

Other (Administrators and Parents)	22	0
Total Education Community:	219	0

2. General Public/Informational Outreach:

	Participants (number)
Conferences/conventions, museums/booths	0
Estimated Newspaper/Magazine Audiences	0
Estimated TV/Radio Broadcast Audiences	0
Estimated CD-Rom Users	0
Web Audiences: Unique IP Addresses (*not included in totals below)	0
Other:	7,130
Total General/Outreach:	7,130

Robotics Education Support

- Participants (FY2004) 21
- Participants (FY2005) 25

Historical and Background Data

Training and Incentives

HS40/PWS 6.0

TRAINING AND INCENTIVES				
ACTIVITY	TIME PERIOD	BRIEF DESCRIPTION	INSTANCES	AFFECTED EMPLOYEES
Incentive Awards Issued	FY05	Director's Commendation Award	N/A	60
		Group Achievement Award	N/A	1710
		MSFC Certificate of Appreciation	N/A	212
		On-the-Spot Award (Group)	N/A	20
		On-the-Spot Award (Individual)	N/A	579
		Silver Snoopy Award	N/A	17
		Special Service Award	N/A	1287
		Sustained Superior Performance Award	N/A	815
		Time Off Awards (Group)	N/A	32
		Time Off Award (Individual)	N/A	268
		NASA Group Achievement Award	N/A	460
		Miscellaneous	N/A	64
Training Courses	FY06	Training courses are procured for MSFC employees consumption	99 (onsite)	1742
Marshall Institute (MI)- 4200 Usage	FY06	Number of MSFC employees utilizing MI located in Building 4200	349	6505
		Number of MSFC employee utilizing MI located at Education Training Institute	73	3596
		Number of independent training hours completed- This includes self-study courses, lunch and learn seminars, and e-learning	6754 (hours)	816

Historical and Background Data
Employee Services and Operations
HS50/PWS 7.0

EMPLOYEE ASSISTANCE PROGRAM				
ACTIVITY	TIME PERIOD	BRIEF DESCRIPTION	INSTANCES	AFFECTED EMPLOYEES
Individual Client Counseling	FY04	Provides individual counseling for personal or work issues	200	40
Support Groups, Workshops, and Educational Programs	FY04	Provides group counseling, workshops and educational outreach	12	250
Individual Client Counseling	FY05	Provides individual counseling for personal or work issues	415	83
Support Groups, Workshops, and Educational Programs	FY05	Provides group counseling, workshops and educational outreach	25	500
Individual Client Counseling	FY06 (Through 08/06)	Provides individual counseling for personal or work issues	240	48
Support Groups, Workshops, and Educational Programs	FY06 (Through 08/06)	Provides group counseling, workshops and educational outreach	25	500

EXECUTIVE RESOURCES PROGRAM				
ACTIVITY	TIME PERIOD	BRIEF DESCRIPTION	INSTANCES	AFFECTED EMPLOYEES
SES Vacancy Announcements Opened	FY05	Prepares vacancy announcements and position descriptions, receives applications and determines minimum qualifications	10	125
Presidential and Meritorious Rank Awards	FY05	Proofs/edits justifications and compares to performance appraisals	4	4
SES Bonuses	FY05	Processes SES bonuses	26	26
SES Pay Increases	FY05	Processes SES pay increases	25	25
SES Reassignments/Details*	FY05	Processes SES reassignments/details	15	15
SES Retirements/Resignations	FY05	Processes SES retirements/resignations	4	4
SES Vacancy Announcements Opened	FY06 (Through 08/06)	Prepares vacancy announcements and position descriptions, receives applications and determines minimum qualifications	9	110
Presidential and Meritorious Rank Awards	FY06 (Through 08/06)	Proofs/edits justifications and compares to performance appraisals	5	5
SES Bonuses	FY06 (Through 08/06)	Processes SES bonuses	25	25
SES Pay Increases	FY06 (Through 08/06)	Processes SES pay increases	43	43
SES Reassignments/Details*	FY06 (Through 08/06)	Processes SES Reassignments/Details	3	3
SES Retirements/Resignations	FY06 (Through 08/06)	Processes SES retirements/resignations	4	4
SES Candidate Development Program	FY06 (Through 08/06)	Performs preliminary screening, submits Center nominations, and briefs candidates of program requirements	3	3

*Does not include actions associated with reorganizations.

SECTION D: MISCELLANEOUS DATA

Service Contract Act

There are three contractor employees currently covered under the Service Contract Act; one administrative assistant and two training support positions.

Impacts of NSSC to Training and Awards

Since the current support services contract was awarded in February 2002, \$8.2 million has been expended for purchased training and materials (material costs only, no labor included). In FY06, the training budget is \$2.1 million. Much of the purchased training and awards functions are in the process of transitions to the NASA Shared Services Center (NSSC), located near the NASA Stennis Space Center in Mississippi. The FY06 training budget is \$1.9 million, and based on contract years, the training budget is:

Base Year (Feb. 07 – Feb.08)	\$1.28 million
Option Year 1	\$268,748
Option Year 2	\$300,000
Option Year 3	\$318,750
Option Year 4	\$350,000

There are two training buyers supporting the current contract. However, in October, 2006, the number of training buyers will reduce to one WYE (Work Year Equivalent) as a result of the planned transition of purchased training from the NASA Centers to the NSSC. All NSSC impacts are detailed in Figure 4 below.

NSSC Impacts to Current OHC Tasks

A. Functions Transitioning to NSSC (Date)	B. Functions Remaining at MSFC in OHC
<ul style="list-style-type: none"> • Training Data Systems (1/07) • Report Preparation (7/07) • Human Resources Training Information Systems (7/07) • Benefits (1/08) • Personnel Action Processing (1/08) • Awards Program (7/06) • Administration of Off-site Training Services (7/06) 	<ul style="list-style-type: none"> • Purchase Expedited Training • Purchase Organization Development Training • Purchase Project Funded Training • Purchase On-site Training until 2007 • Support Awards Below Center Level • Support Expanded Drug Testing Pool

Figure 4: NASA Shared Services Center (NSSC) impacts to OHC Training and Incentives Office

OHC Organizational Interfaces and Functional Area Descriptions

The Office of Human Capital and its support services contractor interfaces with many entities within the OHC Office, within the Marshall Space Flight Center, and external to the Center. Figure 5 attempts to demonstrate some of these interfaces graphically. Following this figure is a draft copy of the 2006 OHC Operating Plan. Although this plan describes essentially all of the OHC functions, some of which are not supported by this support services contract, it is included as additional background information to help potential offerors better understand the functions described by the PWS and other historical and background data included within this section.

Office of Human Capital Contractor Interfaces

Within Office of Human Capital:

- Directorate and Office Management
- Employees
- Contractor Teams
- Integrated Product Teams

Internal to Center:

- Center and Organization Management
- Employees/Co-Ops
- On-Site Contractors
- Unions
- Administrative Officers
- Training Liaisons

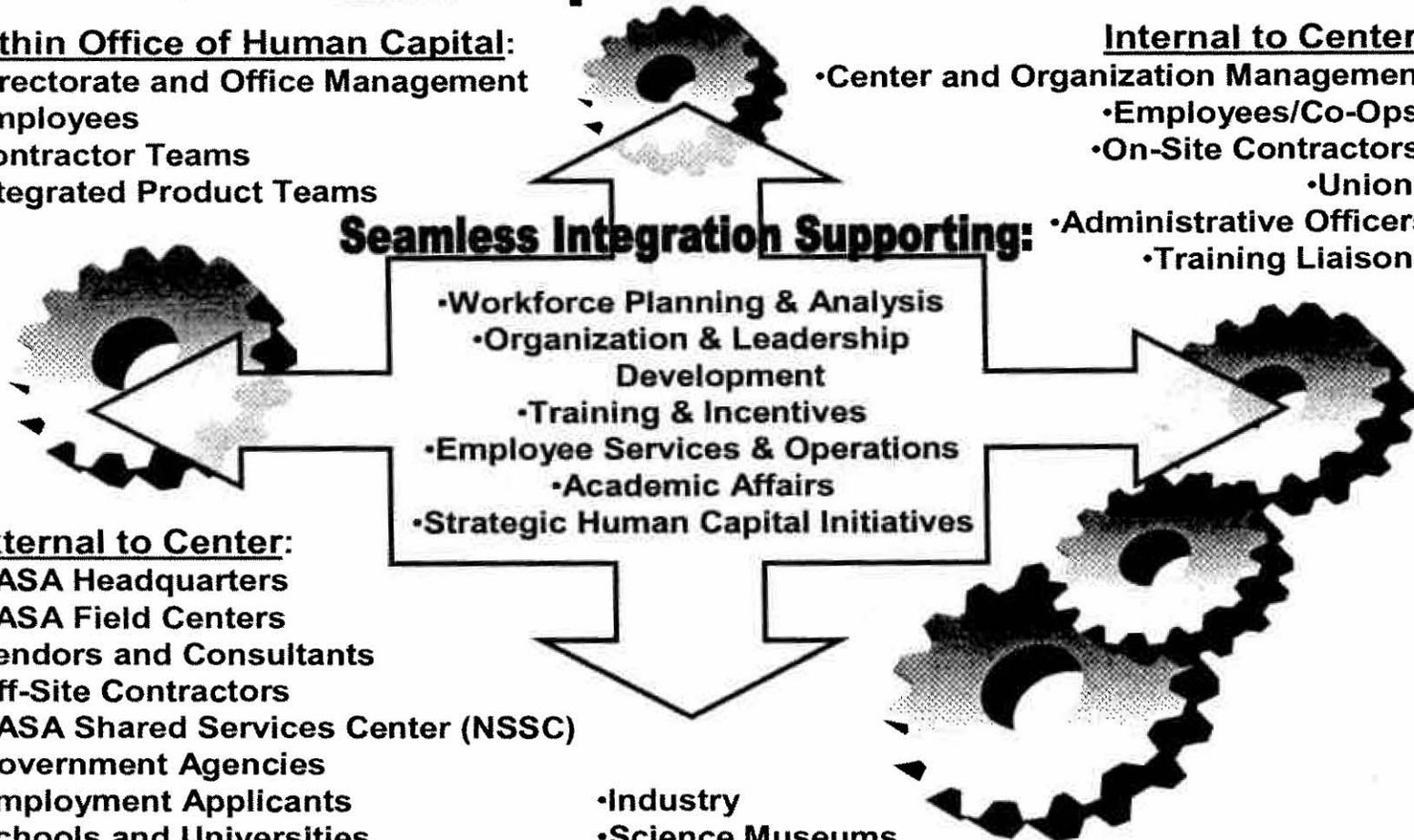
Seamless Integration Supporting:

- Workforce Planning & Analysis
- Organization & Leadership Development
- Training & Incentives
- Employee Services & Operations
- Academic Affairs
- Strategic Human Capital Initiatives

External to Center:

- NASA Headquarters
- NASA Field Centers
- Vendors and Consultants
- Off-Site Contractors
- NASA Shared Services Center (NSSC)
- Government Agencies
- Employment Applicants
- Schools and Universities
- Teachers and Educators
- Students K-College/Post Doctorates

- Industry
- Science Museums
- State and Federal Education Consortia
- American Public at Large



July 2006

Figure 5: Contractor Interfaces



Note: This is a draft version and is included for information only. Not all of the functions listed are included in the subject contract.

