

DEPARTMENT OF THE NAVY  
HUMAN RESOURCES SERVICE CENTER  
NORTHEAST



ADMINISTERING  
THE DEPARTMENT OF THE NAVY  
HUMAN RESOURCES  
ACTIVITY-BASED COSTING (ABC)  
SURVEY – A GUIDE

April 2003

## **BACKGROUND**



This Guide is designed to assist Department of the Navy Human Resources (HR) activities in administering the HR Activity-Based Costing (ABC) survey to members of their HR workforce. The prepared, standard survey form and worksheet (Attachment A) are to be used when conducting your survey.

Employee understanding of the survey is critical. The survey is not designed to measure/scrutinize the work of individual employees. Rather, it is an overall fact-gathering methodology that will provide Navy HR an understanding of how it uses its resources and how functions work together in a regionalized environment. Accordingly, it is essential that management communicate with employees continuously prior to survey administration. Enclosure (1) is an e-mail message that suggests a model approach to this task. Note that the Director communicated with each employee about the survey. This was followed by an e-mail (i.e., enclosure [1]) which further elaborated on the purpose of the survey. The e-mail alludes to a third discussion of this subject with employees by the Deputy Director via an “Ownership” meeting.

## **ADMINISTERING THE HR ABC SURVEY**



Administration of the survey is a fairly simple “by the numbers operation.” First the HR (or HRSC) Director should identify one or two people who will act as Survey Administrator(s). The role of the Administrator(s) is to first arrange the location of the survey and then provide the scheduling of HR employees’ appearance at the survey site. The goal is to ensure that at least 70% of all HR employees take the survey, but the greater the number the better.

The survey should be conducted only in a classroom setting. This approach allows the Administrator(s) to provide specific verbal instruction and supporting, simple graphics about the survey, and to answer questions **before** the employees actually complete it. It also aids the employees in completing the survey in the recommended timeframe, approximately one to one and one-half (1-1 ½) hours – an ample amount of time based on all previously conducted surveys.

The Administrator(s) should emphasize that the results of the survey are intended to improve both the products produced and the organization's competitive position. The Administrator(s) should also emphasize that the survey's purpose is to analyze the position and not the person.

The next responsibility of the Administrator(s) is to explain how the survey should be executed. This is a standardized step process, but in order to get a common understanding of terms, first look at Attachment (A) and note how the survey form is constructed. It is broken down into 11 HR activities, labeled A through K. Each activity is broken down into numbered tasks (e.g., A1, A2, etc.). Individual tasks are further broken down into sub-tasks (e.g., A1.1, A1.2).

The Administrator(s) should use a viewgraph to list the more common and more recurring tasks performed among the HR workforce and explain where these tasks would be marked on the survey. A sample viewgraph that the Survey Administrator(s) can use is contained in enclosure (2). The Survey Administrator(s) should go over each task contained in the viewgraph and state where the employee would record each task on the survey. The first task listed in enclosure (2) is travel done in connection with a specific job. The employee should indicate travel as part of the individual task which was the basis for the travel and not as a separate survey entry. For example, if the employee travels to participate in the procedures of an unfair labor practice charge, the time spent in travel would be recorded in survey item B2.4.

Employees may be on teams involved in planning, developing and implementing HRSC/HRO initiatives such as Modern and Resumix. This work can be recorded in three places: A1.1, H1, or E1. Survey item A1.1 is reserved only for work that is at the planning and implementing level. If employees use Resumix as part of normal staffing duties, it is recorded in survey item H1. If employees, such as Code 20 HRSC employees, work on Modern as part of normal duties, it is recorded in survey item E1.

Supervisors should record all supervisory duties performed under survey item A2.2. For example, a supervisor who certifies timecards and who prepares and submits performance awards should record these tasks in survey item A2.2. However, an employee who performs timekeeping functions should record this task in survey item J4.7. An employee who processes performance awards should record this task in survey item D6.5.

The remainder of the tasks listed on the viewgraph should be recorded in the survey item listed for that task.

Now here are the standard instructions that the Administrator(s) should provide to employees completing the survey:

**First:** List your code, position title, series, and grade on both the survey form and the worksheet. Review all activities and determine which task(s) (e.g., A1, B3, etc.) you perform (regardless of what position you hold in the organization and regardless of how much time you spend doing it) and place a check mark next to each relevant task.

**Second:** When the first step is completed, go back and review all sub-tasks (e.g., A1.1, B3.1, etc.). For each sub-task you perform, place a check mark and assign a percentage of time in the box to the right of the sub-task description. For each task (e.g., A1, B3), add up the percentage of time spent in each sub-task and place that total percentage in the “TOTAL” box to the far right. Note that the total percentage of time for each task should be recorded in increments of 5% (5% of one FTE is roughly 100 hours per year --- or 2 hours per week --- or one day per month).

**Third:** Transfer the percentages in the “TOTAL” box for each task onto the ABC Survey Worksheet, which simply summarizes the percentages identified in the second step. All percentages should add up to 100.

When the surveys are completed, it is critical that the worksheet is attached to the corresponding survey form. If a worksheet does not add up to 100%, immediately ask the employee to review his/her survey and worksheet and change it so that 100% of the employee’s tasks are accounted for.

As stated above, the survey takes approximately 1- 1 ½ hours to complete. This includes time to provide instructions and time to review each worksheet to ensure that surveyed employees total tasks add up to exactly 100%.

To assist the Administrator, a list of “Frequently Asked Questions” is contained in enclosure (3).

### Normalize Survey Data



When the ABC surveys are completed and collected, managers or individuals knowledgeable of the organization’s activities must “normalize” them, i.e., review them for glaring inaccuracies. For example, a Personnel Clerk, GS-203-04, indicates 30% of his/her time is spent performing a labor relations activity. The Clerk’s manager knows that this cannot be the case because the employee does not perform labor relations activities. When this occurs, the appropriate manager should adjust the data to indicate the activity the employee performed and the realistic time taken to perform it. After the surveys are normalized, forward them to the designated point of contact for analysis.

