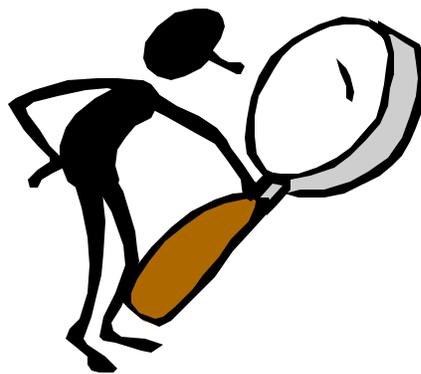


DEPARTMENT OF THE NAVY

HUMAN RESOURCES SERVICE CENTER

NORTHEAST



Activity-Based Costing (ABC)

A Guide

April 2003

ABC GUIDE



The Department of the Navy (DON) Human Resources Service Center – Northeast (HRSC-NE) prepared this Guide as a model for other Federal Activities interested in the Activity Based Costing (ABC) process and procedures. Its content is based on the results of a Pilot ABC Survey and Study conducted by the HRSC-NE during the period of June – August 2000.

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BACKGROUND



In June 2000 the HRSC-NE was chosen by the DON Office of Civilian Human Resources to conduct an ABC Pilot Project in the human resources area. This Pilot was conducted during the July-August 2000 timeframe. HRSC-NE employees and employees from two Human Resources Offices (HROs) in the Northeast Region participated.

The ABC tool is part of the Activity Based Management (ABM) process that focuses on management of *activities* to identify and drive improvement opportunities. The ABM structure is built around core business processes that are critical to an organization's mission and survival.

Simply stated, ABC is a cost accounting method that maintains that *resources* (i.e. people, equipment, facilities) are consumed by *activities* (i.e. staffing, classification, benefits, etc.) In turn, *activities* are consumed by *outputs/services* (i.e. selection of qualified candidates, access to retirement program, etc.). ABC's goal is to allow management to identify, describe, assign costs to, and otherwise report on operations in order to control and improve those operations.

In traditional accounting procedures, controlling costs is routinely that of controlling Full Time Equivalents (FTEs), but without regard to the fact that one person's time may cost considerably more than another's time. Under the ABC approach, summarizing both labor cost and FTE information is relatively simple since software packages exist to perform this summary. As a result, the product will be a summation of the labor resources devoted to each human resources *activity* in both FTEs and dollars. In addition, ABC will identify the true cost of performing a human resources *activity* and identify the cost with the direct *outputs/services* to the customer. It will minimize errors, rework and other problems that add cost, but not value.

This Guide was developed by the HRSC-NE to assist other activities in implementing an ABC study. It lists the basic steps involved. It also contains ABC terms and definitions, samples of the information needed to conduct a study, lessons learned from the pilot project and the viewgraphs used for an HRSC-NE presentation on ABC. The HRSC-NE sincerely hopes that this Guide will help other organizations implement ABC effectively and efficiently.

ABC TERMS AND DEFINITIONS

Activity:

A unit of work usually done by one or more persons belonging to the same office, branch, or other small group. Activity can be termed: *“How was it spent?”*

Activity Based Costing (ABC):

A set of methods used to identify, describe, assign costs to, and otherwise report on the operations in an organization.

Activity Driver:

A measure of the frequency and intensity with which an activity is used to produce its output. Usually a measurement of workload (i.e., number of reports, number of FTEs, number of items).

Core Business Process:

A sequence or collection of activities that transform an input into an output.

Normalize:

The process of reviewing completed surveys to validate that activities were actually performed. This ensures that surveyed employees accurately allocated their time to the appropriate activity.

Output:

The result of performing an activity (i.e., products/services, “cost objects”). Output can be termed: *“What was produced?”*

Resources:

Quantities of people, equipment, materials, office space, and other elements generally required to meet organizational goals. Another way of defining resources is “money” or your “budget.” Resources can be termed: *“What was spent?”*

Resource Driver:

The measure of the frequency and intensity of the demands placed on resources by an activity. Usually a measurement of things (i.e., percentage of time, FTEs, measure of square feet).

Value Analysis:

Analysis that categorizes activities according to whether they can add value to the output of an activity or process.

RECOMMENDED 12 STEPS IN THE ABC PROCESS



Following are 12 steps recommended by the HRSC-NE for any Activity planning to undergo an ABC Project. Adherence to these 12 steps is recommended as the result of considerable planning and practical experience in the Pilot Project. They are listed in total below and with specifics immediately thereafter:

- ◆ Step 1- Select and Train ABC Team Members
- ◆ Step 2- Develop an Activity Dictionary
- ◆ Step 3- Identify Resources and Obtain Budget Information
- ◆ Step 4- Design ABC Survey Form
- ◆ Step 5- Identify Activity and Resource Drivers and Outputs
- ◆ Step 6- Introduce the Workforce to ABC
- ◆ Step 7- Conduct ABC Survey
- ◆ Step 8- Normalize ABC Survey Data
- ◆ Step 9- Input Data into Software Program
- ◆ Step 10- Conduct an Analysis of Results
- ◆ Step 11- Use Data to Present Findings to Management & Improve Organization
- ◆ Step 12- Develop “Lessons Learned” From The Results

1. Select And Train ABC Team Members

Selecting and training a cadre of technically competent ABC Team members is critical to the success of an ABC project. The size of the team and level of involvement of the various members would depend on the specifics of the project. The appointed Team Leader must be given defined responsibility and real authority in order for the project to be successful.

The important point is that all affected functions of the organization must participate in an ABC project in order to foster commitment to the new system and also to improve the design of the new system. Before any implementation is started, it is helpful to brief key managers and employees about ABC. Although it is not necessary for management to become ABC experts, they must understand the need for ABC, its benefits, and its key concepts. A briefing package that the HRSC-NE provided to its HRO Directors from the Northeast Region is contained in enclosure (1).

ABC Team members should develop a project timeline. The timeline should state what tangible outputs the project will deliver, summarize the tasks that need to be performed, and estimate the time requirement for each. In addition, this timeline

must be shared with the pertinent players on the ABC initiative. The identified tasks should then be sequenced to develop a schedule for performing the project in a logical step-by-step manner. The HRSC-NE timeline is contained in enclosure (2).

Another important element of a successful implementation is training. ABC Team members need to develop a thorough understanding of both the "hows" and "whys" of ABC. Because ABC is as much an art as it is a science, it is not enough to master the mechanics. The designers and implementers must comprehend the various approaches, levels of scope, and system mechanics available in order to select and integrate those that will result in the most cost-effective system for their particular organization.

As an additional and excellent reference source, the World Wide Web has numerous ABC web-sites that provide a wealth of information. Simply entering "Activity Based Costing" into an Internet search engine will produce sites to choose from.

In addition, the United States Department of Agriculture Graduate School offers a two-day "Activity-Based Costing" course. This course proved to be beneficial to the HRSC-NE Pilot Project Team members who attended, especially since the subject matter was geared toward federal government organizations.

The names, telephone numbers, and E-mail addresses of the HRSC-NE Team members are contained in enclosure (3). Feel free to contact them if you have any questions about the ABC process.

2. Develop an Activity Dictionary

An activity dictionary is a glossary of the various activities/functions performed in an organization. Its purpose is to define each activity and each specific task and sub-task performed to produce an identifiable output/product/service. The activity dictionary will serve as a model or a chart of the organization's business processes customized to the specific type of work done in an organization. An example of an item in an activity dictionary is shown below:

Activity:	Perform Labor Relations/Employee Relations Functions
Task:	Negotiate/administer labor agreements and labor relations policies
Sub-Tasks:	Review, research and respond to union negotiation proposals Formulate local union policy Conduct bargaining
Output:	Labor policy Effective labor/management relationships Negotiated documents

The HRSC-NE sample survey form, contained in enclosure (4), served as both an activity dictionary and survey form for the HRSC-NE's ABC initiative. Additional information on how the survey was developed is contained in Step 4.

3. Identify Resources And Obtain Budget Information

One way of describing an organization's resources is "money." How much money does your organization have to run its business processes? How much does it currently cost to run your organization? What are the salary rates for the employees included within the survey? ABC describes resources in monetary terms because everyone understands what a dollar means and, more importantly, how it should be put to use. However, resources can also be measured in quantities of people, materials and office space - to name a few.

The ABC Team should obtain the organization's line item budget information which outlines how the budget is allocated and the number of FTEs. The organization's budget information is entered and stored in the ABC software under two categories: labor and non-labor. The stored budget data can be easily reviewed and analyzed if a more in-depth ABC study is requested.

In the HRSC-NE Pilot Project the budget information was not actually used in the calculation of the percentage of costs or the percentage of FTEs. The labor dollar amounts were based on the grade level salaries of the employees who completed the survey, using the Step 5 level of the grade. The Pilot Project calculations were done in two ways: (1) using the *current grade base salary* of the employees surveyed at the Step 5 level and, (2) using the *full performance level base salary* of the employees surveyed at the Step 5 level. The FTEs were also based on the number of employees surveyed. For example, there were 204 HRSC-NE employees surveyed for a total of 204 FTEs. If an employee indicated 30% of his/her time performing an activity, it was calculated as 0.3 FTE.

NOTE: The 204 HRSC-NE employees mentioned above represented 89% of the employees on the HRSC-NE employment rolls at the time of the survey.