NASA/MSFC

Office of Human Capital

Operating Plan

2006

NASA/MSFC
Office of Human Capital Operating Plan

Table of Content	Page Number
Human Capital: An Introduction	3
1.0 Objectives	4
2.0 Our Vision	4
3.0 Our Mission	4
4.0 Our Guiding Principles	4
5.0 Management Team Norms	5
6.0 OHC Organizational Structure	6
7.0 OHC Functions by Office	6
7.1 Office of the Director (HS01)	6
7.2 Business Management Office (HS01)	6
7.3 Organization and Leadership Development Office (HS01)	8
7.4 Client Solutions (HS10)	9
7.5 Workforce Strategy and Planning Office (HS20)	10
7.6 Academic Affairs Office (HS30)	13
7.7 Training and Incentives Office (HS40)	21
7.8 Employee Services and Operations Office (HS50)	23
8.0 The NASA/MSFC and OHC Scorecard, Metrics, and Strategies	27
9.0 Client Interface Strategy	27
10.0 Integrated Product Teams (IPTs) and the Operations Group	27
11.0 The Support Group	34
12.0 Talent Management	35
13.0 Benchmarking Strategy	36
14.0 Duties and Responsibilities	37
15.0 Budget Information	44
16.0 Communication Strategy	45
17.0 Calendar Year 2006	43
18.0 OHC ISO Documents	46
19.0 OHC Products and Services Contacts	46

Human Capital: An Introduction

Human Capital means people. Two key principles, rather two of the legs of the human capital table, central to the human capital concept are:

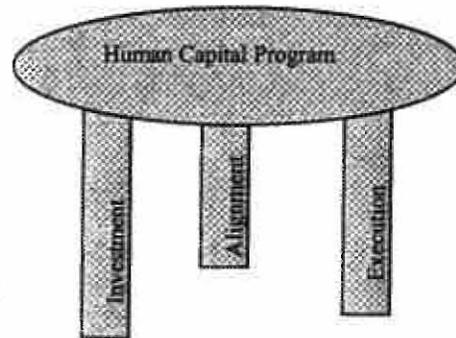
- People are not resources to be used up. Instead they are assets whose value can be enhanced and maximized through investment and performance management.
- Human capital must be aligned to support the Center’s mission, vision of the future, core values, goals, objectives and strategies.

In the dynamic environment in which we live, the value of people and the power of the individual have increased. That is because horizontal relationships, with multiple collaborations, are the driving force today. As the value of individual people increases, so does the performance capacity of the organization, and therefore its value to clients and other stake holders.

To be effective, we in the Office of Human Capital must understand the competitive environment facing our clients as well as ourselves. Today, it is now possible for more people to collaborate and compete in real time with other people on more different kinds of work from more places and on a more equal footing than anytime before. In this environment, people are the major creators of value with what they know and how well they collaborate with other people. It is critical that the OHC team add value to our clients. We must help managers understand the direction of the Agency and the Center, partner with them on performance management strategies that will contribute to mission success, ensure the development and retention of the talent pool, move from transactional services to strategic service, and yet, be agile, prompt, and effective in providing its day-to-day products and services.

All human capital policies and practices should be designed, implemented, and assessed by the standard of how well they help the Center deliver business results.

The third leg of the Human Capital table is the “how” to achieve these goals. Service is primarily delivered through integrated teams, composed of representatives from several departments of OHC, to provide strategies for proactively addressing human capital issues and challenges. These integrated teams use cutting edge business systems and networks which provide agile and customized teams capable of organizing to meet client needs with strategic, as well as just-in-time, products and services. Each team is a microcosm of the OHC organization, able to provide a wide spectrum of human capital services, and coalesce with operational team members and support staff around the product or service to be provided. With this integrated synergy, each individual increases their knowledge and capability and value as a human capital service provider. Essentially, we become “knowledge workers” of human capital services.



With integrated alignment, services are provided in a mode that allows richer communication and prompt, innovative, thorough solutions. This is the Office of Human Capital of today and it is ready for tomorrow.

Technical competence, teamwork, client interfacing, and customer satisfaction are integral in providing superlative service and advice to clients. The relationship between OHC and our internal clients is close and, in a sense, a fiduciary one in that the clients’ interests are uppermost and served with loyalty, good judgment, and discretion.

1.0 Objectives

- 1.1 Identify the Office of Human Capital functions.
- 1.2 Identify the Office of Human Capital operating strategies.
- 1.3 Identify the Office of Human Capital goals, objectives, and metrics in a scorecard framework and demonstrate alignment to the Center business goals and objectives.
- 1.4 Enable and facilitate implementation and execution of our goals and objectives by outlining detailed strategies, timelines, and measure of success.
- 1.5 Identify the Office of Human Capital operating documents and procedures.

2.0 Our Vision

We are the benchmark in delivering innovative human capital solutions to support the objectives of our clients and partners.

3.0 Our Mission

To build workforce capabilities which assure current and future mission success.

4.0 Our Guiding Principles

- We remain focused on our goals. We all bring something valuable and unique to the table.
- We respect each other, motivate each other, stretch each other, move forward when a teammate is absent, and pat each other on the back as we succeed together.
- We are passionate about what we do and maintain our high energy by striking a balance between our personal and professional obligations.
- We have a bias toward action, execution, and positive results.
- We will strive for excellence in everything we do but realize that being perfect isn't always an option. At the end of the day, we must have made progress toward our goals.
- We seek first to understand and then to be understood.
- We take challenges head-on and always seize the opportunity to learn from our experiences to allow us to get better.
- We consciously set aside time to give each other feedback and monitor the quality of our work and progress toward our goals.
- We recognize key encounters with clients before they happen and capitalize on them to create a positive image for our team.
- We put our clients first. We answer our clients with, "Yes, and..."

5.0 Management Team Norms

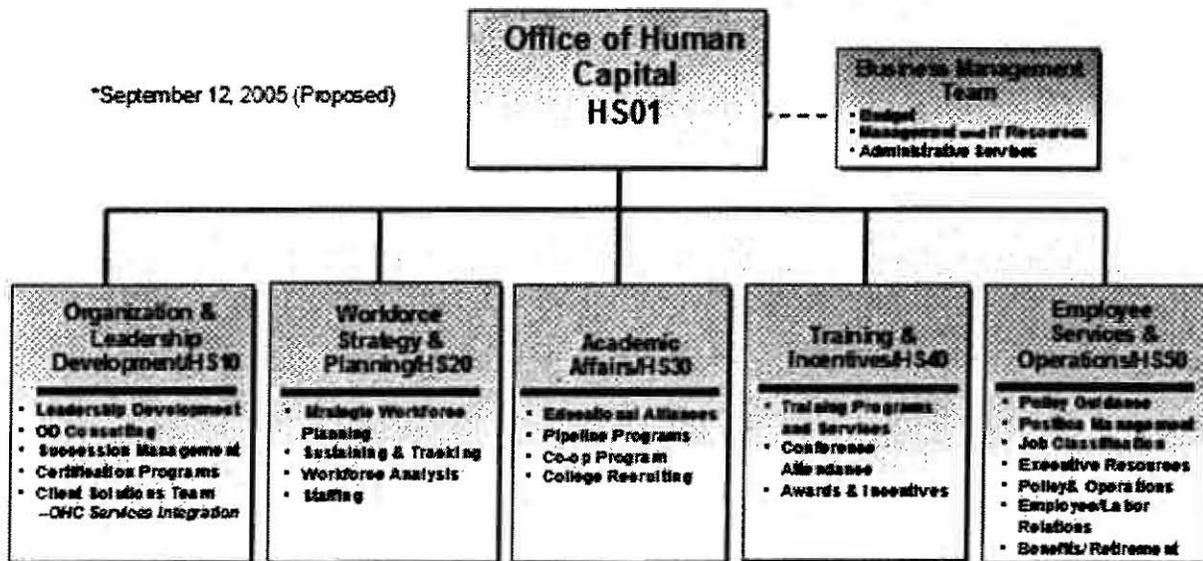
- We treat each other and our clients with dignity and respect.
- We are accountable, and we hold each other accountable.
- We establish priorities that are aligned with the business objectives of our clients. These priorities drive everything we do.

- We never leave a meeting without fully understanding the goal, context of the situation, and expected deliverables of any given task.
- We communicate early, openly, and often.
- We deliver excellent products on time. Deadline extensions are the exception and must be requested.
- We seek and give constructive feedback in a respectful manner.
- We ensure that our meetings are organized, productive, and efficient by:
 - beginning and ending meetings on time;
 - scheduling meetings to begin ten minutes after the hour and end five minutes before the hour;
 - having stated objectives and a written agenda that are shared with attendees prior to meetings;
 - concluding meetings with a wrap-up, clearly assigned actions, and next steps;
 - designating a scribe for team meetings as appropriate. The scribe provides participants with a list of actions and a meeting summary.
- We self-learn and teach others.
- We have fun and celebrate accomplishments.

6.0 OHC Organizational Structure



Marshall Organization



*Pending formal chart/charter signature by Center Director

7.0 OHC Functions by Office

7.1 Office of the Director (HS01)

7.1.1 Management/Advisory Service

Principal advisor to Center management regarding Center human capital issues including:

- Strategic workforce planning and management
- Staffing and recruiting
- Individual and organization development
- Academic affairs
- Training and incentives
- Employee services and operations

7.2 Business Management Team (HS01)

The charter of the Business Management Team is to develop and implement critical management processes and tools that ensure consistent and efficient business operations, fostering an integrated and goal-focused environment within OHC.