**ACTIVITY-BASED COSTING SURVEY WORKSHEET**

<b>Code/Title/Series/Grade:</b>	<b>Total % of Time Spent in the Past Year</b>
A1. Develop Personnel Policy and Plans for HRSC/HRO-wide Use	
A2. Perform Supervisory/Managerial HR Services	
B1. Negotiate/Administer Labor Agreements and Labor Relations Policies	
B2. Perform Functions Relating to Grievances and Third Party Cases	
B3. Perform Other Labor Relations Functions	
B4. Administer Discipline Program	
C1. Perform Planning & Design Services	
C2. Provide Acquisition Services	
C3. Manage/Administer Training Services	
C4. Deliver Training and Training Support Services	
C5. Manage Information Resources	
C6. Manage/Administer Data	
C7. Administer Organizational Development Services	
C8. Operate Employee Resource Center and Associated Functions	
D1. Process Life Insurance Programs	
D2. Process Health Benefits	
D3. Administer Thrift Savings Plan (TSP) Program	
D4. Administer Workers Compensation Programs	
D5. Administer Drug Testing Program	
D6. Administer/Process Incentive Awards	
D7. Administer Performance Management	
D8. Provide Retirement Functions	
D9. Perform EBIS/IVRS Functions	
D10. Perform Human Resources Benefits Call Center (HRBCC) Functions	
E1. Manage/Maintain Modern Defense Civilian Personnel Data System (MDCPDS)	
E2. Manage/Maintain HR Systems (Non-MDCPDS)	
E3. Perform Personnel Action Processing (Non-Traditional)	
E4. Support IT Infrastructure	
F1. Process Transactions	
F2. Maintain Personnel Files and Records	
F3. Perform Quality Control and Reconcile Data	
F4. Administer Personnel Security/Suitability	
G1. Perform Classification and Position Management	
H1. Provide Internal Placement Functions	
H2. Provide External Recruitment and Selection Function	
H3. Provide Special Recruitment Function	
H4. Provide Reduction-In-Force (RIF)/Downsizing Function	
H5. Administer the Priority Placement Program (PPP)	
H6. Perform Other Staffing-Related Activities	
H7. Administer Pay and Hours of Duty	
H8. Perform Organization Workforce Downsizing and Restructuring	
H9. Administer the Military Spouse Program	
I1. Administer Special Events/Functions	
I2. Participate in External HR Organizations	
J1. Contracting HR Services	
J2. Perform Annual/Quarterly/Monthly/Periodic Reporting Functions	
J3. Perform Business Management	
J4. Perform General Administration	
J5. Perform Business Administration	
J6. Administer Flexible Workplace Program	
J7. Perform Leave Administration	
K1. Administer Equal Employment Opportunity/Affirmative Employment Programs	
K2. Administer Alternate Dispute Resolution (ADR)	
K3. Administer Equal Employment Opportunity Complaints	
K4. Administer Equal Employment Opportunity Special Emphasis Program Management	
K5. Administer Equal Employment Opportunity Data Management	
<b>TOTAL</b>	<b>100%</b>

<b>Department of the Navy</b>		
<b>Human Resources (HR) Services</b>		
<b>Activity-Based Costing</b>		
<b>SURVEY</b>		
1. Code:		
2. Position Title:		
3. Series/Grade: (GS-203-05)		
4. If you worked less than full-time over all of the past year, enter the % of the year (e.g., 20 hrs/wk = 50%):		
<b>PART I</b>		
<b>Instructions:</b>		
<b>Check only one box to the right:</b>		
Manager/Supervisor (Full Supervisor or Manager)	<input type="checkbox"/>	
Lead/Specialist/Assistant	<input type="checkbox"/>	
Secretary/Clerical	<input type="checkbox"/>	
<b>PART II</b>		
<b>Instructions:</b>		
1. Please page through the Survey.		
2. Determine which <b>tasks</b> (i.e. A1, B3, etc.) you perform and place a check mark next to each one.		
3. Go back through the Survey again and review all the <b>sub-tasks</b> (i.e., A1.1, B3.1 etc.) - place a check mark next to each one you perform.		
4. Assign a percentage of time for each task and mark this percentage in the box in the far right column (must be 5% or more). All tasks must add up to 100%.		
5. Review each <b>sub-task</b> and assign a percentage of time beside each check mark.		
<b>ACTIVITY SURVEY</b>		
<b>Overall Objective: Provide Human Resources Services</b>		
	<b>Check Box</b>	<b>Total %</b>
	<b>&amp; Assign %</b>	<b>of Time</b>
	<b>If Task</b>	<b>Spent in the</b>
	<b>Performed</b>	<b>Past Year</b>
<b>A Provide Personnel Management and Information Systems policy, planning, oversight, and direction</b>		
<b>A1. Develop Personnel Policy and Plans for HRSC/HRO-wide Use</b>		
A1.1. Plan, develop and implement HRSC/HRO initiatives	<input type="checkbox"/>	
A1.2. Provide advice to managers and employees on nationwide issues	<input type="checkbox"/>	
A1.3. Develop written agency-wide guidance	<input type="checkbox"/>	