4. Design ABC Survey Form

There is no set process for data collection within the parameters of the ABC approach. For example, methods of data collection include surveys, observation, focus groups, timesheets, anonymous suggestions - to name a few. A survey's design is the prerogative of the user because people who do the work know best what they do and how long it takes to do it.

For the HRSC-NE ABC Pilot Project, the HRSC-NE compiled a detailed survey of the activities performed by HRSC-NE and HRO employees. This was done so there would be a representative sample from each organization and so that some intergroup comparisons could be made. This survey went through much iteration before it was given to employees to complete. Top levels of management at both the HRSC-NE and the two participating HROs reviewed it and provided comments before it was

finalized. This involvement of all surveyed organizations is a critical step in designing an effective survey.

After the survey was administered, it was refined even more based on the feedback received from the employees and the managers who completed it. The survey that was actually administered during the Pilot Project is contained in enclosure (4). The refined survey and worksheet and recommended survey for future use for any human resources organization is contained in enclosure (5).

Review enclosure (5) 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, etc.). The surveyed employee is instructed to:

- a. Review all activities and determine which tasks (e.g., A1, B3, etc.) he/she performs and place a check mark next to each one.
- b. Review all sub-tasks (e.g., A1.1, B3.1, etc.) and place a check mark next to each one he/she performs and assign a percentage of time beside each check mark.
- c. Place the total percentage of the task in the "TOTAL" box to the far right. *
- d. Transfer the data in the "TOTAL" box for each task onto the Worksheet (enclosure [5a]).

*NOTE: The total percentage of time for each task should be recorded in increments of 5% or more and the total percentage of the survey should equal 100%.

5. Identify Activity And Resource Drivers And Outputs

ABC's cost-finding process searches for factors responsible for the amount of resources consumed by activities. These are called *resource drivers* and *activity drivers* (see ABC Terms and Definitions on page 3). The HRSC-NE Team identified one resource driver (FTE) and one activity driver for every task on the survey. The HRSC-NE Team also identified the desired output or service for every task performed. The resource driver, activity drivers and outputs developed by the HRSC-NE Team are contained in enclosure (6).

In order to be able to effectively identify drivers and outputs, team members need to be knowledgeable about all HR tasks. The HRSC-NE Team possessed such knowledge. After developing activity and resource drivers and outputs, the HRSC-NE Team had top levels of management at the HRSC-NE and the two HROs review them and provide comments before finalizing them. This step is critical to ensure that your drivers and outputs are accurate and consistent among participating organizations.

While the HRSC-NE identified activity drivers for every task, activity drivers were not used in its Pilot Project. This is because activity drivers only come into play if you want to determine a cost per unit for every task performed. The HRSC-NE did

not break down its analysis to this level, but developed the activity drivers for future use, if desired.

6. Introduce The Workforce To ABC

Employee participation in the ABC process is critical. Accordingly, it is essential that management communicate with employees continuously prior to survey administration. Emphasis should be placed on the fact that the ABC survey is not designed to measure/scrutinize the work of individual employees. Rather, it is an overall fact-gathering methodology that will provide an understanding of how an organization uses its resources. Enclosure (7) is an E-mail message that suggests a model approach to this task. Note that the Director previously communicated with each employee about the survey. Enclosure (7) was a follow-up message that further elaborated on this subject. Enclosure (7) also alludes to a third discussion of this subject with employees by the Deputy Director via an “Ownership” meeting.

7. Conduct Survey

As stated previously, there is no set process for data collections within the parameters of the ABC approach. Methods of data collections can include surveys, observation, focus groups, timesheets, and anonymous suggestions - to name a few. The HRSC-NE Pilot Project Team chose to create and use a survey form.

For the HRSC-NE Pilot Project, HRSC-NE conducted a detailed survey of both its employees and two HROs. These surveys were conducted with the goal of surveying a minimum of 70% of the total human resources employees. This was done so there would be a viable representative sample from each organization and so that some intergroup comparisons could be made. Note that 70% is a minimum—the greater the number the better.

The HRSC-NE conducted its survey over a five-day period. It conducted surveys both on-site at HRO Mechanicsburg, Pennsylvania and via video teleconference with HRO Great Lakes, Illinois. A total of 240 surveys were completed with 89% of the HRSC-NE employees, 72% of the HRO Mechanicsburg employees, and 89% of the HRO Great Lakes employees participating.

The HRSC-NE survey was conducted in a classroom setting and this approach is recommended. An ABC Team member provided specific verbal instruction and supporting, simple graphics about the survey and answered questions before the employees began to complete it.

To ensure the survey was relevant and effective, an initial survey was conducted among a small group of employees who acted as a “focus group.” Based on questions asked at this session and in anticipation of additional, common (and legitimate) questions to be raised at the actual survey, a viewgraph was developed showing some of the more common tasks performed and showing where these tasks would be marked on the survey. This viewgraph was then used at future sessions and eliminated some questions that might have been asked without it and served to ensure

consistency of answers among those surveyed. A member of management from the various HRSC-NE Departments was also present to answer questions at the sessions. For example, when the HRSC-NE's staffing division was surveyed, the Department Head was present to answer questions. The viewgraph developed for the HR ABC survey is contained in enclosure (8).

Also, questions that were frequently asked during the ABC Survey sessions are listed in the "Frequently Asked Questions" section on page 12.

When giving survey instructions, emphasize to the employees that listing their code, position title, series and grade are mandatory on both the survey form and the worksheet. When the surveys are completed, it is critical that the worksheet is attached to the proper survey form.

As to the duration of completing the typical survey, it took approximately one to one and one-half (1-1 ½) hours to complete surveys at each survey session. This included time to provide instructions and time to review each worksheet to ensure that surveyed employees total activities added up to 100%. If a worksheet did not add up to 100%, employees were asked to immediately review their survey and worksheet and change it so that 100% of activities would be accounted for.

8. 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 performs no labor relations activity. 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. At the HRSC-NE, Department Heads reviewed and normalized the survey data after the data was collected from the surveyed employees.

9. Input Data into Software Program

After all the surveys are completed and normalized, survey worksheets must be input into the appropriate software system. The HRSC-NE worksheets were inputted into the Oros© ABC software program. The software program included the needed mathematical formulas that produced the required results.

10. Conduct An Analysis Of Results

(Note: Since this is a "How to do ABC" Guide – an explanation as to what our survey results told us is not relevant to the purpose of the Guide)

A careful analysis of survey results is the most critical step in the ABC process.

The HRSC-NE Team worked with a consulting firm and together they reviewed the results of the Oros© software analysis. As a result of the software

program-produced figures, the HRSC-NE Team developed pie charts that showed the percentage of the labor costs and the percentage of FTEs for each task/activity performed by the three HR organizations that participated in the Pilot Project. There were separate charts for the three organizations. These findings were presented to management as described in Step 11 below.

Additionally, the Pilot Project Team used a “weighted methodology” to point out areas of function overlap and duplication within different organizations (in this case the HRSC-NE and the two HROs). Using the refined survey (enclosure [5]) as an example, “the weighted methodology” involves the following steps:

- a. Using the survey results, choose an activity (e.g., D, H, J, etc.) and then choose a task to analyze (e.g., D4.). Add up the percentage assigned to each sub-task (e.g., D4.3+D4.4+D4.5) and verify that the total percentage for the task (e.g., D4) is recorded in increments of 5%. That total number will be the percentage of one FTE for the task. See enclosure (9), page 1.
- b. Go through ALL the surveys for each organization, review each task and add up the percentage of FTE for each sub-task within that task. Using a software program or manual calculation, you will arrive at the total amount of FTE devoted to each individual task and sub-task within each organization. See enclosure (9), page 2.
- c. If you are comparing the total amount of FTE for each task and sub-task for several organizations, there will be a bias in the data, since all organizations vary in size and will have varying numbers of employees completing the survey. To eliminate this bias, the number of employees who completed the survey should “weight” the data. For each organization, take the total FTE for each sub-task and divide it by the total number of employees who completed the survey. This will give you the weighted percentage of the organization’s workforce that is dedicated to a specific sub-task. Adding up the weighted percentages for each sub-task within a task (e.g., D4.) will provide you with the total weighted percentage of the workforce dedicated to a task. See enclosure (9), page 3.

11. Use Data To Present Findings To Management And Improve Organization

In the final step, the calculated activity costs are used to identify approaches for improving the business processes. Managers can use the findings to analyze the activity costs and identify a certain percentage of activities that consume the majority of costs. The critical thing to keep in mind is that the identification of non-value added activities occurs through this process with a clarity that will allow you to eliminate them, and at the same time, permit the product or service to be provided to the customer with greater efficiency.

12. Develop “Lessons Learned” From The Results

After an organization completes an ABC Project, the entire process should be reviewed from “start to finish” to determine where recommended improvements/changes should be made. A “Lessons Learned” list should be

developed and improved on each time an ABC Project is conducted. The HRSC-NE list of “Lessons Learned” from its Pilot Project is on page 14 of this Guide.