The functions of the Business Management Team are as follows:

7.3.1 Management Resources

- 7.3.1.1 Office of Human Capital Business Integration (e.g., actions, process review, and improvement)
- 7.3.1.2 Budget/Resources (e.g. travel, labor, credit card management)
Monitor, allocate, and track OHC institutional budget. Manage OHC input into the Competency Management System (CMS), Workforce Integrated Management System (WIMS), electronic Marshall Resources Planning Tool (eMRPT) which includes eBudget, ePhasing, and electronic Collaborative Workforce Commitment (eCWC) and other Center processes.
- 7.3.1.3 Contract Administration
Provide contract technical management as part of its business office responsibilities. This liaison offers assistance in developing comprehensive work requirements, defining resource needs and management plans with department managers, department/program technical monitors, and procurement and resource managers.
- 7.3.1.4 Administrative Functions
Provide administrative support including coordinating and tracking travel, overtime, awards allocation and supply funds; tracking Centerwide Action Item Tracking System (CAITS) action; and serving as the Administrative Office for OHC.

- 7.3.1.5 Safety Coordination
Act as liaison for OHC regarding safety information. Responsible for attending Safety, Health, and Environmental (SHE) monthly communication meetings, MSFC Safety and Health Action Team meetings, SHE Safety Coordinator meetings, Energy Efficiency Team meetings, Safety Roundtable discussions, and SHE Committee meetings. Additional duties include coordinating OHC safety walk-throughs, updating safety metrics on the Supervisor Safety Web Page, monitoring the Safety Concerns Reporting System (SCRS), and identifying SHE Program improvement targets.
- 7.3.1.6 ISO 9000 Coordination
The Business Management Office is the primary organization responsible for OHC's ISO 9000 team process implementation and monitoring. This includes, but is not limited to, leading ISO representative team meetings, attending the Directives Control Board meetings, responding and coordinating review of ISO documents.
- 7.3.1.7 Innovative Dynamic Employee Action Solutions (IDEAS), Suggestion Programs
- 7.3.1.8 Export Control/International Traffic in Arms Regulations (ITAR)

7.3.2 Information Technology (IT)

- 7.3.2.1 Web Site Maintenance
- 7.3.2.2 Outsourcing Desktop Initiative for NASA (ODIN)
- 7.3.2.3 Agency Programs
Management of human capital IT programs, such as NASA Personnel/Payroll System (NPPS) and Federal Personnel Payroll System (FPPS), reside in the Business Management Office.
- 7.3.2.4 Computer Security
The Business Management Team is responsible for establishing management controls to ensure the organization's implementation of IT security is consistent with mission needs and NASA policies and guidance. It is responsible for collecting and reporting IT security training metrics.
- 7.3.2.5 IT Management
- 7.3.2.6 IT Integration

7.4 Organization and Leadership Development Office (HS10)

The charter of the Organization and Leadership Development Office is to provide consulting and intervention strategies for organizational development and to develop excellent leaders, both technical and business, through coaching, mentoring, and innovative leadership learning initiatives and programs. This organization is further responsible for developing and facilitating succession planning strategies and implementation. Change Management consulting is also provided for NASA/MSFC through this office.

7.4.1 Organization and Leadership Development

7.4.1.1 Leadership Development Program

This program equips leaders and managers with skills to effectively mentor and coach employees and managers to manage change in a dynamic and diverse environment and to be resilient and resolute. Curriculum is aligned with NASA requirements and NASA/industry trends for developing leaders. Courses include the Leadership Development Series, an intensive program extending over nine days and divided into three segments for team leaders and managers to learn leadership skills, gain greater self-awareness, and develop greater capacity for effective team building and interaction.

7.4.1.2 Coaching, Mentoring, and Consulting

Upon request by an individual leader or manager, consulting and coaching is provided to that person to enhance and improve individual leadership and team building skills in order to improve individual performance in leading an organization. These coaching and mentoring opportunities and consulting advice may be provided through Center coaches or through coaches provided by NASA/Headquarters through the Executive Coaching Program.

7.4.1.3 Organizational Development Consulting

Upon the request of a leader or manager, consulting will be provided to organizations to improve performance, enhance team building relationships and skills, and for intervention strategies which may be sought to improve the effectiveness of an organization.

7.4.2 Succession Planning

Planning for succession progression is developed and facilitated by this office, including the succession planning process, development of the assessment tools, facilitation of the succession planning interaction by Center leadership and management, and the preservation and maintenance of records of any succession plan.

7.4.3 Client Solutions Team

The Client Solutions Team (CS) is to partner with OHC clients to understand their needs and to effectively align human capital strategies, products and services with the

business objectives of the Center. This is accomplished through direct contact with clients, and also through participation on the OHC Integrated Product Teams (IPTs) composed of representatives of the human capital organization.

The functions of the Client Solutions Team are as follows:

7.4.3.1 Integrated consulting

7.4.3.2 Business Line Consultants

The Client Solutions team members serve as members of the IPTs to provide integrated consulting, advice, and solutions to clients of OHC from across NASA/MSFC. The Client Solutions team periodically conducts face-to-face meetings with clients to understand their business needs and OHC needs to provide more strategic and integrated responses which in turn improve organization proficiency.

7.4.3.3 Customer Relationship Management

Develops strategies to enable effective interaction with our Clients.

7.4.3.4 Human Capital Communications and Branding

Client Solutions helps develop effective key OHC messages to our clients. In some cases, CS will act as the OHC liaison to the Strategic Communications Office in strategizing on the best delivery methods. Branding is how we want to be known. Just as brand name technology companies, and hotels, evoke confidence in quality, our trademark of high performance, continually seeking to improve performance, and implementing best practices, will evoke a similar image of quality human capital service.

7.4.3.5 Benchmarking Best Practices/Industry Partnership

Adopt best human capital practices via site visits and research

7.4.3.6 Customer Satisfaction

Develop strategies (e.g. surveys) and metrics to measure how well we are doing our job.

7.4.3.7 Continual Improvement

Participate in team activities to continually develop methods of improving the way we do business. For example, work within and across IPTs to improve OHC processes.

7.4.3.8 Integration of Client Products and Services

Integrated solutions are developed to avoid providing piecemeal solutions to our clients. IPTs are integral to this strategy. CS plays a critical role in driving these teams and in coordinating overall integration to assure that knowledge sharing and lessons learned are transferred and cross-pollinated from one team to another.

7.4.3.9 Office of Human Capital Development Strategies

The goal is to develop all OHC team members to become more proficient in performing their work. CS helps to focus needs of OHC for strategic and overall employee development in conjunction with the Office of the Director (HS01) and the managers of OHC. Further, CS may be called upon to conduct special projects or activities that benefit OHC or support the OHC Director.

7.4.4 **Academic Programs**

7.4.4.1 Academic Studies

Special university/college studies to enhance capabilities and knowledge related to the job, such as full-time study.

7.4.4.2 Agency Fellowship and Leadership Programs

These programs include fellowships to universities for executive programs which are funded by Headquarters. Selection is made by an Agencywide panel meeting at Headquarters. Candidates must be nominated by their Centers to be considered for a fellowship. A leadership development opportunity is usually a one-year program at Headquarters or another Center, or with an approved private industry entity which does not create a conflict of interest. Nominees, who are approved by the Center's Personnel Management Advisory Board, must submit their applications to the Training and Incentives Office in August. The applications are then submitted for review and approval by the Center Director.

7.4.4.3 Agency Management and Technical Programs

Academy of Program/Project Leadership (APPL) and NASA Engineering Training (NET)

7.5 **Workforce Strategy and Planning Office (HS20)**

The charter of the Workforce Strategy and Planning Office is to maintain the Center's competitive advantage by effectively projecting competency needs and developing short-term and long-term strategies for acquiring, developing and retaining the workforce needed to meet current and future mission needs. Workforce planning involves Phasing Plan Development and Tracking, Competency Management; data base administration/data monitoring and quality assurance (CMS/WIMS); workforce trending and analysis; and Center metrics.

The Agency recognizes that as a result of changes in the labor force in the United States, legislative and policy initiatives in recent years, such as the Flexibility Act of 2004 (Flexibility Act), relating to workforce management within the Federal Sector, implementation of full cost management, a new Vision for Exploration, and other factors, NASA faces a very different set of workforce challenges and opportunities than in the past. In addition, there is a new strategic direction to preserve the institutional capabilities of NASA's field center's, around the Vision for Exploration. All together, these developments mean that NASA needs strategic approach to manage the workforce within the Agency.

In reference to the Strategic Management of Human Capital, the Agency “Strategic Management and Governance Handbook” states:

NASA’s most critical asset in accomplishing its mission safely is the excellence of its workforce. We must ensure the Agency continues to have the scientific and technical expertise necessary to preserve the nation’s role as a leader in aeronautics, earth and space science, and technology, as well as maintain a cadre of professional to address NASA’s financial acquisition, and business challenges. NASA must have an integrated Agencywide approach to human capital management.

Strategic workforce planning is critical to ensure the workforce is aligned with the current and planned work of the Agency. Long-term planning should include scenario planning, long-range sizing, risk analysis, and total workforce assessment. The outcome of such planning should be used to guide human capital policy and program development. The agency shall take actions in the near term which will increase workforce flexibility and reduce the risk of developing gaps or surpluses in needed competencies.”

A provision in the Flexibility Act requires NASA to submit a Workforce Plan through the Office of Personnel Management (OPM) to Congress that describes the Agency’s critical workforce needs, and how the authorities in the Act will be used to address those needs. NASA’s first Workforce Plan was submitted to Congress in April, 2004, and Revision 1 was provided to Congress on October 18, 2005.

NASA’s policy is for the agency to plan for its future workforce requirement as part of its strategic planning and integrated budget development process. In accomplishing this objective, NASA validates core competencies, identifies the workforce competencies required for future mission success, and provides projections of human resources competencies and quantities for programs and functions five years into the future. The Agency uses these projections in budget formulation and to help plan for civil service recruitment, redeployment, training and development, succession, and other human capital management processes. NASA also anticipates and documents workforce requirements and scenarios extending 6 to 10 years into the future. In planning for future civil service workforce requirements, NASA also assesses long-term trends in education, technology, employment and the economy. NASA also establishes workforce transition practices that allow organizational flexibility in the case of terminated, rescope or newly started work. Finally, with regard to workforce, NASA ensures that its civil service workforce is constantly infused with learning opportunities, diversity, and new talent.