	Check Box & Assign % If Task Performed	Total % of Time Spent in the Past Year
A1.4. Develop guidance in regional or local implementation of Federal personnel laws and government-wide regulations		
A1.5. Coordinate with other organizations on guidance development and implementation		
A1.6. Provide agency-level representation on HR issues		
<b>TOTAL A1.</b>		
<b>A2. Perform Supervisory/Managerial HR Services</b>		
A2.1. Perform program direction		
A2.2. Supervise people (includes performance management/discipline/awards programs)		
A2.3. Develop a position description		
A2.4. Review and justify budgets		
A2.5. Implement management's program plans		
<b>TOTAL A2.</b>		
<b>B Perform Labor Relations/Employee Relations Functions</b>		
<b>B1. Negotiate/Administer Labor Agreements and Labor Relations Policies</b>		
B1.1. Review, research and respond to union negotiation proposals		
B1.2. Formulate local union policy		
B1.3. Conduct bargaining (negotiate contract, conduct mid-term bargaining)		
B1.4. Conduct Impact & Implementation bargaining		
B1.5. Process FLRA representations petitions		
B1.6. Advise management/employees		
B1.7. Provide information to union		
B1.8. Review/conduct interest based bargaining		
B1.9. Examine/conduct union negotiability determinations		
<b>TOTAL B1.</b>		
<b>B2. Perform Functions Relating to Grievances and Third Party Cases</b>		
B2.1. Process grievances using administrative grievance procedure		
B2.2. Process grievances using negotiated grievance procedure (includes arbitration)		
B2.3. Conduct/prepare/advise 3rd party representation before the MSPB		
B2.4. Participate in the procedures of an unfair labor practice charge		
B2.5. Represent the agency before the EEOC/FLRA/FSIP		
B2.6. Conduct impasse proceedings		
<b>TOTAL B2.</b>		
<b>B3. Perform Other Labor Relations Functions</b>		
B3.1. Perform labor-management partnership activities		
B3.2. Administer union dues withholding		
B3.3. Provide counseling		
B3.4. Input and update records/files		

	Check Box & Assign % If Task Performed	Total % of Time Spent in the Past Year
<b>TOTAL B3.</b>		
<b>B4. Administer Discipline Program</b>		
B4.1. Counsel management/employees		
B4.2. Explore settlement options		
B4.3. Prepare Proposal and Decision Notices		
B4.4. Review documentation		
B4.5. Provide OIG report review/analysis		
B4.6. Evaluate arrest and conviction		
B4.7. Evaluate employee malfeasance (off/on duty)		
B4.8. Process performance based action		
B4.9. Administer discipline and adverse action plan		
<b>TOTAL B4.</b>		
<b>C Administer and Coordinate Training Programs, Policy, and Organizational Development Functions</b>		
<b>C1. Perform Planning &amp; Design Services</b>		
C1.1. Implement agency-wide training programs and policies		
C1.2. Conduct training needs survey		
<b>TOTAL C1.</b>		
<b>C2. Provide Acquisition Services</b>		
C2.1. Provide and select training vendor		
<b>TOTAL C2.</b>		
<b>C3. Manage/Administer Training Services</b>		
C3.1. Provide advice and counseling		
C3.2. Evaluate training classes and evaluate instructors		
C3.3. Schedule customized training		
C3.4. Develop and prepare training brochures		
C3.5. Administer the Career Development Program		
C3.6. Manage VRA/Upward Mobility Program		
C3.7. Manage Probationary Supervisors Program		
C3.8. Manage Student Employment Program		
C3.9. Provide Vendor Recommendations		
C3.10. Manage mandatory training		
C3.11. Manage Executive Development Program		
C3.12. Provide training announcements		
<b>TOTAL C3.</b>		

	Check Box & Assign % If Task Performed	Total % of Time Spent in the Past Year
<b>C4. Deliver Training and Training Support Services</b>		
C4.1. Develop and support on-site training programs		
C4.2. Maintain training facilities and equipment		
C4.3. Conduct training courses/briefings		
<b>TOTAL C4.</b>		
<b>C5. Manage Information Resources</b>		
C5.1. Provide multimedia resources		
C5.2. Establish and maintain video and training resource library		
<b>TOTAL C5.</b>		
<b>C6. Manage/Administer Data</b>		
C6.1. Maintain training records and update the Modern Defense Civilian Personnel Data System (MDCPDS)		
C6.2. Administer DAWIA Program		
<b>TOTAL C6.</b>		
<b>C7. Administer Organizational Development Services</b>		
C7.1. Plan and evaluate workforce development		
C7.2. Provide continuing education information and guidance		
<b>TOTAL C7.</b>		
<b>C8. Operate Employee Resource Center and Associated Functions</b>		
C8.1. Maintain audio visual (A/V) equipment library		
C8.2. Assist employees in use of A/V equipment (e.g., computer, VCR, etc.)		
C8.3. Advise and counsel employees on appropriate self-learning courses		
<b>TOTAL C8.</b>		
<b>D Employee Benefits/Services Activities</b>		
<b>D1. Process Life Insurance Programs</b>		
D1.1. Process new hire & rehire - 180 day		
D1.2. Process designation of beneficiary		
D1.3. Decrease/cancel enrollment of life insurance		
D1.4. Increase coverage with change in family status		
D1.5. Increase coverage without change in family status		
D1.6. Process living benefits		
D1.7. Process Assignment of FEGLI		
D1.8. Process life insurance for retiring employees		
D1.9. Process life insurance for deceased employees		
D1.10. Process life insurance for deceased family member		
D1.11. Provide counseling		
<b>TOTAL D1.</b>		
<b>D2. Process Health Benefits</b>		