LIST OF ABC SURVEY FREQUENTLY ASKED QUESTIONS



- Q. Why do I have to participate in the Survey?
- A. Like any other quality organization in today's competitive human resources market, the DON should ensure that periodic improvements are made to its HR products/services. This Survey provides information that can be analyzed to improve DON HR products/services.
- Q. Am I required to provide code, position title, series, and grade 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 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. (File documents).
- 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 1st 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 mark that on the Survey?
- A. See Survey Item C4.3. (Conduct training courses/briefings)

NOTE: Survey Items refer to those listed in the refined HRSC-NE survey (enclosure [5]).

- 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 H1.1. Check off advice and counseling for External Recruitment under Survey Item H2.13.
- 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. (Perform Annual/Quarterly/Monthly Periodic Reporting Functions).

LESSONS LEARNED

After completing the ABC process, the following “lessons learned” were compiled. Please note that these are suggestions and that each organization may find a better or maybe different way of conducting the ABC process. The Lessons are provided in no particular order:

1. The HRSC-NE ABC Team consisted of six HRSC-NE employees. The Team also enlisted the help of a private contractor when conducting the ABC Pilot Project, but as the Project advanced, the Team determined that contractor assistance became less necessary.
2. The ABC software used by the contractor and other ABC software, generally speaking, is rather expensive. An alternative to using contractor assistance or purchasing expensive ABC software is to use a Microsoft Excel© software program to store the data and create charts. In performing an ABC study at our level, it was determined that Microsoft Excel© software would have been adequate.
3. Based on guidance received from various sources, the HRSC-NE Team initially determined that it was not necessary to require the Survey participants to provide their names on the surveys and worksheets. When later inputting and analyzing the Survey data, it was determined in hindsight that it would indeed be very helpful for employees to write their name on his/her individual survey and worksheet. Accordingly, employees should be encouraged to provide their name, as well as title, series and grade on the worksheets and surveys.

NOTE: Keep the original surveys and worksheets even after inputting the data into the software. Resist the temptation to discard the hard copies of the surveys and worksheets. Later computer analyses of the data forced the Team to go back to the original surveys to verify certain data.

4. Upon completing the survey of your workforce and analyzing the collected data, you may determine that your survey needs to be refined. Note all of the questions that your employees asked while completing the survey and take into consideration the pertinent data that management is looking for when refining your survey.
5. Step number 7 on page 8 of this Guide explains the logistics of conducting the survey. If your activity decides to use a written survey to collect data about your organization, it is preferable to conduct the survey in a classroom setting. The HRSC-NE conducted ten survey sessions where 89% of the workforce completed the survey. Classroom settings consisting of anywhere from 10 to 50 employees were found to be the most time-efficient way to complete this process.

LIST OF ENCLOSURES

- ◆ Enclosure (1): HRSC-NE Briefing Package to HRSC-NE HR Council (2 pages)
- ◆ Enclosure (2): HRSC-NE Timeline of Events (Milestones) (1 page)
- ◆ Enclosure (3): HRSC-NE Pilot Project Team Members (1 page)
- ◆ Enclosure (4): ABC Survey Administered During Pilot Project (12 pages)
- ◆ Enclosure (5): Refined ABC Survey and Worksheet (16 pages)
 (5a): ABC Worksheet (1 page)
- ◆ Enclosure (6): Activity/Resource Drivers and Outputs (11 pages)
- ◆ Enclosure (7): HRSC-NE E-mail Message from Training Director (1 page)
- ◆ Enclosure (8): ABC Common Task Viewgraph (1 page)
- ◆ Enclosure (9): Page 1 - Viewgraph Showing Percentage of one FTE
 Page 2 - FTE Devoted to each Task and Sub-Task
 Page 3 - Weighted Methodology



Activity-Based Costing



An Overview

HRSC-NE
HR Council Meeting
28 June 2000

Enclosure (1)

Briefing Purpose

- ✓ ABC Terms of Endearment
- ✓ Overview/Why ABC?
- ✓ ABC Costing Methods
- ✓ Value Added Costs/Analysis
- ✓ What's Next?



ABC Terms of Endearment

Activity- A unit of work having identifiable starting & end point that consumes resources (inputs) and produces outputs.

Activity Based Costing (ABC) - A set of management info & accounting methods used to identify, describe, assign costs to, and otherwise report on the operations in an organization.

Activity Based Management - Business management in which process owners have the responsibility & authority to control and improve operations, and that uses ABC.

Resources - Include the quantities of people, technology, money, office space, and other elements required to meet business goals.

Value Analysis - Analysis that categorizes activities according to whether they add value to the output of an activity or process.



Cost Drivers - This factor is the root cause of changes in the amount of resources an activity consumes.

Activity Drivers - Measure of frequency/intensity with which an activity is used to produce its output..

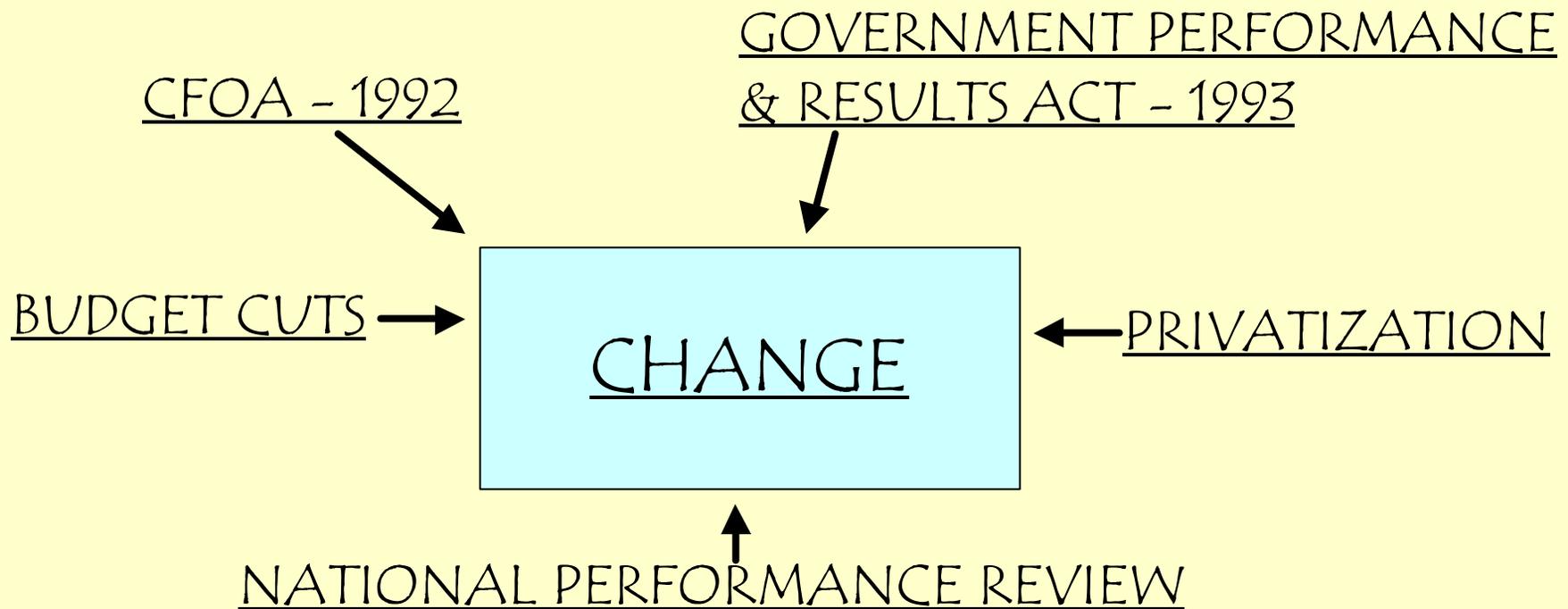
ABC Overview

- ✓ ABC is a simple concept.
- ✓ Resources are consumed by Activities.
- ✓ Activities are consumed by products/services.



Why ABC?

Government business environment has changed. All initiatives emphasize cost effectiveness.



"We can no longer afford to pay more- and get less from - our government."

Bill Clinton & Al Gore - Putting People First

Why ABC in HRM Community?

- ✓ Gather financial & workload information
- ✓ Identify & allocate all costs
- ✓ Determine costs of various programs
- ✓ Provide data to be used in strategic decision making
- ✓ Remain competitive!!



Activity Costing Methods



People
Equipment
Facilities
Supplies

Work Performed

Products
Services
"Cost Objects"

What was spent?

How was it spent?

What was produced?

Quotable Quotes

"If you don't measure it, you're just practicing."

CEO, Motorola

"An organization's measurement system strongly affects the behavior of the people BOTH inside & outside the organization."

R. Kaplan/D. Norton, Management Consultants

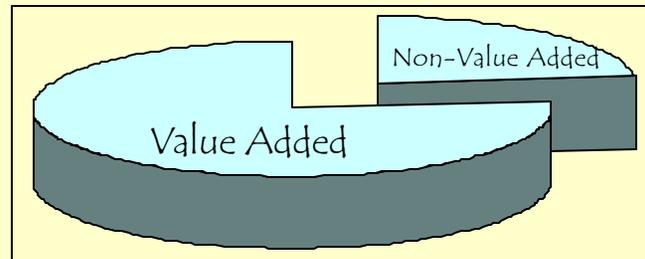
"If you don't measure it, people will know you're not serious about delivering it."

"Teaching Elephants to Dance", James Belasco

"Anything you measures improves."