The Workforce Strategy and Planning Office work closely with Headquarters and the Office of Chief Financial Officer, the Office of Strategic Analysis and Communication, and Center Management, to assure that NASA/MSFC has the workforce available with the right competencies for NASA/MSFC to accomplish its work, and to fulfill the requirements for strategic workforce planning.

7.5.1 Workforce Strategy and Planning

7.5.1.1 Human Capital Strategic Planning

Develops workforce planning strategies linked to Agency and Center strategic and program planning efforts and identifies current and future human capital needs (including workforce size, deployment across the

Center, and competencies needed for the Center to fulfill its mission). Identifies mission critical occupations and competencies needed in current and future workforce and develops strategies to close the gaps.

7.5.1.2 NASA Competency Management System (CMS) and the Workforce Integrated Management System (WIMS)

The office serves as the CMS Operational Manager. This includes acting as liaison between the NASA/MSFC CMS Team, Directorates and Offices, and subject matter experts at NASA/MSFC and the Agency CMS Team. The office is responsible for the coordination and collection of NASA/MSFC competency data for Agency deliverables to the Office of Management and Budget (OMB) and the Office of Personnel Management (OPM), ensuring that NASA/MSFC's interests are properly represented. Responsible for the implementation and operation of the WIMS which enables the Center to plan the workforce to current and future mission needs. Responsible for data base administration and oversight of CMS and WIMS at the Center.

7.5.2 Sustaining and Tracking

7.5.2.1 Promotion Allocation Management

Administer the allocation and tracking of Center promotion point pool each fiscal year. Provide a proposal to OHC management for approval at the beginning of each fiscal year. Track actual versus allocated and routinely report to management.

7.5.2.2 Management Information Reporting and Customer Data Requests

Responsible for all official reporting of historical or planned workforce information. Responsible for human resource data in the Center's Executive Information System (EIS). Administer the Marshall Personnel Information System (MPIS) ensuring data integrity, granting access to authorized users, and providing user assistance.

7.5.3 Workforce Analysis

7.5.3.1 Workforce Phasing Plan Development and Tracking

Develop workforce phasing plans in support of Center budget planning and track workforce full-time equivalent (FTE) plan versus actual.

7.5.3.2 Workforce Trending and Forecasting

Provide all official reporting of historical or planned workforce information. Responsible for providing all aspects of workforce trend analysis. Establish and track workforce metrics. Provide a variety of studies and advisory services-related workforce data analysis.

7.6 Academic Affairs Office (HS30)

The charter of the Academic Affairs Office is to inspire top talent to pursue science, technology, engineering, and mathematics (STEM) disciplines and manage processes that result in a pipeline of a diverse group of best and brightest students becoming members of the NASA family to meet emerging needs in support of the human capital mission.

The Marshall Space Flight Center has a long history of investments in education. At the direction of Congress, and various Executive Orders and legislation (including the NASA Space Act), three primary reasons have been articulated for continued Agency investments in education:

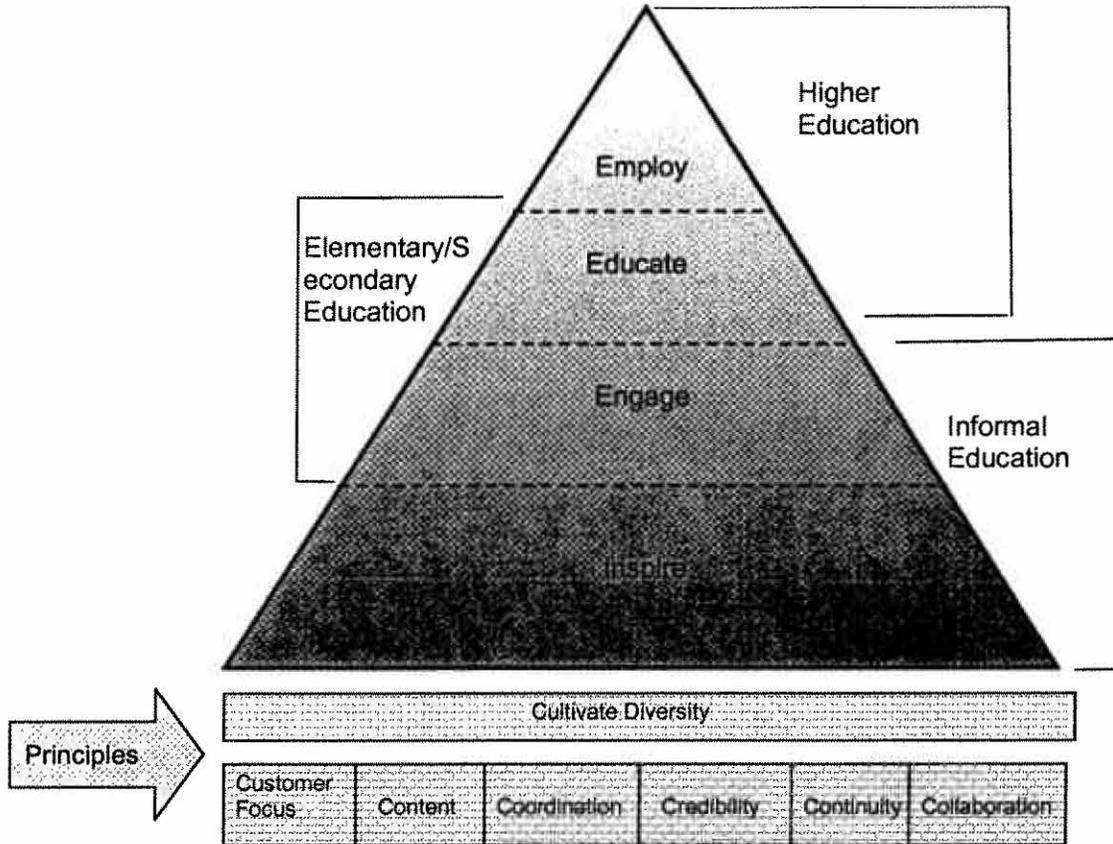
*To strengthen NASA and the nation's future workforce
To attract and retain students in STEM disciplines
To engage Americans in NASA's mission*

The MSFC Academic Affairs Office is responsible for implementing NASA education programs, projects and activities for both the mission directorates and the Office of Education, as well as planning and implementing education programs that are unique to the center. The Academic Affairs Office provides expertise in state standards and requirements in our area of geographic responsibility for K-12 education. We also work closely with our six state regional customer base in support of systemic reform initiatives in formal education, assist with the generation and communication of knowledge through the higher education infrastructure, and establish linkages with informal education networks in support of Agency national STEM education initiatives.

The manager of the Academic Affairs Office reports administratively to center management (Director of the Office of Human Capital) and functionally to the Office of Education as well as receiving programmatic direction from the program executives that provide the center with education funding.

Web site: <http://www.nasa.gov/centers/marshall/education/index.html>

Our education outcomes and Annual Performance Goals (APG's) are accomplished through our Education Strategic Framework. The ideal state for the Academic Affairs Office is a highly coordinated focus on achieving NASA's strategic goals and education outcomes where investments are targeted and maximized. The following model represents this ideal state.



Education Strategic Framework

The Education Strategic Framework portrays a highly coordinated portfolio focused on achieving NASA’s education outcomes. This framework serves as the guidance system for all Agency education activity and is categorized based on several characteristics including:

- Number of people involved (more people at lower levels)
- Depth or length of the experience (more in-depth experiences at higher levels)
- Resources invested per person (greater investment per person at higher levels)

Strategic Framework Categories of Involvement

Inspire—activities focused on promoting awareness of NASA’s mission among the public, primarily through informal education and outreach activities. This category is heavily supported by the outreach activities of other NASA organizations, such as those engaged in by the Office of Public Affairs and the Mission Directorates. *Inspire* level efforts are broad,

with the goal of reaching a large number of people, but are not be limited to “in-person.” Inspiration activities can be conducted through strategic alliances (e.g. corporations and other non-profit partners) and at major public events. NASA e-Education assets support *inspire* efforts with the ability to highlight the amazing things that only NASA can do through the NASA TV education channel and use of the Web. Such events are exciting and interactive, while also providing information. Metrics for success are primarily quantitative but will also include qualitative components. This category forms the base of an education structure that becomes more focused as you move upward within the framework.

Engage— education activities that in some manner incorporate the participant interaction with NASA content for the purpose of developing a deeper understanding. Participants are strategically identified and targeted. Engagement can be focused through partnerships with organizations (e.g. Girl Scouts, 4-H), focused special events (e.g. Sally Ride Science Festivals), or institutions (e.g. science centers, museums). Metrics for success are often quantitative in number, but should also include qualitative measurement of individual attitudes.

Educate—focused education support that promotes learning among targeted populations. Education activities focus on student learners, or pre- and in-service educators, and are designed to develop and/or enhance specific STEM knowledge and skills. *Educate* activities promote acquisition of new knowledge and strengthen an individual’s skills. NASA’s elementary and secondary education efforts are supplementary and augmenting to formal classroom instruction. NASA’s higher education efforts may include development of specific university curriculum in support of the NASA mission. Metrics are both qualitative in nature and measured in longitudinal studies of choices that students make.

Employ—targeted development of individuals who become prepared to be employed in disciplines needed to achieve NASA’s mission and strategic goals. Through internships, fellowships, and other professional training, individuals become participants in the Vision for Space Exploration and NASA science and aeronautics research. At the apex, they have been exposed to sufficient mastery of knowledge and are prepared for employment with NASA, academia, or aerospace industry, or within STEM-related teacher and faculty fields of study.

Six operating principles and one overarching principle are integral to the conduct of NASA’s education portfolio. These principles apply to all our programs, projects, products and activities and function as criteria against which proposals for new education investments will be judged. In addition, the principles form the basis for evaluating programs and enable appropriate mid-course corrections and documentation of program success. Observance of these overarching and operating principles is regularly monitored through our performance management strategies and reviewed by the Education Coordinating Committee.

The functions of the Academic Affairs Office are as follows:

7.6.1 Elementary/Secondary Education

7.6.1.1 Aerospace Education Services Program (AESP)

The AESP is a nationwide program designed to enhance educator awareness and understanding of NASA scientific research and

technological development. The AESP at NASA/MSFC provides education specialists to conduct teacher workshops and student programs within the MSFC education area.