	Check Box & Assign % If Task Performed	Total % of Time Spent in the Past Year
D2.1. Conduct health benefits open season		
D2.2. Process health benefits (SF-2809)		
D2.3. Process FEHB, LWOP, and TCC		
D2.4. Transfer FEHB for FECA		
D2.5. Process FEHB for deceased		
D2.6. Provide counseling		
<b>TOTAL D2.</b>		
<b>D3. Administer Thrift Saving Plan (TSP) Program</b>		
D3.1. Conduct TSP open season		
D3.2. Process TSP for new hires/rehires		
D3.3. Process TSP cancellations		
D3.4. Process TSP in-service withdrawal program		
D3.5. Provide counseling		
<b>TOTAL D3.</b>		
<b>D4. Administer Workers Compensation Programs</b>		
D4.1. Represent region to DOL and top management		
D4.2. Review forms and documentation prior to forwarding to DOL		
D4.3. Review bills for DOL		
D4.4. Maintain log and files on injuries		
D4.5. Assist managers in establishing light duty assignments		
D4.6. Develop job offers to bring employees back to work		
D4.7. Develop strategy to reduce costs		
D4.8. Controvert claims		
D4.9. Monitor activity chargeback costs		
D4.10. Provide counseling		
<b>TOTAL D4.</b>		
<b>D5. Administer Drug Testing Program</b>		
D5.1. Coordinate drug testing/screening		
D5.2. Administer Department of Transportation Alcohol Testing Program		
D5.3. Administer automated drug testing process		
D5.4. Oversee drug testing billing		
D5.5. Arrange for testing		
D5.6. Provide guidance to managers/employees		
<b>TOTAL D5.</b>		
<b>D6. Administer/Process Incentive Awards</b>		
D6.1. Coordinate and administer awards programs; review documentation		
D6.2. Administer Sick Leave Certificates and pins; length of service pins; attendance awards		
D6.3. Administer/process quality step increases		

	Check Box & Assign % If Task Performed	Total % of Time Spent in the Past Year
D6.4. Process special awards		
D6.5. Process performance awards		
D6.6. Process honorary awards		
D6.7. Process gainsharing awards		
D6.8. Provide guidance to managers/employees		
<b>TOTAL D6.</b>		
<b>D7. Administer Performance Management</b>		
D7.1. Administer/process performance appraisals		
D7.2. Administer/process within grade denials		
D7.3. Review and analyze system changes by OPM and OCHR		
D7.4. Provide guidance to managers/employees		
<b>TOTAL D7.</b>		
<b>D8. Provide Retirement Functions</b>		
D8.1. Process retirement calculations		
D8.2. Process non-disability retirements		
D8.3. Process disability retirements		
D8.4. Process refund of retirement deductions		
D8.5. Process special retirements		
D8.6. Provide counseling		
D8.7. Prepare forms		
D8.8. Process buyouts		
D8.9. Prepare letters to services with certificates and pins		
D8.10. Process deposits/redeposits		
D8.11. Process military deposits		
D8.12. Process request for voluntary contributions		
D8.13. Process refund of voluntary contributions		
D8.14. Process beneficiary forms		
D8.15. Process death benefits		
D8.16. Provide liaison with Social Security re: Medicare and Pension Eligibility		
D8.17. Process Reduction in Force (RIF) separations		
D8.18. Compute severance pay calculations		
<b>TOTAL D8.</b>		
<b>D9. Perform Employees Benefits Information System (EBIS)/Interactive Voice Response System (IVRS) Functions</b>		
D9.1. Review transactions processed through EBIS/IVRS		
D9.2. Research/resolve MDCPDS and payroll problems		
D9.3. Resolve/respond to Remedy action items		
D9.4. Perform/conduct EBIS/IVRS monthly quality control (QC) for FEHB and FEGLI		
<b>TOTAL D9.</b>		
<b>D10. Perform Human Resources Benefits Call Center (HRBCC) Functions</b>		

	Check Box & Assign % If Task Performed	Total % of Time Spent in the Past Year
D10.1. Monitor/document telephone calls taken by the HRBCC counselors		
D10.2. Write/revise the HRSC-NE/HRBCC Standard Operating Procedures (SOPs)		
D10.3. Review/approve documents drafted by HRBCC		
D10.4. Provide technical guidance to HRBCC on complex issues		
D10.5. Review and report on HRBCC problems/errors		
D10.6. Attend HRBCC meetings/conference calls		
D10.7. Monitor/correct EBIS/IVRS system problems		
D10.8. Prepare EBIS/IVRS monthly and ad hoc reports		
D10.9. Prepare Remedy monthly and ad hoc reports		
D10.10. Monitor/run FEHB carrier feed process		
D10.11. Research/report MDCPDS/EBIS/IVRS interface problems		
D10.13. Provide contractor compliance reports		
D10.14. Function as a CSR in a HRBCC		
<b>TOTAL D10.</b>		
<b>E Operate/Maintain Automated Personnel Systems and Information</b>		
<b>E1. Manage/Maintain MDCPDS</b>		
E1.1. Perform system management (accounts, schedules, system analysis information dissemination, problem reporting)		
E1.2. Perform system maintenance (tables, QC, troubleshooting)		
E1.3. Perform report development, generation, analysis and distribution (Cognos and MS Access reports/extracts; SF-50s; RIPs)		
<b>TOTAL E1.</b>		
<b>E2. Manage/Maintain HR Systems (Non-MDCPDS)</b>		
E2.1. Perform system management (accounts, information dissemination, problem reporting, operational assistance)		
E2.2. Perform system maintenance (backups, installations and troubleshooting)		
E2.3. Perform report development, generation, analysis and distribution (productivity metrics, access, Cognos)		
E2.4. Develop and maintain applications		
<b>TOTAL E2.</b>		
<b>E3. Perform Personnel Action Processing (Non-Traditional)</b>		
E3.1. Process Mass Actions (automatic and individual)		

