the service types Human Resources, Human Capital Management, Data Management, and Financial Management under the service domain Back Office Services.

Service Domain: Back Office Services			
	Service Type	Service Component	Component Definition
Back Office Services	Human Resources	Payroll Processing	Captures, validates, and processes payroll and disbursement data for a given pay period by gathering data on employee time worked and leave taken, calculating gross pay and processing deductions and taxes to calculate net pay.
		Payroll Reporting	Captures, validates, and processes payroll and disbursement data for a given pay period by gathering data on employee time worked and leave taken, calculating gross pay and processing deductions and taxes to calculate net pay.
		Time and Attendance	Defines work schedules; records and certifies the time and attendance for employees of an organization.
		Manager Self-Service	Allows managers to be self-sufficient in initiating actions or updating, retrieving, and analyzing employee and organization information within their sphere of control as a manager or supervisor.
		Employee Self-Service	Allows employees to be self-sufficient in initiating actions or creating, updating, and retrieving information within their sphere of control as an employee.
		Pay Administration	Determines eligibility and calculates values for pay and leave and other compensation. The pay data resulting from this service is used as an input to the Payroll Processing service.
		Benefits Counseling	Advises individuals on a wide range of benefit options, eligibility and impacts. Provides information, counseling, assistance, and advocacy to employees regarding their benefits and entitlements.
		Benefits Processing	Captures, validates, and processes benefits elections and actions.
		Benefits Reporting	Provides the capability to report employee participation in benefits programs.
		Personnel Action Processing	Initiates, validates, approves, updates, and documents personnel actions and data.
		Position Classification	Supports the creation or revision of position descriptions, the evaluation of job requirements against classification standards, and administration of the classification appeal process.
		Recruiting	Execute the Staff Acquisition Plan by engaging in marketing, advertising, personal contact, and other outreach activity aimed at building a pool of quality

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Service Domain: Back Office Services			
	Service Type	Service Component	Component Definition
			candidates who have potential for meeting the human capital needs of the agency. Recruiting may be aimed at a specific job or it may be more broadly aimed at general agency needs.
		Application Management	Accepts employment applications and captures application information in a manner that makes it available to those who need it. Manages and communicates application status. Analyzes and assesses application information to determine applicant eligibility for employment.
		Learning Administration	Supports the administrative and logistical aspects of human resource development. This includes publishing a course catalog, securing a facility, scheduling instructor(s), administering registration, receiving class evaluations, and certifying course completion.
		Workers Compensation	Provides comprehensive workers compensation services including adjudication, case management, counseling, and fraud investigation.
		Health and Fitness	Supports the physical well-being of an organization's employees. This may include health, wellness, and fitness programs and education.
		Unemployment Compensation	Provides services under the unemployment compensation program including claims processing, billing, reporting, and handling appeals.
	Human Capital Management	Competency Management	Supports the building of competency libraries, competency frameworks that help define and manage proficiency, and competency processes that support the development, maintenance, and use of competencies across the Federal Government.
		Succession Planning	The identification, creation, and development of a pipeline of talent available to fill current and future requirements for agency-identified positions.
		Workforce Planning	The process of assessing the current workforce and identifying gaps with respect to future work requirements. It also involves the creation of plans and strategies to reduce or eliminate these gaps.
		Workforce Reshaping	Considers the current personnel inventory and reallocates workforce as applicable.
		Organization Design	Supports the creation or revision of an agency's organization structure and reporting relationships.
		Position Management	Supports the assignment of work and establishment of positions to carry out the organization's mission or program and maintenance of the agency's inventory of positions.
		Assessment Model	Identifies or develops assessment tools and criteria to be used to determine the best qualified candidates for a particular job or job group.