Web site: <http://education.msfc.nasa.gov/docs/029.htm>

7.6.1.2 Engineering Design Challenges

This program connects students in their classrooms with the challenges faced by NASA engineers as they design the next generation of space vehicles, habitats, and technology. Middle and high school students work on design challenges with their teachers. These design challenges help students achieve national goals in science, mathematics, and thinking skills.

Web site: <http://edu.nasa.gov>

7.6.1.3 NASA Student Launch Initiative (SLI)

SLI involves high school students in designing, building, and testing reusable rockets with associated scientific payloads to reach an altitude of one mile above the ground level.

At the college level, teams design science payloads to be flown aboard a high altitude balloon associated with the NASA Deep Space Test Bed Program and facilitated by Space Grant.

This unique hands-on experience allows students to demonstrate proof of concept for their designs and gives previously abstract concepts tangibility.

Web site: <http://education.msfc.nasa.gov/docs/127.htm>

7.6.1.4 Robotics Education Program

The Academic Affairs Office supports For Inspiration and Recognition of Science and Technology (FIRST) Robotics founded in 1989 by New Hampshire entrepreneur and inventor Dean Kamen. FIRST is a non-profit organization that brings together an alliance of business, education, and government organizations through innovative programs to inspire youth in science, engineering, and technology. Robots, created by teams, compete with other robots in regional competitions.

Web site: <http://education.msfc.nasa.gov/docs/123.htm>

7.6.1.5 NASA Explorer Schools (NES)

NES provides a unique partnership between schools and NASA to provide customized, extended professional development for educators. It also provides mathematic and science experiences for students and their families. In addition to experiences during the school year, the teacher teams have intensive training at NASA Centers during the summer. The program focuses on grades 4-9.

Web site: <http://education.msfc.nasa.gov/docs/013.htm>

7.6.1.6 Educator Astronaut Program (EAP)

Through EAP, NASA adds elementary and secondary teachers as permanent members of the Astronaut Corps. These educators help develop innovative teaching tools and new activities based on their training, flights, and expertise. Another focus of the program is engaging educators who were reviewed by NASA's Johnson Space Center (JSC) but not selected. These comprise the Network of Educator Astronaut Teachers (NEAT). They attend workshops, share experiences, give program feedback, and serve as ambassadors.

Web site: <http://education.msfc.nasa.gov/docs/134.htm>

7.6.2 Higher Education**7.6.2.1 Great Moonbuggy Race**

High School and college teams design their own Lunar Rover Vehicles patterned after the original Apollo 15, 16, and 17 Lunar Rover Vehicles and race them on a simulated moonscape terrain at the U.S. Space and Rocket Center in the spring of each year.

Web site: <http://moonbuggy.msfc.nasa.gov>

7.6.2.2 College and University Recruiting Program

A strategic approach is used in integrating and recruiting activities to meet the objective of corporate, Center, and student employment recruiting initiatives. Recruiting efforts involve collaboration among the offices of Human Capital, Academic Affairs, and Equal Opportunity and Diversity at the Center and Agency levels. Events focus on hiring, outreach, and capacity building.

7.6.2.3 Co-op Program

This program provides study-related work experience for students pursuing associate, baccalaureate, and graduate curricula in fields useful to NASA's program, and the work experience is a prerequisite for the degree.

Web site: <http://coop.msfc.nasa.gov>

7.6.2.4 Student Volunteer Service Program (SVSP)

This program provides qualified high school and college students in all areas of academic studies the opportunity to work on a non-pay voluntary basis at MSFC during a specific time under the direction of a designated Center employee. Participants are limited to students who are U.S. citizens, at least 16 years of age, and are at least a junior in high school.

Web site: <http://educationmsfc.nasa.gov/docs/034.htm>

7.6.2.5 Minority Summer Internship Program (MSIP)

This program provides students from under-represented groups in science, technology, engineering, and mathematics fields with the opportunity to pursue undergraduate degrees. The goal of this program is to increase the

number of students who complete undergraduate degrees, continue on to graduate programs, and, ultimately, are employed by NASA.

Web site: <http://eo.msfc.nasa.gov>

7.6.2.6 Graduate Student Research Program (GSRP)

GSRP provides competitive fellowships for full-time graduate students in accredited U.S. colleges and universities to pursue advanced degrees in STEM disciplines. Application requires a research proposal based on a NASA mission. Residency periods at NASA Centers vary and are determined by the student and the advisors.

Web site: <http://fellowships.hq.nasa.gov/gsrp/nav/>

7.6.2.7 Visiting Research Exchange and Outreach (VREO) Program

This program is managed through a cooperative agreement between the Academic Affairs Office at MSFC and the Universities Space Research Association (USRA). All VREO activities begin with contact from an MSFC project office, laboratory, or directorate with available funding and a specified need. Needs are expressed through a statement of work and when necessary, searches are conducted. This Marshall-unique program facilitates the process of establishing onsite and offsite working relationships between university, private sector, and government agency researchers and MSFC scientists, engineers, and technologists. Administrative costs are factored into each activity.

Visiting researchers include scientists and engineers, undergraduate and graduate students, college faculty, post-doctoral and distinguished senior researchers who are requested and funded by NASA/MSFC.

Appointments vary in length and are structured to meet the specific research task or need being addressed.

The outreach component of the VREO program facilitates the exchange of scientific, engineering, and technical information between MSFC and outside communities by coordinate seminars, meetings, workshops, and colloquia. Additionally, VREO coordinates white paper and research documentation reviews and uniquely utilizes university and industry alliances to meet the need of NASA/MSFC.

Web site: <http://education.msfc.nasa.gov/docs/128.htm>

7.6.2.8 Resident Research Associateship (RRA) Program

The National Research Council conducts the RRA Program, a national competition to identify outstanding recent postdoctoral scientists and engineers and experienced senior scientists and engineers for tenure as guest researchers at NASA Centers. The RRA Program provides an opportunity for recent recipients of doctoral degrees to concentrate their research in association with NASA personnel, often as a climax to formal career preparation. The program also affords established scientists and engineers an opportunity to research without the interruptions and

distracting assignments of permanent career positions. All opportunities for research at NASA Centers are open to citizens of the U.S. and to legal permanent residents.

Web site: <http://education.msfc.nasa.gov/docs/048.htm>

7.6.3 Technology and Products

7.6.3.1 e-education Technologies

e-Education Technologies support the Academic Affairs Office and the NASA Office of Education by managing the use of the internet and other delivery mechanisms. These systems deliver instructional and engaging content through multimedia, internet, and other electronic formats, providing students, teachers, and public access to NASA education.

7.6.3.2 Educator Resource Center (ERC) Network

The ERCs disseminate NASA material, to inform the educational public about NASA's mission; show educators how they can teach science, technology, engineering, mathematics, and geography (STEM+G) in more exciting ways; and they are the most direct link to our educators. They also provide in-service and pre-service training utilizing NASA curriculum support products through hands-on workshops and presentation.

7.6.4 Portfolio Management Investments

Responsible for coordination of Academic Affairs strategic planning, investment management, performance, measurement strategies and processes, including the use of the Agencywide NASA Education Evaluation and Information System (EEIS). Coordinates portfolio performance inputs to the OHC and Center metrics requests. Reviews materials for export control/ITAR issues.

7.6.5 Resources Management

Maintain financial data bases to support budgetary requirements and constraints. Research, gather, analyze, and present necessary information to substantiate reports obtained from business data warehouse. Establish, maintain, and present charts and statistical reports reflecting past, current, and future budgetary plans in addition to current year plan versus actuals and variances in all full cost areas. Participate in working groups and management meetings in support of program or project status.

7.6.6 Intergovernmental Personnel Action (IPA)

The IPA Assignment Program facilitates cooperation between the Federal government and non-Federal organizations. Non-Federal organizations such as state and local governments, Native American governments, and institutions of higher education are eligible to participate in the program. These assignments allow skilled Federal employees and non-Federal employees to serve for a limited period for the mutual concern and benefit of both the Federal and non-Federal organizations. Assignments (intermittent, part-time, or full-time) can be made for up to two years and may be extended an additional two years. Federal employees serving on a career or career-conditional appointment are eligible to participate. Non-Federal employees in a career position, and who have been with the organization at least 90 days, are

eligible to participate. Costs associated with the assignment (e.g., salary, benefits, travel) are negotiated between the participating organizations.

Web site: <http://education.msfc.nasa.gov/docs/o92.htm>

7.6.7 Informal Education

Information education at MSFC consists of the NASA Explorer Institutes program, an Agencywide Pathfinder initiative, and the Statewide Alliance of NASA Education Resources, a Center-specific pilot program for Alabama and Tennessee.

7.6.7.1 NASA Explorer Institutes (NEI) Program

The NEI Program provides engaging experiences, opportunities, materials, and information to members of the informal education community such as science centers, museums, planetariums, libraries, and community-based organizations.

The goal of the NEI Program is to encourage and support projects that:

- improve the public's understanding and appreciation of STEM disciplines to enhance their scientific and technological literacy, mathematical competence, problem-solving skills, and the desire to learn;
- establish linkages that promote new relationships between providers of informal and formal education resulting in improved and creative STEM education in all learning environments;
- excite youth, particularly those who are under-represented and underserved, about STEM disciplines;
- expand STEM informal education programs and activities to communities/locations that have been traditionally underserved by such opportunities;
- stimulate parents and others to support their children's learning endeavors in formal and informal settings and to become informed proponents for high-quality, university available STEM education in the home and elsewhere;
- encourage and implement innovative strategies that support the development of a socially responsible and informed public who can make responsible decisions about STEM policy issues affecting their everyday lives.

NEI will enhance the capabilities of the informal education community to inspire the next generation of explorers by providing access to NASA staff, research, technology, information, and/or facilities.

Web site: http://education.nasa.gov/divisions/informal/overview/Fpathfinder_explorer_institute.html

7.6.7.2 The Statewide Alliance of NASA Education Resources

This MSFC initiative focuses on Alabama and Tennessee as test states for a top-down integration of NASA education resources into formal and informal learning environments. The primary activity of the Statewide Alliance has been the creation of the Integrated Stakeholder Coalition for Workforce Development (ISCWD). This coalition is both a model for the integrated stakeholder approach and a pioneer of the model in the Huntsville, Alabama, area. The integrated stakeholder approach is based on the work of Boeing Vice-President Rick Stephens and calls for development of community-level goals and pooling resources to address the workforce development crises facing aerospace and other technical industries. Stakeholders include industry, education, policy makers, media, parents, students, and community organizations.