	Check Box & Assign % If Task Performed	Total % of Time Spent in the Past Year
E3.2. Perform system error correction		
<b>TOTAL E3.</b>		
<b>E4. Support IT Infrastructure</b>		
E4.1. Assist in the administration of LAN, communications, equipment maintenance/inventory, troubleshooting, system utilization and tools		
E4.2. Assist in PC configurations, software set-up, inventory, troubleshooting		
E4.3. Administer IT Security Program		
<b>TOTAL E4.</b>		
<b>F Process Personnel Actions, Files and Records</b>		
<b>F1. Process Transactions</b>		
F1.1. Monitor System Generated SF-50s - WGI's, Tenure Term Appt, RTD		
F1.2. Create customer service reports		
F1.3. Process New Hires (including fingerprints)		
F1.4. Process checkout/separation actions		
F1.5. Input action into system		
F1.6. Review, verify, code, and sign and distribute SF-50		
F1.7. Process SF-86 (NACI)		
F1.8. Process SF-75 information		
F1.9. Process PCS travel		
F1.10. Distribute payroll CSR forms		
F1.11. Process claim for purchase/sale of real estate		
F1.12. Perform SCD computations		
F1.13. Process volunteer actions		
F1.14. Perform position build procedures		
F1.15. Respond to FOIA/Privacy Act requests		
F1.16. Execute VSIP/VERA Actions		
F1.17. Process reemployed annuitants		
F1.18. Separate reemployed annuitants		
<b>TOTAL F1.</b>		
<b>F2. Maintain Personnel Files and Records</b>		
F2.1. Process incoming OPFs from FRC/other activity		
F2.2. Process outgoing OPFs to FRC/other activity		
F2.3. Perform the check-in of central records/OPFs within HRSC/HRO		
F2.4. Perform the check-out of central records/OPFs within HRSC/HRO		
F2.5. Prepare central records/OPFs for shipping to FRC		
F2.6. Miscellaneous document filing		
F2.7. Maintain and/or update MDCPDS		
F2.8. Process requests for OPF documents (not entire OPF)		
<b>TOTAL F2.</b>		
<b>F3. Perform Quality Control and Reconcile Data</b>		

	Check Box & Assign % If Task Performed	Total % of Time Spent in the Past Year
F3.1. Review payroll error reports		
F3.2. Review MDCPDS edits/tickler reports		
F3.3. Verify accuracy of data		
F3.4. Update data as required		
<b>TOTAL F3.</b>		
<b>F4. Administer Personnel Security/Suitability</b>		
F4.1. Review employee security package		
F4.2. Work with employee/management to secure proper security forms		
F4.3. Perform fingerprinting		
F4.4. Provide suitability checks		
F4.5. Request investigations		
F4.6. Review clearances and certifications		
F4.7. Reconcile security information		
<b>TOTAL F4.</b>		
<b>G Administer Classification and Position Management</b>		
<b>G1. Perform Classification and Position Management</b>		
G1.1. Assign PD Number		
G1.2. Conduct PD file maintenance		
G1.3. Do pen & ink changes to PD		
G1.4. Prepare PD amendments		
G1.5. Conduct classification of position (includes desk audits)		
G1.6. Perform classification & advisory classification for MTP and demo classification		
G1.7. Review OPM draft classification standards		
G1.8. Apply new OPM classification standards		
G1.9. Conduct classification appeal process		
G1.10. Conduct wage surveys		
G1.11. Conduct consistency review		
G1.12. Determine FLSA status		
G1.13. Manage details to unclassified duties		
G1.14. Develop/review accretion of duties package		
G1.15. Manage reorganizations		
G1.16. Advise and counsel management on position classification		
G1.17. Advise and counsel management on position classification during reorganization		
G1.18. Perform classification and competitive level verification process		
<b>TOTAL G1.</b>		

	Check Box & Assign % If Task Performed	Total % of Time Spent in the Past Year
<b>H Perform Staffing, Recruiting, Selection, Promotion Activities</b>		
<b>H1. Provide Internal Placement Functions</b>		
H1.1. Provide advice and counsel on staffing alternatives		
H1.2. Develop local grammar for the Resumix system		
H1.3. Build local grammar for the Resumix system		
H1.4. Incorporate resumes into the Resumix system		
H1.5. Write job analysis		
H1.6. Create requisition		
H1.7. Prepare and post vacancy announcements		
H1.8. Create crediting plan (i.e., skills identification & custom search criteria)		
H1.9. Do applicant search		
H1.10. Perform basic qualification determination (i.e., rating/ranking, tracking)		
H1.11. Issue certificate		
H1.12. Job Offers (update requisition, MP Tracker & Event Codes)		
H1.13. Process career ladder promotions		
H1.14. Process details		
H1.15. Process non-competitive reassignments		
H1.16. Process non-competitive temporary promotions		
H1.17. Process change to lower grade actions		
H1.18. Answer employee/external queries on Resumix status/operation		
H1.19. Answer Resumix queries from manager post crediting plan development		
<b>TOTAL H1.</b>		
<b>H2. Provide External Recruitment and Selection Function</b>		
H2.1. Determine recruitment strategy		
H2.2. Develop KSAs and selective factors		
H2.3. Write job analysis and crediting plans		
H2.4. Prepare vacancy announcements		
H2.5. Upload vacancy announcements		
H2.6. Screen applications for minimum qualifications		
H2.7. Conduct rating and ranking		
H2.8. Prepare certificates of eligibles		
H2.9. Respond to applicant inquiries in writing		
H2.10. Respond to applicant inquiries by telephone		
H2.11. Prepare and send notices of ratings		
H2.12. Respond to passovers and objections		
H2.13. Provide advice and counsel on recruitment and selection		
<b>TOTAL H2.</b>		
<b>H3. Provide Special Recruitment Function</b>		
H3.1. Conduct college recruiting		
H3.2. Act as liaison with colleges		
H3.3. Conduct Federal Grant, College Work Study, Vocational Education, Senior Community Service Employment, Job Training Partnership Act, Retired		