CEO, Hewlett Packard

Value Added Costs



- ◊ Value-Added Work: Work that is absolutely essential to performing mission
- ◊ Necessary Non-Value Added work: Work mandated by higher authority
- ◊ Non-Value Added work: Non-essential work of limited or questionable value

Value Analysis Example

Football Game



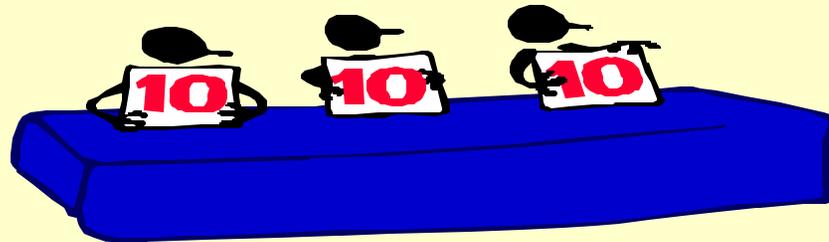
- ✓ Total elapsed time = 180 minutes
- ✓ Regulation time = 60 minutes
- ✓ Actual playing time = 23 minutes
- ✓ Value Added (140 Plays X 10secs./play)

- ✓ Value Added*** = 12% (23 minutes/120 minutes)

***Value Added is from fan's perspective, not Coach's.

What's Next????

- ☞ HRSC-NE will conduct ABC Pilot Program, June - July, 2000
- ☞ Pilot Program's results provided to HROC in August 2000
- ☞ Pilot's results used by HROC to endorse Functional Assessment (FA)
- ☞ FA Results issued at HROOC in October 2000



The End!

**HUMAN RESOURCES SERVICE CENTER – NORTHEAST
ACTIVITY-BASED COSTING (ABC) PILOT PROJECT
MILESTONES
SUMMER-2000**

- **ABC Pilot Project Location: Human Resources Service Center – Northeast**
- **Team Members : Maureen Marron, Fran Nangle, Mike Markle,
Dennis Sullivan, Jane D’Amico, Maria Nahill**
- **Target Date/Milestone(s):**

By 22-23 JUNE 00:

- Pilot Project Team (PPT) will meet with HROC Representative at HRSC-NE to discuss ABC Pilot Project background, procedures and timeline.
- Receive sample Department of the Army template and suggestions on software needed to complement the Project’s completion.

By 27 JUNE 00:

- PPT reviews the Department of the Army ABC Template, the HROC Functional Assessment Survey and incorporates the best concepts from both into the DoN ABC Pilot Project Activity Survey.
- PPT reviews and chops on revised ABC Survey.

By 30 JUNE 00:

- PPT forwards a copy of their completed DRAFT ABC Activity Survey to HRSC-NE Management Team of John Conwell, Pat D’Amico, and Dennis Sullivan for their review and feedback.
- PPT member briefs HRO Mechanicsburg and HRO Great Lakes concerning basics of ABC and procedures of the upcoming activity survey.

By 10 JULY 00:

- Upon review of ABC Activity Survey by HRSC-NE Management Team, PPT forwards the Survey to HRO Mechanicsburg and HRO Great Lakes for review and feedback.

By 11 JULY 00:

- PPT provides a courtesy copy of completed ABC Activity Survey to Paul Peters, HROC.

By 17 JULY 00:

- Deadline for submission to HRSC NE Code 41 of all HRSC-NE employee-completed ABC Activity Surveys.
- HRSC NE Code 30 follows-up with absent HRSC NE employees to ensure completion of survey.

By 28 JULY 00:

- Pilot Project Team completes the identification and development of the resource/activity drivers.

By 28 JULY 00:

- Deadline for submission to HRSC NE Code 41 of all HRO Mechanicsburg and HRO Great Lakes HRO employee-completed ABC Activity Survey.

By 11 AUGUST 00:

- PPT compiles the results of the ABC Activity Survey and forwards them to HROC.

Department of the Navy
 Human Resources Service Center – Northeast
 HRSC-NE Pilot Project Team Members

Name	Telephone Number DSN – 243	E-Mail Address
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Department of the Navy		
Human Resources (HR) Services		
Activity-Based Costing		
SURVEY		
1. Name: (Optional)		
2. Code:		
3. Position Title:		
4. Series/Grade: (e.g., GS-203-05)		
5. If you worked less than full-time over all of the past year, enter the % of the year (e.g., 20 hrs/wk = 50%):		
PART I		
Instructions:		
Check only one box to the right:		
Manager/Supervisor (Full Supervisor or Manager)	<input type="checkbox"/>	
Lead/Specialist/Assistant	<input type="checkbox"/>	
Secretary/Clerical	<input type="checkbox"/>	
PART II		
Instructions:		
1. Please review your activities and associated tasks performed during the past year and match them with the activities below.		
2. In the empty box to the right, provide a % of time you perform each activity.		
3. The total for all of your activities must add up to 100% (the total of pages 1 through 12).		
ACTIVITY SURVEY		
Overall Objective: Provide Human Resources Services		
	Check Box	% Time
	If Task	Spent in the
A Provide Personnel Management and Information Systems policy, planning, oversight, and coordination	Performed	Past Year
A1. Develop personnel policy and plans for HRSC/HRO-wide use	<input type="checkbox"/>	<input type="checkbox"/>
A1.1. Plan, develop and implement HRSC/HRO initiatives	<input type="checkbox"/>	<input type="checkbox"/>
A1.2. Provide advice to managers and employees on nationwide issues	<input type="checkbox"/>	<input type="checkbox"/>
A1.3. Develop written agency-wide guidance	<input type="checkbox"/>	<input type="checkbox"/>
A1.4. Develop guidance in regional or local implementation of Federal personnel laws and government-wide regulations	<input type="checkbox"/>	<input type="checkbox"/>
A1.5. Coordinate with other organizations on guidance development and implementation	<input type="checkbox"/>	<input type="checkbox"/>
A1.6. Provide agency-level representation on HR issues	<input type="checkbox"/>	<input type="checkbox"/>

B	<i>Perform Labor Relations/Employee Relations Functions</i>		
	B1. Negotiate/administer labor agreements and labor relations policies		
	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		
	B2. Perform functions relating to grievances and third party cases		
	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		
	B3. Perform other labor relations functions		
	B3.1. Perform labor-management partnership activities		
	B3.2. Administer union dues withholding		
	B3.3. Provide counseling		
	B3.4. Input and update records/files		
	B4. Administer Discipline Program		
	B4.1. Counsel management/employees		
	B4.2. Explore settlement options		
	B4.3. Prepare Proposal and Decision Notices		
	B4.4. Review documentation		
	B4.5. OIG report review/analysis		
	B4.6. Evaluate arrest and conviction		
	B4.7. Employee malfeasance (off/on duty) evaluation		
	B4.8. Deposition of decisions		
	B4.9. Process performance based action		
	B4.10. Administer discipline and adverse action plan		
C	<i>Administer and Coordinate Training Programs, Policy, and Organizational Development Functions</i>		
	C1. Perform Planning & Design		
	C1.1. Implement agency-wide training programs and policies		
	C1.2. Conduct training needs survey		
	C2. Acquisition		
	C2.1. Provide and select training vendor		

C3. Administration			
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 Civilian Leadership 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. Administer the Apprentice Program			
C3.11. Manage mandatory training			
C3.12. Manage Executive Development Program			
C3.13. Provide training announcements			
C4. Delivery			
C4.1. Develop on-site training programs			
C4.2. Maintain training facilities and equipment			
C4.3. Conduct training courses/briefings			
C5. Information Management			
C5.1. Provide multimedia resources			
C5.2. Establish and maintain video and training resource library			
C6. Data Management			
C6.1. Maintain records			
C6.2. Administer DAWIA Program			
C7. Organizational Development			
C7.1. Plan and evaluate workforce development			
C7.2. Provide continuing education information and guidance			
D Employee Benefits/Services Activities			
D1. Process Life Insurance Programs			
D1.1. 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. 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			

D2. Process Health Benefits		
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		
D3. Administer Thrift Saving Plan (TSP) Program		
D3.1. Conduct TSP open season		
D3.2. Process TSP for new hires/rehires		
D3.3. Process TSP cancellations		
D3.4. TSP in-service withdrawal program		
D3.5. Provide counseling		
D4. Administer Workers Compensation Programs		
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		
D5. Administer Drug Testing Program		
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		
D6. Administer/Process Incentive Awards		
D6.1. Coordinate and administer awards programs; review documentation		
D6.2. Sick Leave Certificates and pins; length of service pins; attendance awards		
D6.3. Quality step increases		
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		

D7. Administer Performance Management		
D7.1. Process appraisals		
D7.2. Monitor and review appraisals		
D7.3. Review performance plans		
D7.4. Within grade denials		
D7.5. Review and analyze system changes by OPM and HROC		
D7.6. Prepare and submit award recommendations		
D7.7. Provide guidance to managers/employees		
D8. Provide Retirement Functions		
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. Coordinate 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.Liaison with Social Security re: Medicare and Pension Eligibility		
E Operate/Maintain Automated Personnel Systems and Information		
E1. Defense Civilian Personnel Data System Management and Maintenance		
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 (DESIRE reports/extracts, RIPS and Cognos)		
E2. HR Systems Management and Maintenance (non-DCPDS)		
E2.1. Perform System management (accounts, information dissemination, problem reporting)		
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		
E3. Personnel Action Processing (Non-Traditional)		
E3.1. Automated Mass Actions (Ad-Hoc re-entry/update actions)		
E3.2. Perform system error correction		
E4. Support IT Infrastructure		