Web site: <http://education.msfc.nasa.gov/docs/isa>

7.7 Training and Incentives Office (HS40)

The charter of the Training and Incentives Organization Office is to provide training for the development of world-class engineers, scientists, project managers, and business people through the execution of innovative learning and training programs and technologies. This office also provides leadership in creating and executing incentive programs that appropriately recognize, incentivize, and reward NASA/MSFC employees for their work and accomplishments. Training funds are allocated to each of the Center organizations by the Training and Incentives Office for each office's use and are tracked by each of the organizations. OHC has developed a tracking tool for use by the organizations to assist with monitoring training funding allocation utilization. The Training and Incentives Office reviews training use for planning purposes. The office provides comprehensive design and delivery of learning products and services to the Center, Individual Performance Plan (IDP) needs assessment, conference administration, curriculum development, and Agency systems.

The functions of the Training and Incentives office are as follows:

7.7.1 Learning Technologies

7.7.1.1 Electronic Meeting System (EMS)

A combination of information technology and facilitated meeting techniques that helps teams work together to reach consensus, prioritize ideas, and resolve conflict. The EMS provides improvement in effectiveness, efficiency of meetings and group planning sessions, enhancing decision making, and saving costs and time.

7.7.2.2 Self-Study Learning Center

A state-of-the-art learning facility that utilizes multimedia equipment and courseware to offer self-paced learning for all employees in engineering, professional and personal development, foreign languages, and computer applications.

7.7.2.3 e-Learning

Electronic learning provided from national and regional conferences and courses, streaming data and information across the internet in video format and through widescreen display.

7.7.3 Training Systems

7.7.3.1 SATERN (System for Administrative, Training, and Educational Resources)

For NASA An agencywide learning management system where courses, schedules, enrollments, and training history can be viewed.

7.7.3.2 ADMINSTAR

A center library management tool used by Learning Center staff to manage courseware, equipment and learning resources.

7.7.4 Training Programs and Services

7.7.4.1 Training Needs Assessment

While training funds are allocated to each Center organization, the Training and Incentives Office continues to conduct an annual training needs assessment in order to determine the types, kinds, quality, and amount of training that is to be provided to Center organizations and employees. Center organizations are surveyed for their training needs, and it is important to determine training plans and patterns.

7.7.4.2 Training Budget Administration

The overall Center training budget is managed by the Training and Incentives Office. Separate amounts are allocated to the Center organizations for their use, and such allocations are reported to the Integrated Management Systems Board periodically. The Center organizations are responsible for tracking their own use of training funds allocated to them.

7.7.4.3 Training Enrollment

Employees are responsible for enrolling into courses they are designated to take by their organizational management or those they take through the Self-Study Learning Center.

7.7.4.4 Conference Attendance

Preplanned meetings or conferences on specific programs/subjects where employees present papers or participate in an area of their expertise for development purposes.

7.7.4.5 Design and Delivery of Training

Training and Incentives employees are responsible for assuring that the design and delivery of training is high quality, appropriate, effective for its intended purpose, and prompt.

7.8 Employee Services and Operations (HS50)

The charter of the Employee Services and Operations Office is to deliver strategically integrated and timely human resources policies and service that enable the successful accomplishment of the Center's human capital strategy. It provides expert advisory and operational expertise in delivering timely human capital products and services throughout the employee life cycle, in areas such as position management/classification, employee benefits, retirement counseling, Federal employee relations, human resources program, compliance and special programs. Employee Services and Operations (in conjunction with other elements of OHC, such as the Training and Incentives Office, and the Leadership and Organizational Development Office), provides consultation on performance management and employee productivity, which is an important aspect of OHC responsibilities.

The concept of performance management is the responsibility of each employee and supervisor to be accountable for productive performance and substantive results, with the center's assurance that employee rewards and recognition programs are adequately linked to

performance that contributes to achievement of Agency goals. It is a requirement to have a performance driven culture where performance standard and accountability to meet those standards pervade all actions, and in which employees experience differential awards and consequences determined by their performance.

The impetus behind the emphasis on performance management is that NASA/MSFC is an organization on the move. We seek not to keep pace with change, but to lead it. NASA/MSFC people and their performance are key to making this happen. At the heart of everything good happening in NASA/MSFC is the necessity of attracting, developing and retaining a talented corps of professionals, who believe in the NASA mission and value NASA as the premiere place to work. These are some of the elements of performance management, or talent management. Performance management also requires a clear planning and rating system, which has already been set by the Agency, tiered down through the center and linked to Agency goals. Effective performance planning, open and frequent communication, with performance feedback is critical to the performance evaluation process. All of these factors, together with people in the right jobs, an effective evaluation system that promotes accountability, and appropriate rewards, are elements of performance management. They create a high performing culture, where employees are fully engaged and motivated, and their talents exercised.

The functions of the Employee Services and Operations Office are as follows:

7.8.1 Employee Services

- 7.8.1.1 Employees Benefits
Provides services across the full range of employee benefits. It includes, but is not limited to, Federal Employee Health Benefits Program, Thrift Savings Plan, and NASA Employee Benefits Plan.
- 7.8.1.2 Retirement
Provides consultation services in all retirement-related issues. This includes, but is not limited to, estimating annuities, completing required applications, determining service credit, acquiring deposit and redeposit information, and offering pre-retirement seminars.
- 7.8.1.3 Employee Assistance Program
Provides confidential professional counseling services to Center employees and their immediate families on dealing with work and personal issues which may increase stress and detract from peak performance.
- 7.8.1.4 Workers' Compensation
Administer and monitor Workers' Compensation activities, assist in preparing claims, research standards for potential claims controversy, provide claims reports to the Agency Workers' Compensation Program Manager, maintain records of claims and act as liaison between the Center and the Department of Labor.
- 7.8.1.6 NASA Employee Benefits Association (NEBA)-MSFC Chapter President
Supervise chapter operations, encourage membership in the NEBA Group Life Insurance Plan, approve all valid bills against the Center chapter for

payment from the Central Fund, certify the correctness of all death claims at the chapter, and provide the Board of Directors Chairperson with a copy of the annual Procedure Audit Report.

7.8.1.7 Other Special Programs

Administer other special programs such as the MSFC blood drive and U.S. Savings Bond drive

7.8.2 Policy and Operations

7.8.2.1 Position Management/Classification

Provide consultation services in the areas of position management and classification. This includes, but is not limited to, determining appropriate organization structures that fully support the roles and mission of the Center consistent with position management requirements, classifying positions (i.e. determining proper title/grades of positions), performing job audits, and handling classification appeals. Position management is the on-going management action of structuring positions within line and staff organizations in a manner that optimizes economy, productivity, and organizational effectiveness, and employee motivation and incentives.

7.8.2.2 Employee Relations

Provide consultation services in the full range of employee relations. This includes, but is not limited to, leave administration (e.g. annual leave, sick leave, voluntary leave transfer program, family friendly leave, family and medical leave, leave without pay, administrative leave, military leave, court leave, for example), work schedules, Telework Program, discipline, adverse actions, and outplacement.

7.8.2.3 Federal Labor Relations

Provide advice and guidance to supervisors and managers on their responsibilities under the NASA/MSFC collective bargaining agreements and labor relations statutes. Partner with the NASA/MSFC labor organizations and resolve issues that affect working conditions.

7.8.2.4 Human Resources Policy/Regulatory Review

Interpret and evaluate the impact and coordinate implementation of new or revised human resources statutes, regulations, policies, or procedures for the Center.

7.8.2.5 Human Resources Program Compliance

Ensures that human resources activities are carried out in accordance with pertinent laws and regulations. Examples include, but are not limited to, veterans' preference and whistleblower provisions, compliance with merit principles, and avoidance of prohibited personnel practices.

7.8.2.6 Agency Human Capital Systems

Provides administrative functional expertise and guidance on Agency human capital systems such as the Federal Personnel and Payroll System (FPPS) and Employee Express. Assists in establishing FPPS routing paths and providing password and logon services. Assists employees in using

the Employee Express website (e.g. providing PIN, login questions, changing payroll or personal options)

7.8.2.7 Drug-Free Workplace

Administer Federally-mandated drug prevention program to ensure a workplace free of illegal drugs and eliminate any illegal drug use by NASA/MSFC employees. In certain positions, personnel are monitored periodically and randomly to assure that individuals are free of illegal drug use. Also, in other positions which are normally not monitored, individuals may be subject to drug testing in the event drug use is suspected.

7.8.2.8 NASA Shared Services Center (NSSC) HR Transition/Liaison

Serves as the liaison to transition designated HR functions to the NSSC.

7.8.3 High Grade Position Review Committee Support

Provide administrative support and technical expertise to the Center High Grade Position Review Committee (HGPRC) by scheduling HGPRC meetings and advising the HGPRC, on the establishment and management of high grade General Schedule (GS) positions (i.e., GS-14 and GS-15), and the establishment and extension of NASA Excepted (NEX) appointments at the GS-14 level or higher at the center. The Manager of the Employee Services and Operations Office serves as an ex-officio (non-voting) member of the Committee. The Manager also assures the decisions of the HGPRC are properly documented and implemented.

7.8.4 Executive Resources

Provides all aspects of MSFC executive resources program coordination, including the Senior Executive Service (SES), NASA Excepted (NEX), Scientific/Professional (ST) Senior-Level (SL) appointments, and SES performance management. The Executive Resources Manager also manages the Center's SES Candidate Development Program and the Center's Organizational Chart and Charter Program. The purpose is to help the Center identify and recruit the best-qualified, well-rounded executive corps possible to lead the Center in its missions and goals.

7.8.5 Information Technology

Provides system administration for the Position Description Manager (PDM) system, and security maintenance for the FPPS. Supports technology transition and decisions for human resource operations in the Employee Services and Operations Office.