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Service Domain: Back Office Services			
	Service Type	Service Component	Component Definition
		Staffing	Fulfills governmentwide and agency-specific regulatory requirements to effect a hiring action for specific position(s). Applies assessment tools and methods to evaluate candidates against requirements of the job for which they are being considered.
		Career Development Planning	Supports the identification of development opportunities and learning needs based on agency needs, individual goals and needs, and/or gaps in competencies, knowledge, skills and abilities. This may be at the individual level or at a department or program level.
		Human Resources Development Needs Assessment	Works collaboratively with the agency to support the identification of development needs and recommendations regarding human resource development programs and priorities.
		Human Resources Development Program Development	Supports training needs analysis, design, development, and evaluation of human resource development learning opportunities. This may include a single learning opportunity or a group or series of learning opportunities.
		Human Resources Development Program Delivery	Provides the learning opportunity to enhance an employee's competencies, knowledge, skills, and abilities to support individual professional development and/or agency needs. This may include a single learning opportunity or a group or series of learning opportunities.
		Human Capital Program Review and Assessment	Supports the evaluation of HC and HR programs via an assessment of whether objectives have been met.
		Performance Management	Provides consultative support to agencies on the design, development, implementation, and evaluation of performance management programs. May also provide support to managers and supervisors on individual performance management processes and issues.
		Employee Relations	Provides support to management for a variety of employee relations matters including disciplinary action, adverse action, administrative action, action related to unacceptable performance, alternative dispute resolution, grievance, third-party decisions and appeals, suitability, reasonable accommodation, and termination. Provides training to employees on standards of conduct.
		Labor Relations	Provides support to management and/or agency on a variety of labor relations matters including mediation, arbitration, alternative dispute resolution, filings, and compliance with statutory labor-management relations obligations. Provides training on labor relations topics.
	Data Management	Data Exchange	Supports the interchange of information between multiple systems or applications; includes verification that transmitted data was received unaltered.

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Service Domain: Back Office Services			
	Service Type	Service Component	Component Definition
	Financial Management	Labor Cost Allocation	Attaches labor costs to accounting codes.

Service Components outside of Back Office Services

The SCM work group also identified service components outside the Back Office Services service domain that support the Human Resources process. These service components are listed below, again structured by service type and service domain. These service components are integral to supporting the HR LOB BRM processes.

Service Domain: Customer Services			
	Service Type	Service Component	Component Definition
Customer Services	Customer Relationship Management	Customer Support	Provides a wide range of assistance to various populations (e.g., resolving technical problems, responding to process and policy questions).
		Call Center Management	Plans, schedules and controls the activities between the customer and the enterprise both before and after a product or service is offered.
		Customer Feedback	Collects, analyzes and handles responsive comments from an organization's internal or external customers and stakeholders.
		Partner Relationship Management	Plans and controls the activities between an organization, its stakeholders and business partners – including third parties that support services to an organization's stakeholders.
		Marketing	Facilitates the promotion of a product or service as well as developing an awareness of the program. This could include brand management.
	Customer Initiated Assistance	Employee Assistance Program	Provides professional counselors to support employees and family members in addressing problems that can adversely affect job performance, reliability, and personal health.

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Service Domain: Business Analytical Services			
Business Analytical Services	Service Type	Service Component	Component Definition
	Business Intelligence	Decision Support and Planning	Provides for the identification, gathering and analysis of data for decision making, resolution of problems and business issues and to support predicting of the impact of decisions before they are made or predicting events that require decision making in the present.
		Reporting	Retrieves, manipulates and presents information as needed.
		Data Mining	Sifts through a variety of data and business transaction results to uncover patterns and relationships that can be aggregated and interpreted for business decision-making.
		Strategic Planning and Management	Supports the determination of long-term goals and the identification of the best approach for achieving those goals.
		Activity-Based Management	Uses activity-based costing to improve strategic and operational decisions in an organization. Activity-based costing establishes relationships between overhead costs and activities so that overhead costs can be more precisely allocated to products, services or customer segments. Activity-Based Management combines business process analysis (how an organization's processes consume resources) and activity-based costing to create a cost model that dynamically reflects the underlying business processes of the organization, which can better inform decision-making.
	Presentation	Multimedia	Supports the representation of information in more than one form including text, audio, graphics, animated graphics and video.
	Analysis and Statistics	Modeling and Simulation	Supports the simulating of conditions or activities by performing a set of equations on a set of data and the representing of the interaction between real-world objects.
		Predictive Analysis	Supports the forecasting of something in advance through the use of data.
		Mathematical Methods	Supports the use of mathematical functions and algorithms for the analysis of data.