	E4.1. Assist in the administration of LAN, communications, equipment maintenance/inventory, troubleshooting		
	E4.2. Assist in PC configurations, software set-up, inventory, troubleshooting		
	E4.3. Administer IT Security Program		
F	<i>Process Personnel Actions, Files and Records</i>		
	F1. Process Transactions		
	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		
	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 requests		
	F2. Maintain Personnel Files and Records		
	F2.1. Process incoming OPFs from FRC/other activity		
	F2.2. Process outgoing OPFs to FRC/other activity		
	F2.3. Check-in central records/OPFs within HRSC/HRO		
	F2.4. Check-out 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 DCPDS		
	F3. Perform Quality Control and Reconcile Data		
	F3.1. Review payroll error reports		
	F3.2. Review DCPDS edits/tickler reports		
	F3.3. Verify accuracy of data		
	F3.4. Update data as required		
G	<i>Administer Classification and Position Management</i>		
	G1. Perform Classification and Position Management		
	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 survey		
	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		
H	<i>Perform Staffing, Recruiting, Selection, Promotion Activities</i>		
	H1. Internal Placement		
	H1.1. Write job analysis and crediting plans		
	H1.2. Provide advice to management on staffing alternatives		
	H1.3. Vacancy announcement preparation and posting		
	H1.4. Receive and review applications, screening, rating and ranking, certificates, job offers		
	H1.5. Career ladder promotions		
	H1.6. Details		
	H1.7. Non-competitive reassignments		
	H1.8. Non-competitive temporary promotions		
	H1.9. Change to lower grade		
	H2. Provide External Recruitment and Selection Function		
	H2.1. Determine recruitment strategy		
	H2.2. Develop selective factors and skills list		
	H2.3. Write job analysis and crediting plans		
	H2.4. Vacancy announcement preparation and posting		
	H2.5. Receive and review applications, screening, rating and ranking, certificates, job offers (includes summer hires, temporary and term employees, stay-in-school, etc.)		
	H3. Special Recruitment Functions		
	H3.1. Conduct college recruiting		
	H3.2. Act as liaison with colleges		
	H3.3. Federal Grant; College Work Study, Vocational Education, Senior Community Service Employment, Job Training Partnership Act, Retired Senior Volunteer, and Community Work Service Program		
	H4. Reduction-in-Force/Downsizing		
	H4.1. Perform Reduction-in-Force 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		

	H5. Administer the Priority Placement Program (PPP)		
	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		
	H6. Perform Other Staffing-Related Activities		
	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. Perform furlough planning		
	H6.5. Process 180 day waiver requirement		
	H6.6. Administer Reemployment Priority List		
	H6.7. Administer Spouse Employment/CORS/Overseas		
	H6.8. Execute pay determinations		
	H6.9. Manage details		
	H6.10. Process Overseas Extension Actions (CONUS)		
	H6.11. Process separation actions		
	H6.12. Manage Mobilization		
	H6.13. Execute VSIP/VERA Actions		
	H6.14. Process reemployed annuitants		
	H6.15. Reemployed annuitant separates		
	I Other HR Programs		
	II. Administer Special Events/Functions		
	II.1. Coordinate and administer blood and CFC drives		
	II.2. Provide support to charitable organizations		
	II.3. Coordinate and administer Employee Assistance/Wellness Programs		
	II.4. Coordinate and conduct other special events		
	I2. Administer Flexible Workplace Program		
	I2.1. Coordinate long-term work-at-home		
	I2.2. Coordinate short-term work-at-home		
	I2.3. Coordinate telecommuting centers		
	I2.4. Jobsharing		
	I3. Perform Leave Administration		
	I3.1. Administer local leave program		
	I3.2. Interpret regulations and policies on leave usage		
	I3.3. Advise employees and management on local leave usage		
	I3.4. Coordinate participation in the Leave Transfer and Donor Programs		
	I4. Administer Pay and Hours of Duty		
	I4.1. Pay setting		
	I4.2. Coordinate special pay requests/resolve payroll errors		

I4.3. Assist in Federal Wage System (FWS) Surveys		
I4.4. Annual review of special salary rates		
I4.5. Provide HRSC/HRO-wide annual DCPDS update and central generation of personnel actions		
I4.6. Administer severance pay		
I5. Perform Organization Workforce Downsizing and Restructuring		
I5.1. Perform furlough planning		
I5.2. Perform transfer of function		
I5.3. Aggressive Outplacement (career transition) Activity: Career counseling, available job opportunities (including internet job connections); skills identification; retraining; employee assistance)		
I5.4. Advise on reorganizations		
I6. Administer Personnel Security/Suitability		
I6.1. Review employee security package		
I6.2. Work with employee/management to secure proper security forms		
I6.3. Perform fingerprinting		
I6.4. Provide suitability checks		
I6.5. Request investigations		
I6.6. Review clearances and certifications		
I6.7. Reconcile security information		
I7. Operate Employee Resource Center and Associated Functions		
I7.1. Audio Visual equipment library		
I7.2. Assist employees in use of A/V equipment (e.g., computer, VCR, etc.)		
I7.3. Maintain library pertaining to any HR function		
I7.4. Advise and counsel employees on appropriate self-learning courses		
J Perform Other HR Activities		
J1. Contracting HR Services		
J1.1. Perform all tasks to arrange for and maintain contracted HR services for HRSC/HRO customers		
J2. Participate in External HR Organizations		
J2.1. FEB/FEA Councils (membership/support)		
J2.2. Classification and Comp Society		
J2.3. Labor Management Relations Society		
J2.4. Staffing Associations		
J2.5. Personnel Officer Conferences		
J2.6. Training Officer Conferences		
J2.7. American Society for Training and Development (ASTD)		
J2.8. IPMA		
J2.9. Participate in other external HR organizations		
J2.10. Participate in Inter-Agency Group (IAG) Activities		
J2.11. Federal Employee Development Society (FEDS)		

J3. Perform Annual/Quarterly/Monthly/Periodic Reporting Functions		
J3.1. Disabled Veterans Accomplishment Report & Plan Update		
J3.2. Affirmative Action Plan for Minorities & Women		
J3.3. College Recruiting		
J3.4. Continuation of Pay for FECA Program		
J3.5. Drug testing		
J3.6. Employee Counseling Services		
J3.7. Federal Equal Opportunity Recruitment Program (FEORP)		
Accomplishment Report		
J3.8. Incentive Awards		
J3.9. Key vacancies		
J3.10. Labor relations activity		
J3.11. Official time		
J3.12. Outstanding Scholar Special Program		
J3.13. Part-time/job sharing		
J3.14. Report on Delegated Examining for OPM		
J3.15. RIF Placement Activity		
J3.16. SF-39 status		
J3.17. Stay-in-School		
J3.18. Quality Management efforts		
J3.19. Training statistics		
J3.20. Use of Commercial Recruiting Firms & Non-Profit Employment Services		
J3.21. Use of Private Sector Temps		
J3.22. Volunteers		
J3.23. Ethics Report		
J3.24. Usage of Early-Out/Buyout Authorities		
J3.25. FOIA/Privacy Act Reports		
J3.26. Prepare other internal HR reports		
J4. Perform General Management		
J4.1. Perform program direction		
J4.2. Manage human resources		
J4.3. Review and justify budgets		
J4.4. Conduct cost analysis		
J4.5. Comment on initiatives proposed by OPM		
J4.6. Supervise people		
J4.7. Market HR services		
J4.8. Develop a position description		
J5. Perform Business Management		
J5.1. Respond to Congressionals		
J5.2. Respond to Hotline inquiries		
J5.3. Formulate Local FOIA/Privacy Act policy		
J5.4. Respond to FOIA/Privacy Act requests		
J5.5. Respond to Office of Special Council Inquiries		
J5.6. Perform/administer/plan studies,audits,investigations,analysis,special projects		

J5.7. Validate that HR practices comply with law, rules, regulations and Navy policy		
J6. Perform General Administration		
J6.1. Read/answer general e-mail (non-HR program related)		
J6.2. Review documents/correspondence		
J6.3. Perform photocopying/faxing		
J6.4. File documents		
J6.5. Perform receptionist/secretarial duties		
J6.6. Handle inquiries/complaints		
J6.7. Perform/maintain timekeeping duties		
J6.8. Schedule meetings		
J6.9. Attend staff meetings		
J6.10. Attend training courses		
J6.11. Make travel arrangements		
J6.12. Inventory/order minor equipment and supplies		
J6.13. Prepare training requests and other administrative forms		
J6.14. Administer mail distribution		
J6.15. Administer and process procurement requirements/requests		
J6.16. Maintain and administer local credit card program		
J6.17. Conduct new employee orientation		
J6.18. Maintain Conference Room		
J7. Perform Business Administration		
J7.1. Interpret high level administrative policies		
J7.2. Formulate local administrative and/or financial policies		
J7.3. Draft directives		
J7.4. Formalize budget		
J7.5. Maintain fiscal accounting		
J7.6. Process funding requests		
J7.7. Prepare Interagency Support Agreements		
J7.8. Handle facility management issues		
J7.9. Administer the Transit Subsidy Program		
J7.10. Maintain/manage Forms Program		
J7.11. Payroll		
J8. Administer Equal Employment Opportunity Affirmative Employment Programs		
J8.1. Provide advice, guidance, assistance and data analysis for Affirmative Employment Programs		
J8.2. Implement Activity Equal Opportunity/Affirmative Action Programs		
J8.3. Participate in reasonable accommodation determinations.		
J9. Alternate Dispute Resolution (ADR)		
J9.1. Manage and facilitate alternative dispute resolution related to EEO matters		
J9.2. Provide advice and guidance on ADR		
J10. Equal Employment Opportunity Complaints		