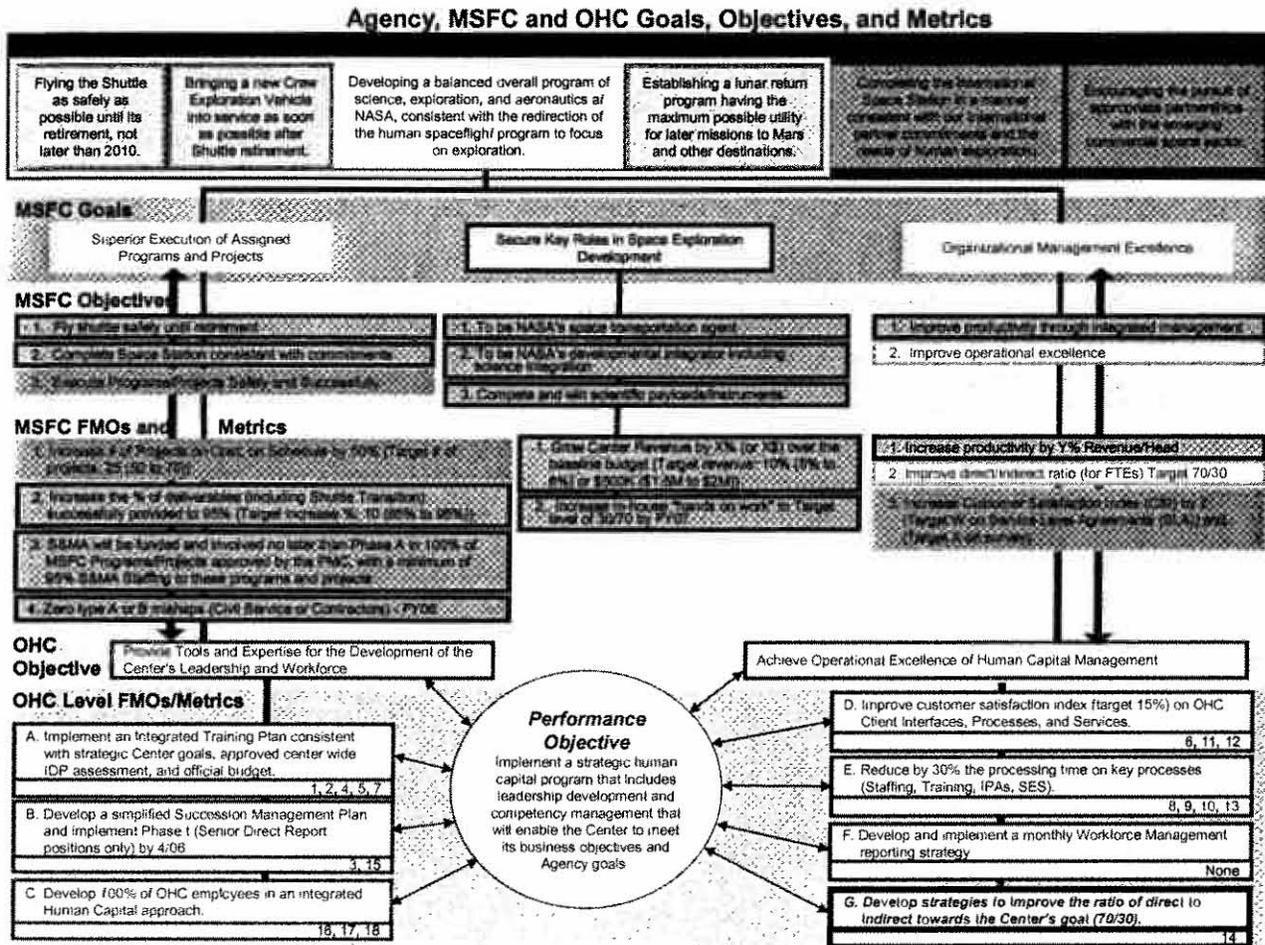
7.8.6 Internal/External Staffing and Recruiting

7.8.6.1 Provides consultation services for both internal and external staffing issues. This includes, but is not limited to, administering the Competitive Placement Plan, administering the OPM Delegated Examining Unit Authority, effecting noncompetitive placement actions, participation in career days/seminars, workshops, and handling special employment categories/programs (e.g. Department of Defense-NASA exchange program, and consultants/experts). Provide assistance regarding flexibilities, Permanent Change of Station (PCS/TCS) and First Duty Station move information.

7.8.6.2 USAJOBS/Resume Operations Center

Perform systems administration for the NASA resume management system, NASA Stars. Receive resumes via web or hard copy, scan and convert hard copy resumes to text files, extract information from resumes, process resumes into database, verify data, respond to applicant inquiries, and maintain records.

8.0 The NASA/MSFC and OHC Scorecard, Metrics, and Strategies



9.0 Client Interface Strategy

The term "Client Interface Strategy" refers to the way we interact with our client. Its essence is exchanging information so that we have a more accurate understanding of our clients' business and their OHC needs. It also provides an opportunity for our clients to better understand the OHC functions. From this exchange we can more successfully partner with our clients and provide more strategic and innovative solutions. One method of this exchange is conducting face-to-face client interviews to identify problem areas (cases) and to brainstorm both with the client and with OHC team members. The way we interact with our clients in performing tactical (day-to-day) work is important, because it also involves communication and provides countless opportunities to influence the client's perception of OHC and provides solutions for our clients. Much of the interaction with our clients is through Integrated Product Teams (See Section 10.0).

10.0 Integrated Product Teams

Integrated Product Teams (IPTs) are multi-functional teams working together to produce products and services in response to the business need of their customers. Knowing the customer and understanding their needs is the first and foremost objective for each IPT. The IPTs are divided into three groups, those that work with Engineering organizations, those IPTs that work with Program/Projects, and those that work with the Institutional organizations. Each IPT group is composed Human Resources Specialists, Organizational Development Specialists, a Client Solutions representative, a Workforce Strategy and Planning representative, Training and Incentives Representatives, and an Academic Affairs Representative. These IPTs meet directly and routinely with their assigned customers to glean customer needs and assure that those needs are met thoroughly, promptly, and innovatively. Face-to-face contact with the customer is expected from time to time, as well as other methods of communication. Each group of IPTs meets weekly, and then on a monthly basis, they meet all together. During these meetings, the IPTs exchange and cross-pollinate ideas, share best practices, recognize patterns, systemic issues and problems, and formulate cross-cutting solutions.

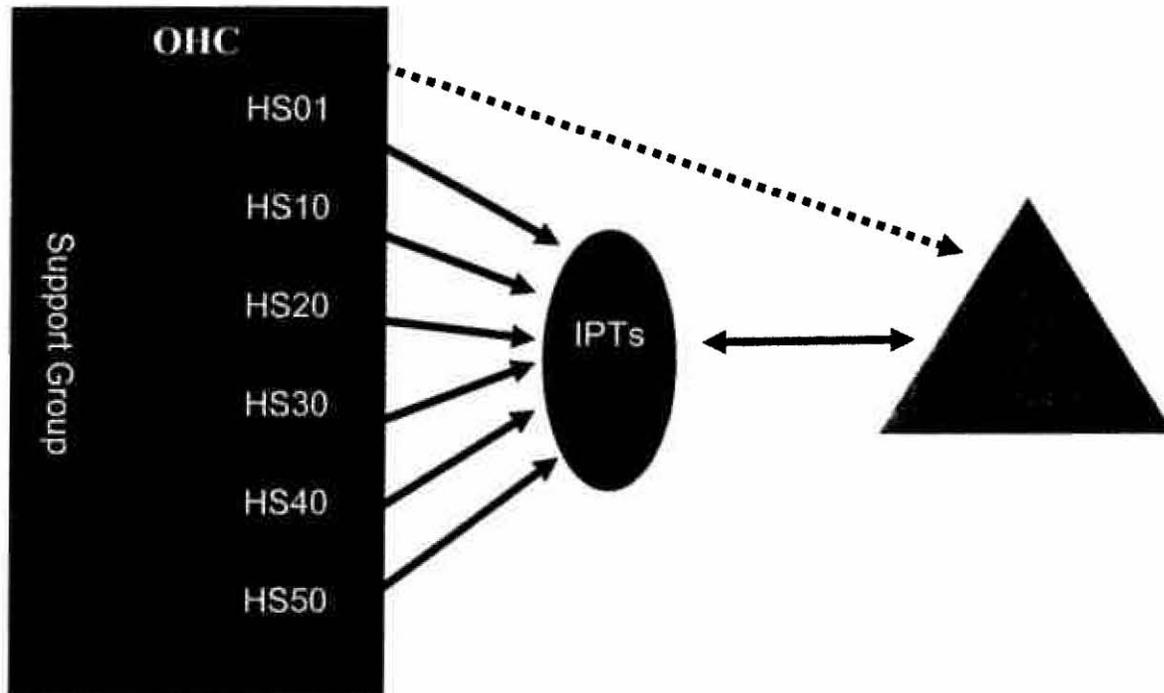
IPTs are important because they truly make integrated products and services delivery work. They are created for the express purpose of delivering a product or service in a managed, consistent way for their customers. Implementation of an IPT represents a transition from a functional stovepipe focus to a customer products and services focus. Teamwork within the framework of the IPT approach drives the functional and product disciplines into a mutually reinforcing relationship which helps remove barriers to the IPT success.

IPTs work through out all levels of the organization, and OHC is aligned to form IPTs with its employees. The purpose of an IPT is to bring together all the functions that have a stake in the performance of a product or process and concurrently make integrated decisions affecting that product or process. The teams are created, formed, and their talents applied at all levels of the organization. The IPT members do not make decisions in a vacuum or promises to the customer that they are not equipped to make.

The key characteristics of IPTs are to provide consistent customer focus around a comprehensive suite of products and services. They are multi-disciplinary, and multi-operational. An IPT represents all of OHC through a tightly woven team which is concurrently networked with the other parts of OHC. All team members function together working towards a common goal. Members have mutual, as well as individual, accountability. The IPTs operate in an integrated and concurrent decision-making manner. IPTs are empowered to make decisions about specific product or service goals. The teams operate in a planned integration with and among each other towards a system goal. It is within this systematic operation that the case management system has relevancy and is used when the IPTs regularly gather to discuss issues and best practices among all of the IPTs.

The following information in the form of charts, provides more detailed information about IPTs.