	Check Box & Assign % If Task Performed	Total % of Time Spent in the Past Year
Senior Volunteer, and Community Work Service Programs		
H3.4. Provide recruitment outreach packages/access to colleges, VocRehab offices, and to veteran's organizations		
<b>TOTAL H3.</b>		
<b>H4. Provide RIF/Downsizing Function</b>		
H4.1. Perform RIF activities		
H4.2. Perform transfer of function activities		
H4.3. Determine downsizing strategy		
H4.4. Execute downsizing		
H4.5. Execute Outplacement Program Phase II VSIP		
H4.6. Provide advice to management on RIF procedures and policies		
<b>TOTAL H4.</b>		
<b>H5. Administer the Priority Placement Program (PPP)</b>		
H5.1. Conduct PPP registration		
H5.2. Provide PPP counseling		
H5.3. Clear PPP before action		
H5.4. Maintain PPP files		
H5.5. Close PPP upon receipt of referral		
H5.6. Establish PPP qualifications		
H5.7. Resolve PPP qualifications disputes		
<b>TOTAL H5.</b>		
<b>H6. Perform Other Staffing-Related Activities</b>		
H6.1. Check Automated Stopper and Referral System (ASARS)		
H6.2. Respond to ASARS inquiries		
H6.3. Excepted Service/Volunteers/Special Placements/Career Programs		
H6.4. Process 180 day waiver requirement		
H6.5. Administer Reemployment Priority List		
H6.6. Administer Spouse Employment/CORS/Overseas		
H6.7. Execute pay determinations		
H6.8. Process Overseas Extension Actions (CONUS)		
H6.9. Manage mobilization		
H6.10. Advise and counsel employees and management		
<b>TOTAL H6.</b>		
<b>H7. Administer Pay and Hours of Duty</b>		
H7.1. Coordinate pay setting		
H7.2. Coordinate special pay requests/resolve payroll errors		
H7.3. Assist in Federal Wage System (FWS) Surveys		
H7.4. Perform annual review of special salary rates		
H7.5. Provide HRSC/HRO-wide annual MDCPDS update and central generation of personnel actions		

	Check Box & Assign % If Task Performed	Total % of Time Spent in the Past Year
H7.6. Administer severance pay		
<b>TOTAL H7.</b>		
<b>H8. Perform Organization Workforce Downsizing and Restructuring</b>		
H8.1. Perform furlough planning		
H8.2. Administer Aggressive Outplacement (career transition) Activity: Career counseling, available job opportunities (including internet job connections); skills identification; retraining; employee assistance		
H8.3. Provide advice on reorganizations		
<b>TOTAL H8.</b>		
<b>H9. Administer the Military Spouse Program</b>		
H9.1. Conduct registration		
H9.2. Provide counseling		
H9.3. Clear before action		
H9.4. Maintain files		
H9.5. Close upon receipt of referral		
H9.6. Establish qualifications		
H9.7. Resolve qualifications disputes		
<b>TOTAL H9.</b>		
<b>I Administer/Participate in HR Special Events, Functions, and Organizations</b>		
<b>I1. Administer Special Events/Functions</b>		
I1.1. Coordinate and administer blood and CFC drives		
I1.2. Provide support to charitable organizations		
I1.3. Coordinate and administer Employee Assistance/Wellness Programs		
I1.4. Coordinate and conduct other special events		
<b>TOTAL I1.</b>		
<b>I2. Participate in External HR Organizations</b>		
I2.1. FEB/FEA Councils (membership/support)		
I2.2. Classification and Comp Society		
I2.3. Labor Management Relations Society		
I2.4. Staffing Associations		
I2.5. Personnel Officer Conferences		
I2.6. Training Officer Conferences		
I2.7. American Society for Training and Development (ASTD)		
I2.8. International Personnel Management Association (IPMA)		
I2.9. Federal Employee Development Society (FEDS)		
I2.10. Participate in Inter-Agency Group (IAG) Activities		
I2.11. Participate in other external HR organizations		
<b>TOTAL I2.</b>		
<b>J Perform HR Business Management and Administrative Functions</b>		

	Check Box & Assign % If Task Performed	Total % of Time Spent in the Past Year
<b>J1. Contracting HR Services</b>		
J1.1. Perform all tasks to arrange for and maintain contracted HR services for HRSC/HRO customers		
<b>TOTAL J1.</b>		
<b>J2. Perform Annual/Quarterly/Monthly/Periodic Reporting Functions</b>		
J2.1. Prepare Disabled Veterans Accomplishment Report & Plan Update		
J2.2. Prepare Affirmative Action Plan for Minorities & Women report		
J2.3. Prepare college recruiting report		
J2.4. Prepare continuation of pay for FECA Program report		
J2.5. Prepare drug testing report		
J2.6. Prepare employee counseling services report		
J2.7. Prepare Federal Equal Opportunity Recruitment Program (FEORP) Accomplishment report		
J2.8. Prepare incentive awards report		
J2.9. Prepare key vacancies report		
J2.10. Prepare labor relations activity report		
J2.11. Prepare official time report		
J2.12. Prepare Outstanding Scholar Special Program report		
J2.13. Prepare part-time/job sharing report		
J2.14. Prepare report on delegated examining for OPM		
J2.15. Prepare RIF placement activity report		
J2.16. Prepare SF-39 status report		
J2.17. Prepare stay-in-school report		
J2.18. Prepare quality management efforts report		
J2.19. Prepare training statistics report		
J2.20. Prepare use of commercial recruiting firms & non-profit employment services report		
J2.21. Prepare use of private sector temps report		
J2.22. Prepare volunteers report		
J2.23. Prepare ethics report		
J2.24. Prepare usage of early-out/buyout authorities report		
J2.25. Prepare FOIA/Privacy Act reports		
J2.26. Prepare monthly OCHR status report of ULPs, RPs, and MSPB cases		
J2.27. Prepare monthly OCHR Financial Status and Manpower/On-Board Reports		
J2.28. Prepare other internal HR reports		
<b>TOTAL J2.</b>		
<b>J3. Perform Business Management</b>		
J3.1. Respond to Congressionals		
J3.2. Respond to Hotline inquiries		
J3.3. Formulate Local FOIA/Privacy Act policy		
J3.4. Respond to FOIA/Privacy Act requests		