J10.1. Process individual and class action complaints		
J10.2. Provide advice and counsel concerning individual and class action complaints		
J10.3. Attempt resolution of EEO individual and class action complaints		
J11. Equal Employment Opportunity Special Emphasis Program Management		
J11.1. Administer and conduct special emphasis programs (e.g., Black History Month, Hispanic Heritage Month, etc.)		
J12. Equal Employment Opportunity Data Management		
J12.1. Generate EEO data in the form of a report or analysis		
J12.2. Prepare EEO Accomplishment Reports and AEP/EEO reports		
J12.3. Maintain the Complaint Actions Tracking System		
J12.4. Process requests for EEO case data		
Total Part II:		100%

Department of the Navy		
Human Resources (HR) Services		
Activity-Based Costing		
SURVEY		
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%):		
PART I		
Instructions:		
Check only one box to the right:		
Manager/Supervisor (Full Supervisor or Manager)	<input type="checkbox"/>	
Lead/Specialist/Assistant	<input type="checkbox"/>	
Secretary/Clerical	<input type="checkbox"/>	
PART II		
Instructions:		
1. Please page through the Survey.		
2. Determine which tasks (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 sub-tasks (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 sub-task and assign a percentage of time beside each check mark.		
ACTIVITY SURVEY		
Overall Objective: Provide Human Resources Services		
	Check Box	Total %
	& Assign %	of Time
	If Task	Spent in the
	Performed	Past Year
A Provide Personnel Management and Information Systems policy, planning, oversight, and direction		
A1. Develop Personnel Policy and Plans for HRSC/HRO-wide Use		
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		
TOTAL A1.		
A2. Perform Supervisory/Managerial HR Services		
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		
TOTAL A2.		
B Perform Labor Relations/Employee Relations Functions		
B1. Negotiate/Administer Labor Agreements and Labor Relations Policies		
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		
TOTAL B1.		
B2. Perform Functions Relating to Grievances and Third Party Cases		
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		
TOTAL B2.		
B3. Perform Other Labor Relations Functions		
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
TOTAL B3.		
B4. Administer Discipline Program		
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		
TOTAL B4.		
C Administer and Coordinate Training Programs, Policy, and Organizational Development Functions		
C1. Perform Planning & Design Services		
C1.1. Implement agency-wide training programs and policies		
C1.2. Conduct training needs survey		
TOTAL C1.		
C2. Provide Acquisition Services		
C2.1. Provide and select training vendor		
TOTAL C2.		
C3. Manage/Administer Training Services		
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		
TOTAL C3.		

	Check Box & Assign % If Task Performed	Total % of Time Spent in the Past Year
C4. Deliver Training and Training Support Services		
C4.1. Develop and support on-site training programs		
C4.2. Maintain training facilities and equipment		
C4.3. Conduct training courses/briefings		
TOTAL C4.		
C5. Manage Information Resources		
C5.1. Provide multimedia resources		
C5.2. Establish and maintain video and training resource library		
TOTAL C5.		
C6. Manage/Administer Data		
C6.1. Maintain training records and update the Modern Defense Civilian Personnel Data System (MDCPDS)		
C6.2. Administer DAWIA Program		
TOTAL C6.		
C7. Administer Organizational Development Services		
C7.1. Plan and evaluate workforce development		
C7.2. Provide continuing education information and guidance		
TOTAL C7.		
C8. Operate Employee Resource Center and Associated Functions		
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		
TOTAL C8.		
D Employee Benefits/Services Activities		
D1. Process Life Insurance Programs		
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		
TOTAL D1.		
D2. Process Health Benefits		

	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		
TOTAL D2.		
D3. Administer Thrift Saving Plan (TSP) Program		
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		
TOTAL D3.		
D4. Administer Workers Compensation Programs		
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		
TOTAL D4.		
D5. Administer Drug Testing Program		
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		
TOTAL D5.		
D6. Administer/Process Incentive Awards		
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		
TOTAL D6.		
D7. Administer Performance Management		
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		
TOTAL D7.		
D8. Provide Retirement Functions		
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		
TOTAL D8.		
D9. Perform Employees Benefits Information System (EBIS)/Interactive Voice Response System (IVRS) Functions		
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		
TOTAL D9.		
D10. Perform Human Resources Benefits Call Center (HRBCC) Functions		

	Check Box	Total %
	& Assign %	of Time
	If Task	Spent in the
	Performed	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		
TOTAL D10.		
E Operate/Maintain Automated Personnel Systems and Information		
E1. Manage/Maintain MDCPDS		
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)		
TOTAL E1.		
E2. Manage/Maintain HR Systems (Non-MDCPDS)		
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		
TOTAL E2.		
E3. Perform Personnel Action Processing (Non-Traditional)		
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		
TOTAL E3.		
E4. Support IT Infrastructure		
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		
TOTAL E4.		
F Process Personnel Actions, Files and Records		
F1. Process Transactions		
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		
TOTAL F1.		
F2. Maintain Personnel Files and Records		
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)		
TOTAL F2.		
F3. Perform Quality Control and Reconcile Data		

	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		
TOTAL F3.		
F4. Administer Personnel Security/Suitability		
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		
TOTAL F4.		
G Administer Classification and Position Management		
G1. Perform Classification and Position Management		
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		
TOTAL G1.		

	Check Box & Assign % If Task Performed	Total % of Time Spent in the Past Year
H Perform Staffing, Recruiting, Selection, Promotion Activities		
H1. Provide Internal Placement Functions		
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		
TOTAL H1.		
H2. Provide External Recruitment and Selection Function		
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		
TOTAL H2.		
H3. Provide Special Recruitment Function		
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		
TOTAL H3.		
H4. Provide RIF/Downsizing Function		
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		
TOTAL H4.		
H5. Administer the Priority Placement Program (PPP)		
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		
TOTAL H5.		
H6. Perform Other Staffing-Related Activities		
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		
TOTAL H6.		
H7. Administer Pay and Hours of Duty		
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		
TOTAL H7.		
H8. Perform Organization Workforce Downsizing and Restructuring		
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		
TOTAL H8.		
H9. Administer the Military Spouse Program		
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		
TOTAL H9.		
I Administer/Participate in HR Special Events, Functions, and Organizations		
I1. Administer Special Events/Functions		
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		
TOTAL I1.		
I2. Participate in External HR Organizations		
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		
TOTAL I2.		
J Perform HR Business Management and Administrative Functions		

	Check Box & Assign % If Task Performed	Total % of Time Spent in the Past Year
J1. Contracting HR Services		
J1.1. Perform all tasks to arrange for and maintain contracted HR services for HRSC/HRO customers		
TOTAL J1.		
J2. Perform Annual/Quarterly/Monthly/Periodic Reporting Functions		
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		
TOTAL J2.		
J3. Perform Business Management		
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		
TOTAL J3.		
J4. Perform General Administration		
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		
TOTAL J4.		
J5. Perform Business Administration		
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		
TOTAL J5.		
J6. Administer Flexible Workplace Program		
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		
TOTAL J6.		
J7. Perform Leave Administration		
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		
TOTAL J7.		
K Provide EEO Services		
K1. Administer Equal Employment Opportunity (EEO) Affirmative Employment Programs (AEP)		
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		
TOTAL K1.		
K2. Administer Alternate Dispute Resolution (ADR)		
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		
TOTAL K2.		
K3. Administer Equal Employment Opportunity Complaints		
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		
TOTAL K3.		
K4. Administer Equal Employment Opportunity Special Emphasis Program Management		
K4.1. Administer and conduct special emphasis programs (e.g., Black History Month, Hispanic Heritage Month, etc.)		
TOTAL K4.		
K5. Administer Equal Employment Opportunity Data Management		
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		
TOTAL K5.		
TOTAL PART II		

ACTIVITY-BASED COSTING SURVEY WORKSHEET

Code/Title/Series/Grade:	Total % of Time Spent in the Past Year
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	
TOTAL	100%

**Department of the Navy
Human Resources (HR) Services
Activity-Based Costing**

ACTIVITY/RESOURCE DRIVERS AND OUTPUT

OVERALL OBJECTIVE: Provide Human Resources Services

EXPLANATORY NOTE: For purposes of this survey, the economic element of RESOURCES is to be considered that of Full Time Equivalents (FTEs) positions.