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Service Domain: Digital Asset Services			
	Service Type	Service Component	Component Definition
Digital Asset Services	Information Services	Knowledge Management	Organizes and manages information regarding policy and process for subsequent retrieval through knowledge sharing.
		Content Management	Creates, revises, and manages content regarding policy, business rules, processes etc. for publication into the knowledge base.
		Records Management	Provides the capability to store, protect, archive, classify, retrieve and retire documents and information.

Service Domain: Business Management Services			
	Service Type	Service Component	Component Definition
Business Management Services	Management of Process	Project Management	Organizes and manages resources in such a way the resources deliver the results required to complete the defined scope of an effort within defined time and cost constraints. A project is a temporary, one-time endeavor undertaken to realize a particular outcome.
		Consultative Services	Provides support on program and policy development and implementation.
		Program Management	Manages the day-to-day operations of an ongoing effort.
		Requirements Management	Gathers and analyzes the needs, expectations or prerequisites that specify an effort to be undertaken by an organization.
		Quality Management	Manages an enterprise's processes that help determine the level of assurance that a product or service will satisfy certain requirements.
		Risk Management	Identifies the probabilities of hazards as they relate to a task, decision or long-term goal, proposes approaches to mitigating risks and allows for a process to ensure risk identification and mitigation are being done on an ongoing basis.
		Change Management	Control the process for updating or modifying an enterprise's existing business processes, documents or software.
		Configuration Management	Controls an organization's hardware environment, software environments and documents.

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Service Domain: Process Automation Services			
	Service Type	Service Component	Component Definition
Process Automation Services	Tracking and Workflow	Process Tracking	Allows the monitoring of activities within and/or across business cycles.
		Case/Issue Management	Manages the life cycle of a particular claim or investigation including the creation, routing, tracing, assignment and closing of a case; also supports collaboration among case handlers.

Appendix B: Performance Measures

This section outlines the performance measures upon which service under this SLA will be assessed. The HR LOB identified a set of mandatory performance measures that ***must be included in the negotiated SLAs*** between the customer and the Shared Service Center. Performance measures were identified based on the HR LOB Performance Model, e-Payroll SLAs, industry best practices and input from the Customer Council and Shared Service Center Advisory Council (SSCAC). This section also includes a list of recommended measures that are not mandatory.

Shared Service Centers and Customers will negotiate the performance metric, metric interval, customer and provider service responsibilities associated with each performance measure. Shared Service Centers and Customers may add measures above the set identified by HR LOB.

Table Column Definitions

- HR LOB Sub-function: the HR LOB Business Reference Model Sub-function
- Performance Measure: name of the performance measure
- Performance Measure Definition: detailed description of what the measure is assessing
- Performance Category: the category that the metric best describes- cost, quality, timeliness
 - Quality: Was the work done correctly & accurately?
 - Timeliness: Was the work done within time constraints?
 - Cost: How much did it cost to provide the service?
- Calculation / Metric Format: the data and calculation involved in arriving at the final metric
- Suggested Metric Interval: suggested frequency for when the services will be assessed

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Mandatory Performance Measures