	Check Box & Assign % If Task Performed	Total % of Time Spent in the Past Year
J3.5. Respond to Office of Special Counsel inquiries		
J3.6. Perform/administer/plan studies, audits, investigations, analysis, special projects		
J3.7. Validate that HR practices comply with law, rules, regulations and Navy policy		
J3.8. Conduct cost analysis		
J3.9. Comment on initiatives proposed by OPM		
J3.10. Market HR services		
<b>TOTAL J3.</b>		
<b>J4. Perform General Administration</b>		
J4.1. Read/answer general e-mail (non-HR program related)		
J4.2. Review documents/correspondence		
J4.3. Perform photocopying/faxing		
J4.4. File documents		
J4.5. Perform receptionist/secretarial duties		
J4.6. Handle inquiries/complaints		
J4.7. Perform/maintain timekeeping duties		
J4.8. Schedule meetings		
J4.9. Attend staff meetings		
J4.10. Attend training courses		
J4.11. Make travel arrangements		
J4.12. Inventory/order minor equipment and supplies		
J4.13. Prepare training requests and other administrative forms		
J4.14. Administer mail distribution		
J4.15. Administer and process procurement requirements/requests		
J4.16. Maintain and administer local credit card program		
J4.17. Conduct new employee orientation		
J4.18. Maintain Conference Room		
J4.19. Maintain library pertaining to any HR function		
<b>TOTAL J4.</b>		
<b>J5. Perform Business Administration</b>		
J5.1. Interpret high level administrative policies		
J5.2. Formulate local administrative and/or financial policies		
J5.3. Draft directives		
J5.4. Formalize budget		
J5.5. Maintain fiscal accounting		
J5.6. Process funding requests		
J5.7. Prepare Interagency Support Agreements		
J5.8. Handle facility management issues		
J5.9. Administer the Transit Subsidy Program		
J5.10. Maintain/manage Forms Program		

	Check Box & Assign % If Task Performed	Total % of Time Spent in the Past Year
J5.11. Perform payroll functions		
J5.12. Formulate and administer emergency and security procedures		
J5.13. Administer local Defense Property Accounting System		
J5.14. Administer Leave Transfer Program		
<b>TOTAL J5.</b>		
<b>J6. Administer Flexible Workplace Program</b>		
J6.1. Coordinate long-term work-at-home		
J6.2. Coordinate short-term work-at-home		
J6.3. Coordinate telecommuting centers		
J6.4. Coordinate jobsharing actions		
<b>TOTAL J6.</b>		
<b>J7. Perform Leave Administration</b>		
J7.1. Administer local leave program		
J7.2. Interpret regulations and policies on leave usage		
J7.3. Advise employees and management on local leave usage		
J7.4. Coordinate participation in the Leave Transfer and Donor Programs		
<b>TOTAL J7.</b>		
<b>K Provide EEO Services</b>		
<b>K1. Administer Equal Employment Opportunity (EEO) Affirmative Employment Programs (AEP)</b>		
K1.1. Provide advice, guidance, assistance and data analysis for AEPs		
K1.2. Implement activity EEO/AEP Programs		
K1.3. Support activity EEO/AEP in providing reports necessary to assess status set goals, and to evaluate progress toward goals		
K1.4. Participate in reasonable accommodation determinations		
<b>TOTAL K1.</b>		
<b>K2. Administer Alternate Dispute Resolution (ADR)</b>		
K2.1. Manage and facilitate alternative dispute resolution related to all workplace disputes		
K2.2. Provide advice and guidance on ADR		
K2.3. Arrange and track training of Command mediator candidates necessary for DON ADR certification/recertification		
K2.4. Locate appropriate ADR vendors and coordinate process of gaining DON accreditation		
K2.5. Respond to requests for mediator services at serviced Commands		
<b>TOTAL K2.</b>		
<b>K3. Administer Equal Employment Opportunity Complaints</b>		
K3.1. Process individual and class action complaints		
K3.2. Provide advice and counsel concerning individual and class action		

	Check Box & Assign % If Task Performed	Total % of Time Spent in the Past Year
complaints		
K3.3. Attempt resolution of EEO individual and class action complaints		
<b>TOTAL K3.</b>		
<b>K4. Administer Equal Employment Opportunity Special Emphasis Program Management</b>		
K4.1. Administer and conduct special emphasis programs (e.g., Black History Month, Hispanic Heritage Month, etc.)		
<b>TOTAL K4.</b>		
<b>K5. Administer Equal Employment Opportunity Data Management</b>		
K5.1. Generate EEO data in the form of a report or analysis		
K5.2. Prepare EEO Accomplishment Reports and AEP/EEO reports		
K5.3. Maintain the Complaint Actions Tracking System		
K5.4. Process requests for EEO case data		
<b>TOTAL K5.</b>		
<b>TOTAL PART II</b>		

Sent: Monday, July 17, 2000 12:37 PM  
To: AllHands  
Subject: ABC INITIATIVE & SURVEY

Importance: High

\*\*\*\*\* ABC SURVEY ANNOUNCEMENT \*\*\*\*\*

As mentioned in the Director's recent E-mail, we are conducting a Survey to help Navy Human Resources (HR) organizations understand what our products and services really cost and understand what drives that cost. A new accounting tool called "Activity Based Costing" (ABC), which is already in use at many other Federal Agencies and Naval Activities, will be used to determine the actual costs of various HR processes. Our entire workforce will participate in this survey.