	ACTIVITY DRIVER	OUTPUT
A Provide Personnel Management and Information Systems policy, planning, oversight, and coordination		
A1. Develop personnel policy and plans for HRSC/HRO-wide use	Evenly Assigned	Regulatory Compliance
A1.1. Plan, develop and implement HRSC/HRO initiatives		
A1.2. Provide advice to managers and employees on nationwide issues		
A1.3. Develop written agency-wide guidance		
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 Perform Labor Relations/Employee Relations Functions		
B1. Negotiate/administer labor agreements and labor relations policies	# of Bargaining Units	-Labor Policies -Effective L/M Relationships -Negotiated Documents
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		
B2. Perform functions relating to grievances and third party cases	# of Events	Resolve Disputes
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		
B3. Perform other labor relations functions	# of Bargaining Units	-Effective L/M Relationships -Labor Partnerships
B3.1. Perform labor-management partnership activities		
B3.2. Administer union dues withholding		
B3.3. Provide counseling		
B3.4. Input and update records/files		

B4. Administer Discipline Program B4.1. Counsel management/employees B4.2. Explore settlement options B4.3. Prepare Proposal and Decision Notices B4.4. Review documentation B4.5. OIG report review/analysis B4.6. Evaluate arrest and conviction B4.7. Employee malfeasance (off/on duty) evaluation B4.8. Deposition of decisions B4.9. Process performance based action B4.10. Administer discipline and adverse action plan	# of Events	Effective L/M Relationships
C Administer and Coordinate Training Programs, Policy, and Organizational Development Functions		
C1. Perform Planning & Design C1.1. Implement agency-wide training programs and policies C1.2. Conduct training needs survey	Evenly Assigned	Regulatory Compliance
C2. Acquisition C2.1. Provide and select training vendor	# of Events	Acquire Competent Vendor
C3. Administration 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 Civilian Leadership 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. Administer the Apprentice Program C3.11. Manage mandatory training C3.12. Manage Executive Development Program C3.13. Provide training announcements	Evenly Assigned	Business Sustainment
C4. Delivery C4.1. Develop on-site training programs C4.2. Maintain training facilities and equipment C4.3. Conduct training courses/briefings	Evenly Assigned	Business Sustainment
C5. Information Management C5.1. Provide multimedia resources C5.2. Establish and maintain video and training resource library	Evenly Assigned	Business Sustainment
C6. Data Management C6.1. Maintain records C6.2. Administer DAWIA Program	# of Events	Regulatory Compliance
C7. Organizational Development C7.1. Plan and evaluate workforce development	# of Events	Business Sustainment

C7.2. Provide continuing education information and guidance

D Employee Benefits/Services Activities

D1. Process Life Insurance Programs

- D1.1. 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. 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

of Events

Access to L.I. Programs

D2. Process Health Benefits

- 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

of Events

Access to HB Program

D3. Administer Thrift Saving Plan (TSP) Program

- D3.1. Conduct TSP open season
- D3.2. Process TSP for new hires/rehires
- D3.3. Process TSP cancellations
- D3.4. TSP in-service withdrawal program
- D3.5. Provide counseling

of Events

Access to TSP

D4. Administer Workers Compensation Programs

- 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

of Events

Access to OWCP

D5. Administer Drug Testing Program

- 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

of Required
Testing
Positions

Regulatory Compliance

D6. Administer/Process Incentive Awards D6.1. Coordinate and administer awards programs; review documentation D6.2. Sick Leave Certificates and pins; length of service pins; attendance awards D6.3. Quality step increases 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	# of Events	Employee Recognition
D7. Administer Performance Management D7.1. Process appraisals D7.2. Monitor and review appraisals D7.3. Review performance plans D7.4. Within grade denials D7.5. Review and analyze system changes by OPM and HROC D7.6. Prepare and submit award recommendations D7.7. Provide guidance to managers/employees	# of Employees	Effective Performance Management
D8. Provide Retirement Functions 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. Coordinate 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.Liaison with Social Security re: Medicare and Pension Eligibility	# of Events	Access to Retirement Program
E Operate/Maintain Automated Personnel Systems and Information		
E1. Defense Civilian Personnel Data System Management and Maintenance 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 (DESIRE reports/extracts, RIPs and Cognos)	Evenly Assigned	Business Sustainment
E2. HR Systems Management and Maintenance (non-DCPDS) E2.1. Perform System management (accounts, information dissemination, problem reporting) E2.2. Perform system maintenance (backups, installations and troubleshooting) E2.3. Perform report development, generation, analysis and distribution	Evenly Assigned	Business Sustainment

(productivity metrics, access, Cognos) E2.4. Develop and maintain applications		
E3. Personnel Action Processing (Non-Traditional) E3.1. Automated Mass Actions (Ad-Hoc re-entry/update actions) E3.2. Perform system error correction	# of Events	Accurate Data
E4. Support IT Infrastructure E4.1. Assist in the administration of LAN, communications, equipment maintenance/inventory, troubleshooting E4.2. Assist in PC configurations, software set-up, inventory, troubleshooting E4.3. Administer IT Security Program	Evenly Assigned	Business Sustainment
F Process Personnel Actions, Files and Records		
F1. Process Transactions 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 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 requests	# of Events	Accurately Processed Transactions
F2. Maintain Personnel Files and Records F2.1. Process incoming OPFs from FRC/other activity F2.2. Process outgoing OPFs to FRC/other activity F2.3. Check-in central records/OPFs within HRSC/HRO F2.4. Check-out 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 DCPDS	# of Employees	Accurately Maintained Files & Records
F3. Perform Quality Control and Reconcile Data F3.1. Review payroll error reports F3.2. Review DCPDS edits/tickler reports F3.3. Verify accuracy of data F3.4. Update data as required	# of Events	Business Sustainment
G Administer Classification and Position Management		
G1. Perform Classification and Position Management G1.1. Assign PD Number G1.2. Conduct PD file maintenance G1.3. Do pen & ink changes to PD G1.4. Prepare PD amendments	# of Events	Properly Classified and Constructed Positions

<ul style="list-style-type: none"> 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 survey 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 		
H Perform Staffing, Recruiting, Selection, Promotion Activities		
H1. Internal Placement		
<ul style="list-style-type: none"> H1.1. Write job analysis and crediting plans H1.2. Provide advice to management on staffing alternatives H1.3. Vacancy announcement preparation and posting H1.4. Receive and review applications, screening, rating and ranking, certificates, job offers H1.5. Career ladder promotions H1.6. Details H1.7. Non-competitive reassignments H1.8. Non-competitive temporary promotions H1.9. Change to lower grade 	# of Events	Selection of Qualified Candidates
H2. Provide External Recruitment and Selection Function		
<ul style="list-style-type: none"> H2.1. Determine recruitment strategy H2.2. Develop selective factors and skills list H2.3. Write job analysis and crediting plans H2.4. Vacancy announcement preparation and posting H2.5. Receive and review applications, screening, rating and ranking, certificates, job offers (includes summer hires, temporary and term employees, stay-in-school, etc.) 	# of Events	Selection of Qualified Candidates
H3. Special Recruitment Functions		
<ul style="list-style-type: none"> H3.1. Conduct college recruiting H3.2. Act as liaison with colleges H3.3. Federal Grant; College Work Study, Vocational Education, Senior Community Service Employment, Job Training Partnership Act, Retired Senior Volunteer, and Community Work Service Program 	# of Requirements	Development of Applicant Pools
H4. Reduction-in-Force/Downsizing		
<ul style="list-style-type: none"> H4.1. Perform Reduction-in-Force 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 	# of Events	-Greater than 50 RIFs -Less than 50 RIFs

H5. Administer the Priority Placement Program (PPP)	# of Events	Access to Placement Program
<ul style="list-style-type: none"> 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 		
H6. Perform Other Staffing-Related Activities	Evenly Assigned	Business Sustainment
<ul style="list-style-type: none"> 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. Perform furlough planning H6.5. Process 180 day waiver requirement H6.6. Administer Reemployment Priority List H6.7. Administer Spouse Employment/CORS/Overseas H6.8. Execute pay determinations H6.9. Manage details H6.10. Process Overseas Extension Actions (CONUS) H6.11. Process separation actions H6.12. Manage Mobilization H6.13. Execute VSIP/VERA Actions H6.14. Process reemployed annuitants H6.15. Reemployed annuitant separates 		
I Other HR Programs		
I1. Administer Special Events/Functions	Evenly Assigned	Business Sustainment
<ul style="list-style-type: none"> 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 		
I2. Administer Flexible Workplace Program	Evenly Assigned	Business Sustainment
<ul style="list-style-type: none"> I2.1. Coordinate long-term work-at-home I2.2. Coordinate short-term work-at-home I2.3. Coordinate telecommuting centers I2.4. Jobsharing 		
I3. Perform Leave Administration	Evenly Assigned	Business Sustainment
<ul style="list-style-type: none"> I3.1. Administer local leave program I3.2. Interpret regulations and policies on leave usage I3.3. Advise employees and management on local leave usage I3.4. Coordinate participation in the Leave Transfer and Donor Programs 		
I4. Administer Pay and Hours of Duty	Evenly Assigned	Business Sustainment
<ul style="list-style-type: none"> I4.1. Pay setting I4.2. Coordinate special pay requests/resolve payroll errors I4.3. Assist in Federal Wage System (FWS) Surveys I4.4. Annual review of special salary rates I4.5. Provide HRSC/HRO-wide annual DCPDS update and central generation of personnel actions I4.6. Administer severance pay 		