HR LOB Sub-function	Performance Measure	Performance Measure Definition	Performance Category	Calculation / Metric Format	Suggested Metric Interval
Cross-Function	System Availability	Production system availability during business hours excluding Federal Holidays and scheduled system outages	Quality	Percentage of production system availability during business hours excluding Federal Holidays and scheduled system outages (XX% Available)	Quarterly
Cross-Function	OPM Regulatory System Changes	OPM regulatory or mandated application/table changes completed by due date	Timeliness	Percentage of OPM regulatory or mandated application/table changes completed by time frames mandated (XX%)	Quarterly
Cross-Function	Helpdesk Availability	Availability of helpdesk personnel during business hours	Quality	Percentage of availability of helpdesk personnel during business hours (XX%)	Quarterly
Cross-Function	Helpdesk Response Time	End user calls returned within a pre-determined time frame	Timeliness	Percentage of end user calls returned within a pre-determined time frame (XX%)	Quarterly
Cross-Function	Helpdesk Resolution Time	End user issues resolved in pre-determined time frame	Timeliness	Percentage of end user issues resolved within a pre-determined time frame (XX% of issues resolved within Y # of hours or days)	Quarterly

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HR LOB Sub-function	Performance Measure	Performance Measure Definition	Performance Category	Calculation / Metric Format	Suggested Metric Interval
Personnel Action Processing	Process Personnel Action (excludes mass actions)	Percent of personnel transactions completed by the HRIT system within the designated time frame	Timeliness	Number of transactions completed within appropriate time frame divided by total number of transactions multiplied by 100 (XX%)	Quarterly
Personnel Action Processing	Implement Mass Action	Percent of transactions completed by the HRIT system within the appropriate time frame	Timeliness	Number of transactions completed within appropriate time frame divided by total number of transactions multiplied by 100 (XX%)	Quarterly
Personnel Action Processing	Personnel Transaction Corrections (note: can also be used to measure quality for benefits corrections)	Percent of corrections completed by the HRIT system	Quality	Total number of corrections in a specified time period divided by total number of personnel transactions in that time period (XX%)	Quarterly
Compensation Management	Timely Payroll Payments	Salary payments (excluding manual payments) are issued and available to employee per scheduled payday	Timeliness	Percentage of salary payments (excluding manual payments) are issued and available to employee per scheduled payday. (XX% of employee payments available per scheduled payday)	Data to be captured Biweekly and reported on Quarterly

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HR LOB Sub-function	Performance Measure	Performance Measure Definition	Performance Category	Calculation / Metric Format	Suggested Metric Interval
Compensation Management	Accurate Payroll Payments	Salary payments (excluding manual payments) are issued correctly	Quality	Percentage of accurate payments based on information in system at time pay runs (XX% accuracy based on information in system at time pay runs)	Data to be captured Biweekly and reported on Quarterly
Benefits Management	Employee Update Files	Transmission of employee update files made to the external benefit provider within established timeframes	Timeliness	Percentage of files updated within the established timeframe (XX%)	Quarterly

Recommended Performance Measures

HR LOB Sub-function	Performance Measure	Performance Measure Definition	Performance Category	Calculation / Metric Format	Suggested Metric Interval
Cross-Function	Planned Outage Communication	Timely notification of planned outages	Timeliness	Timely notification of planned outages (XX% of notifications provided Y days in advance)	Quarterly
Cross-Function	Report Portal Availability	Report portal availability during business hours excluding Federal Holidays and scheduled system outages	Quality	Percentage of report portal availability during business hours excluding Federal Holidays and scheduled system outages (XX% Available)	Quarterly

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HR LOB Sub-function	Performance Measure	Performance Measure Definition	Performance Category	Calculation / Metric Format	Suggested Metric Interval
Compensation Management	Time to Disburse Off-cycle Payments	The time an off-cycle payroll transaction takes from the time an organization receives authorizing documents to the time payment is disbursed	Timeliness	Difference between the time authorizing documents are received and off-cycle payroll disbursement is made divided by the total number of off-cycle payroll disbursements	Quarterly
Compensation Management	Off-cycle Payments Due to Errors	The percent of off-cycle payments that are made due to errors	Quality	Number of off-cycle payments due to errors divided by total number of off-cycle payments multiplied by 100 (XX%)	Quarterly
Benefits Management	Cost per Update File Transmission per Annum / per seat	Cost to transmit employee update files on a per transmission basis	Cost	Total transmission cost / Total number of transmissions	Annually



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