The origin and purpose of this so-called 'ABC' initiative will be provided to you at the upcoming "Ownership" meeting, which the Deputy Director will be conducting this week.

We wish to stress that the purpose of this ABC survey is not to evaluate anyone or any office's performance. Rather, this survey is being done to ensure that data can be obtained which will serve to make management decisions as to providing the highest caliber HR service in the most cost-effective manner.

Each employee will take part in this survey and will do so on one of the dates listed below ONLY AFTER getting approval from your supervisor. This is being done to ensure order in the survey and a minimum disruption to the organization's workflow. The survey should last approximately 50 minutes.

Survey specifics are as follows:

WHEN & WHERE:

- >> Thursday, 20 JULY and Friday 21 JULY-  
3 separate sessions @ in Room 911 (Capacity:25 people), at 8 a.m., 10 a.m. and 1 p.m. and
- >> Monday, 24 JULY and Tuesday 25 JULY-  
2 separate sessions @ in Room 903-904 (Capacity:60 people) at 10 a.m. and 1 p.m.

Department Heads are requested to create a system of survey participation consistent with employee work schedules and minimum disruption of the organization's workflow.

Questions concerning this survey or the scheduling of the survey may be directed to ...

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Enclosure (1)

## Recording ABC SURVEY Common Tasks

### TASK:

### WHERE TO RECORD ON SURVEY:

» TRAVEL (DONE IN CONNECTION WITH JOB)	IN CONNECTION WITH INDIVIDUAL TASK
» MODERN (Plan, develop and implement HRSC/HRO initiatives) (As part of normal duties)	A1.1 E1 (code 20 )
» RESUMIX (Plan, develop and implement HRSC/HRO initiatives) (As part of normal duties)	A1.1 H1.
» CONDUCT TRAINING COURSES/BRIEFINGS	C4.3
» PERFORM RECEPTIONIST/ SECRETARIAL DUTIES	J4.5
» SPECIAL EVENTS (E.G. HAMMER AWARD, TOCTWD, HOLIDAY PARTY, MEMORIAL DAY OBSERVANCE)	I1.4
» SPECIAL PROJECTS	J3.6
» TIMECARDS (As a TIMEKEEPER) (As a SUPERVISOR)	J4.7 A2.2
» PERFORM PERIODIC REPORTING FUNCTIONS	J2
» ATTEND STAFF MEETINGS	J4.9
» SUPERVISE PEOPLE	A2.2
» ATTEND TRAINING CLASSES	J4.10
» PREPARE & SUBMIT PERFORMANCE AWARDS (As a SUPERVISOR)	A2.2
» PROCESS PERFORMANCE AWARDS	D6.5

## LIST OF ABC SURVEY FREQUENTLY ASK QUESTIONS

Q. Why do we have to participate in the Survey?

A. Like any other quality organization in today's competitive market, the Department of the Navy (DON) should ensure that periodic improvements are made to its HR products/services. This Survey provides information that can be analyzed to improve DON Human Resources products/services.

Q. Am I required to provide my code, position title, series and, grade and code on the Survey form?

A. Yes.

Q. I perform work in areas other than in my own Code. How am I to record that information?

A. The Survey is designed to allow you to indicate where you performed work regardless of the specific area where it was performed. Such work is referred to as 'cross-functional' work. For example, if you are a Personnel Clerk assigned to the Labor Relations Department and you are required to help out occasionally with the filing of Health Benefit enrollment forms, then you would indicate on your Survey your % of time spent doing so in Survey Item J4.4.

Q. My job requires me to travel to the HROs. Where on the Survey would I indicate the effort/percentage of time spent in travel?

A. All travel is to be recorded on the survey as part of a specific function and not as a separate survey entry. For example, if a Staffing Specialist were to travel on 6 different occasions to perform Reduction-in-force/Downsizing functions, then the amount of time involved in this case, 400 hours, or approximately 20% of the work year, would be recorded in Survey Item H4. (Reduction In Force/Downsizing).

Q. I'm a 1<sup>st</sup> line supervisor who spends a considerable amount of time doing multiple supervisory tasks such as counseling employees, conducting performance evaluations, preparing awards recommendations. Where would I indicate such information on my Survey?

A. Supervisors should record all supervisory duties performed under Survey Item A2.2.

Q. I am a Staffing Specialist (or a Budget Analyst) who may have to conduct briefings or even conduct training. Where would I indicate such information on my Survey?

A. See Survey Item C4.3. (Conduct training courses/briefings).

Q. Both I as a Supervisor and my three Personnel Clerks have helped this past year in arranging special events which are completely unrelated to our positions. These special events included assisting with the office Holiday Party, the office Memorial Day Observance, and the Combined Federal Campaign. Where would we indicate on the Survey the percentage of time spent working on those events?

A. See Survey Item I1. (Administer Special Events/Functions).

Q. Similarly, three of my staff have been involved with special projects this past work year. Where on the Survey would they indicate the % of time spent doing such tasks?

A. See Survey Item J3.6. (Perform/administer/plan studies, audits, investigations, analyses, special projects).

- Q. I'm a Department Head's Secretary who is required to make our Department's employees' travel arrangements. Where would I record this task?
- A. See Survey Item J4.11. (Make travel arrangements).
- Q. As a Staffing Specialist, I provide a range of advisory service and counsel to my serviced activities. Where on the Survey would I indicate that?
- A. Check off advice and counseling for Internal Placement under Survey Item H1.2  
Check off advice and counseling for External Recruitment under Survey Item H2.6.
- Q. I found myself this past work year performing a number of periodic reporting functions? How can I show this on the Survey?
- A. See Survey Item J2.