I5. Perform Organization Workforce Downsizing and Restructuring I5.1. Perform furlough planning I5.2. Perform transfer of function I5.3. Aggressive Outplacement (career transition) Activity: Career counseling, available job opportunities (including internet job connections); skills identification; retraining; employee assistance) I5.4. Advise on reorganizations	Evenly Assigned as a contingency	M.E.O.
I6. Administer Personnel Security/Suitability I6.1. Review employee security package I6.2. Work with employee/management to secure proper security forms I6.3. Perform fingerprinting I6.4. Provide suitability checks I6.5. Request investigations I6.6. Review clearances and certifications I6.7. Reconcile security information	# of Events	Regulatory Compliance
I7. Operate Employee Resource Center and Associated Functions I7.1. Audio Visual equipment library I7.2. Assist employees in use of A/V equipment (e.g., computer,VCR, etc.) I7.3. Maintain library pertaining to any HR function I7.4. Advise and counsel employees on appropriate self-learning courses	Evenly Assigned	Business Sustainment
J Perform Other HR Activities		
J1. Contracting HR Services J1.1. Perform all tasks to arrange for and maintain contracted HR services for HRSC/HRO customers	# of Contract Services	Contracted Services
J2. Participate in External HR Organizations J2.1. FEB/FEA Councils (membership/support) J2.2. Classification and Comp Society J2.3. Labor Management Relations Society J2.4. Staffing Associations J2.5. Personnel Officer Conferences J2.6. Training Officer Conferences J2.7. American Society for Training and Development (ASTD) J2.8. IPMA J2.9. Participate in other external HR organizations J2.10.Participate in Inter-Agency Group (IAG) Activities J2.11.Federal Employee Development Society (FEDS)	Evenly Assigned	Business Sustainment
J3. Perform Annual/Quarterly/Monthly/Periodic Reporting Functions J3.1. Disabled Veterans Accomplishment Report & Plan Update J3.2. Affirmative Action Plan for Minorities & Women J3.3. College Recruiting J3.4. Continuation of Pay for FECA Program J3.5. Drug testing J3.6. Employee Counseling Services J3.7. Federal Equal Opportunity Recruitment Program (FEORP) Accomplishment Report	Evenly Assigned	Business Sustainment

<ul style="list-style-type: none"> J3.8. Incentive Awards J3.9. Key vacancies J3.10. Labor relations activity J3.11. Official time J3.12. Outstanding Scholar Special Program J3.13. Part-time/job sharing J3.14. Report on Delegated Examining for OPM J3.15. RIF Placement Activity J3.16. SF-39 status J3.17. Stay-in-School J3.18. Quality Management efforts J3.19. Training statistics J3.20. Use of Commercial Recruiting Firms & Non-Profit Employment Services J3.21. Use of Private Sector Temps J3.22. Volunteers J3.23. Ethics Report J3.24. Usage of Early-Out/Buyout Authorities J3.25. FOIA/Privacy Act Reports J3.26. Prepare other internal HR reports 		
J4. Perform General Management	Evenly Assigned	Business Sustainment
<ul style="list-style-type: none"> J4.1. Perform program direction J4.2. Manage human resources J4.3. Review and justify budgets J4.4. Conduct cost analysis J4.5. Comment on initiatives proposed by OPM J4.6. Supervise people J4.7. Market HR services J4.8. Develop a position description 		
J5. Perform Business Management	# of Events	Business Sustainment
<ul style="list-style-type: none"> J5.1. Respond to Congressionals J5.2. Respond to Hotline inquiries J5.3. Formulate Local FOIA/Privacy Act policy J5.4. Respond to FOIA/Privacy Act requests J5.5. Respond to Office of Special Council Inquiries J5.6. Perform/administer/plan studies, audits, investigations, analysis, special projects J5.7. Validate that HR practices comply with law, rules, regulations and Navy policy 		
J6. Perform General Administration	Evenly Assigned	Business Sustainment
<ul style="list-style-type: none"> J6.1. Read/answer general e-mail (non-HR program related) J6.2. Review documents/correspondence J6.3. Perform photocopying/faxing J6.4. File documents J6.5. Perform receptionist/secretarial duties J6.6. Handle inquiries/complaints J6.7. Perform/maintain timekeeping duties J6.8. Schedule meetings J6.9. Attend staff meetings 		

J6.10. Attend training courses J6.11. Make travel arrangements J6.12. Inventory/order minor equipment and supplies J6.13. Prepare training requests and other administrative forms J6.14. Administer mail distribution J6.15. Administer and process procurement requirements/requests J6.16. Maintain and administer local credit card program J6.17. Conduct new employee orientation J6.18. Maintain Conference Room		
J7. Perform Business Administration	Evenly Assigned	Business Sustainment
J7.1. Interpret high level administrative policies J7.2. Formulate local administrative and/or financial policies J7.3. Draft directives J7.4. Formalize budget J7.5. Maintain fiscal accounting J7.6. Process funding requests J7.7. Prepare Interagency Support Agreements J7.8. Handle facility management issues J7.9. Administer the Transit Subsidy Program J7.10. Maintain/manage Forms Program J7.11. Payroll		
J8. Administer Equal Employment Opportunity Affirmative Employment Programs	Evenly Assigned	Regulatory Compliance
J8.1. Provide advice, guidance, assistance and data analysis for Affirmative Employment Programs J8.2. Implement Activity Equal Opportunity/Affirmative Action Programs J8.3. Participate in reasonable accommodation determinations.		
J9. Alternate Dispute Resolution (ADR)	# of Events	Prompt, Effective Resolution of Disputes
J9.1. Manage and facilitate alternative dispute resolution related to EEO matters J9.2. Provide advice and guidance on ADR		
J10. Equal Employment Opportunity Complaints	# of Events	Effective & Equitable E/M Relationships
J10.1. Process individual and class action complaints J10.2. Provide advice and counsel concerning individual and class action complaints J10.3. Attempt resolution of EEO individual and class action complaints		
J11. Equal Employment Opportunity Special Emphasis Program Management	# of Events	Business Sustainment
J11.1. Administer and conduct special emphasis programs (e.g., Black History Month, Hispanic Heritage Month, etc.)		
J12. Equal Employment Opportunity Data Management	# of Events	Business Sustainment
J12.1. Generate EEO data in the form of a report or analysis J12.2. Prepare EEO Accomplishment Reports and AEP/EEO reports J12.3. Maintain the Complaint Actions Tracking System J12.4. Process requests for EEO case data		
* Note: The Resource Driver for all of the above is FTE.		

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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 ...

Enclosure (7)

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



PERCENTAGE OF ONE FTE

D Employee Benefits/Services Activities

D4. Administer Workers Compensation Program

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	0.03	
D4.4. Maintain log and files on injuries	0.03	
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	0.04	
TOTAL D4.		0.10

10% OF TIME IS SPENT ON TASK D4 (10% OF ONE FTE).



FTE BREAKOUT

D Employee Benefits/Services Activities	HRSC-NE	HRO MECH	HRO GREATLAKES
D4. Administer Workers Compensation Programs			
D4.1. Represent region to DOL and top management	0.00	0.00	0.00
D4.2. Review forms and documentation prior to forwarding to DOL	0.00	0.11	0.05
D4.3. Review bills for DOL	0.03	0.12	0.05
D4.4. Maintain log and files on injuries	0.03	0.12	0.05
D4.5. Assist managers in establishing light duty assignments	0.00	0.11	0.05
D4.6. Develop job offers to bring employees back to work	0.00	0.00	0.05
D4.7. Develop strategy to reduce costs	0.00	0.00	0.01
D4.8. Controvert claims	0.00	0.11	0.04
D4.9. Monitor activity chargeback costs	0.00	0.11	0.04
D4.10. Provide counseling	0.04	0.11	0.05
TOTAL FTE FOR TASK D4	0.10	0.80	0.40



WEIGHTED METHODOLOGY % OF WORKFORCE

D Employee Benefits/Services Activities

	HRSC – NE	HRO MECH	HRO GREAT LAKES
D4. Administer Workers Compensation Programs			
D4.1. Represent region to DOL and top management	0.00%	0.00%	0.00%
D4.2. Review forms and documentation prior to forwarding to DOL	0.00%	0.39%	0.66%
D4.3. Review bills for DOL	0.02%	0.40%	0.66%
D4.4. Maintain log and files on injuries	0.02%	0.40%	0.66%
D4.5. Assist managers in establishing light duty assignments	0.00%	0.39%	0.66%
D4.6. Develop job offers to bring employees back to work	0.00%	0.00%	0.66%
D4.7. Develop strategy to reduce costs	0.00%	0.00%	0.14%
D4.8. Controvert claims	0.00%	0.39%	0.45%
D4.9. Monitor activity chargeback costs	0.00%	0.39%	0.45%
D4.10. Provide counseling	0.02%	0.39%	0.66%

TOTAL PERCENTAGE OF WORKFORCE DEDICATED TO TASK D4

	0.06%	2.76%	5.00%
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HRSC – NE – 204 COMPLETED SURVEYS
HRO MECH – 29 COMPLETED SURVEYS
HRO GL – 8 COMPLETED SURVEYS

TAKE THE TOTAL FTE FOR EACH SUB-TASK AND DIVIDE IT BY THE TOTAL NUMBER OF EMPLOYEES WHO COMPLETED THE SURVEY.

E.G., FOR HRSC-NE SUB-TASK D4.3 {See Page 2 of enclosure (9)}

DIVIDE 0.03 FTE BY 204 = .0002 OR .02%