OHC Collaboration Process



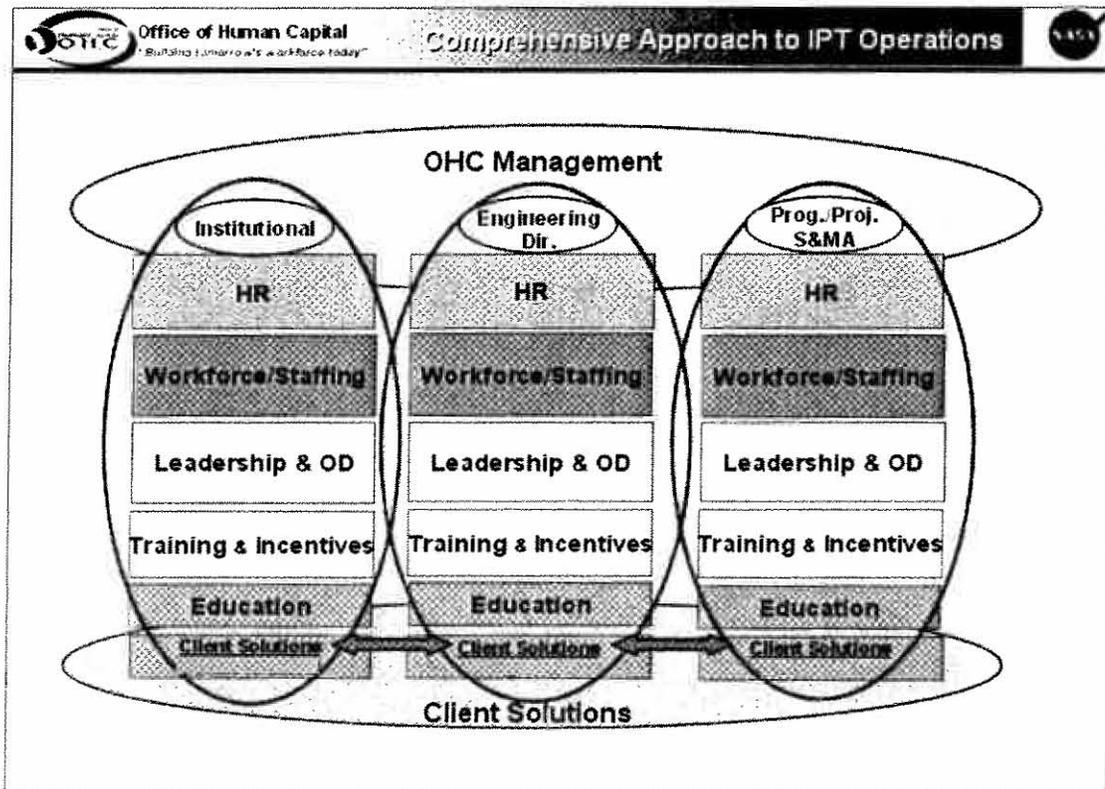
Integrated Product Teams (IPTs) provide an organic process for communication between clients and customers and OHC. The solid lines represent membership on the IPT. There are internal clients and external customers, for whom OHC provides products and services, for instance, in the case of Academic Affairs (HS30), which links with academia, industry, as well as internal customers.



A Way of Working



- **The Integrated Product Team** philosophy is an approach – a way to work. IPT's are vehicles -- in the form of OHC employees brought together by their expertise, experience, strength and standing assignments -- to deliver the best product or service to our clients/customers.
- The **“Why?”** of the IPT approach remains constant:
 - To consistently **integrate** across all parts of the OHC organization in the delivery and execution of our products and services.
- The **“Who”?** around the IPT will be dynamic based on:
 - Needs of the Client/Customer; and
 - Assignments/Expertise within OHC
- **We ALL Face the Customer** in one fashion or another – All our actions contribute to the client's/customer's total experience outcome with OHC.





Benefits of Expanded IPT Approach



- **Facilitates Integration Across OHC**
- **Effective:** Leverage similarities between like organizations
- **Flexible:** Dedicated members remain where that makes sense, but just as important is the membership that is dependent upon aim and scope of a particular need (*one size does not fit all*)
- **More Strategic:** Enhanced understanding and communication when all components of OHC regularly engaged
- **Efficient:** Productive use of time and resources – provides more comprehensive approach to tackling issues; increases the likelihood of finding the best solution

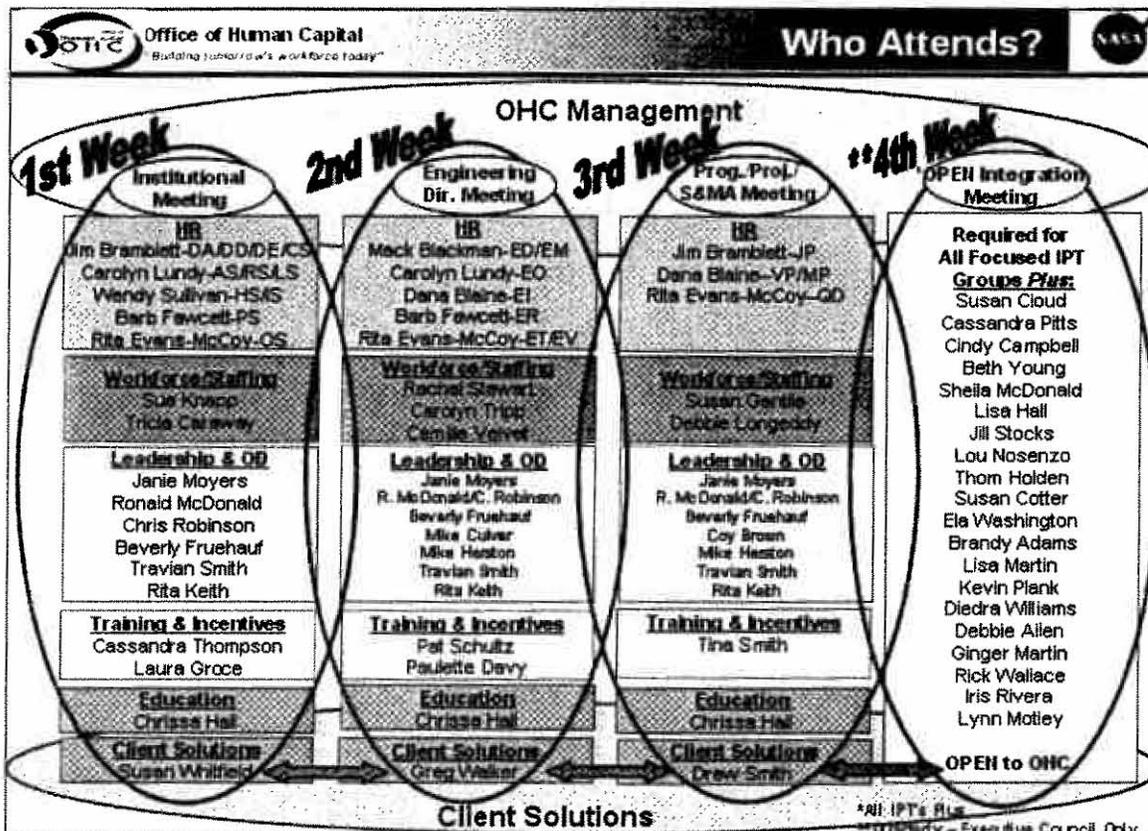


Office of Human Capital
"Building tomorrow's workforce today"

Standing Forums For Integration



Daily	● Scheduled Activity	● Time	● Location	● Attendees/Purpose
	<i>Open Communication on All Levels</i>	<i>All Day</i>	<i>Various</i>	<i>With Each Other (OHC) and With Our Clients</i>
	Client Solutions Team Tag-Up	9:00-9:30	4200/212	Client Solutions Core Team: Review/Assign Actions, Discuss Integration Activities
Monday	Executive Council	1:10-2:55	4200/211	Executive Council: Brief IPT Overall/Schedule Status Report Each Week. On occasion IPT members may be asked to brief a project status. <u>Quarterly</u> this meeting will be <u>dedicated</u> to IPT Integration/Management Engagement.
Friday	Client Solutions Team Tag-Up with Teresa	11:00-12:00	4200/206C	Tag-Up with Teresa: Discuss progress; Client goals; accomplishments; plans, etc.
Thursday	Focused Client Integration Meeting (CIM)	9:00-11:00	4200/G13F	Integrated IPT Groupings: Address issues; status/assign actions; seek integration and resource leveraging opportunities; discuss current activities in each organization; idea and best practice exchange; learning 1 st Week [Institutional] 2 nd Week [Engineering Directorate] 3 rd Week [Prog/Proj/S & MA]
Thursday <small>(Only Managers required to attend June, September, December)</small>	Team Integration Workshop	9:00-11:00	Activity Building	4 th Week [All IPT's, Others as Designated] Open Invitation to All OHC for Integration & Learning] <u>Quarterly</u> this meeting will be dedicated to Management Engagement.
As Required <small>(Scheduled in Advance)</small>	Regular Intervals	Various	Various	•Face-to-Face Client Visits (<i>Minimum Quarterly</i>) •IPT Splitter Meetings to Address Individual Organizational Issues •IPT Skill Enhancement/Training Opportunities •Special Project Assignment Meetings



Role of Client Solutions

- A Key Client Interface -- Responsible for Integrating Client Feedback on All Levels
- Responsible for Ensuring OHC is 'In Touch' with All Center Client Organizations on a Regular Basis
- Plan and Lead Focused IPT Meetings and Training
- Step in to Define Issues/Help Develop Resolutions
- Assigned as Project Leads for Project Level Activities When Required/Appropriate
- Foster Growth of OHC Internal Capabilities
- Recommend OHC Process Improvements/Lead that Change When Appropriate
- Set a Good Example for Integrating
- Provide Strategic Support (and Insight When Gained) to OHC Management
- Vision, Expectations, Modes of Operation and Delivery Are in Sync with those of OHC Director and Office Managers

 Office of Human Capital
Building tomorrow's workforce today™

Process Tools 



- Shared Calendar Will Be Used for Integration
- Tracking/Status Tool Will Be Used by Client Solutions to Monitor Activities
- Enhanced Use of OHC Website and Other Communication Tools Across the Board

 Office of Human Capital
Building tomorrow's workforce today™

OHC – New Internal Website 



- Communication and Information Just for OHC Employees
- Agenda and Notes Posted from Client Integration Meetings
- OHC 101 Access
- Share Announcements and Information Real Time
- Celebrate Accomplishments
- Quick Links for Tools and Information
- Business Management Page

OHC Intranet Look what the new OHC Intranet has to offer...

<p>Announcements What's happening in your org.</p>	<p>Safety Important safety information, contacts, and links.</p>
<p>Business Management A collection of business resources for the management and employees of OHC.</p>	<p>Headlines Find out who made the news.</p>
<p>Activities & Events A look ahead to see Activities & Events that may interest you.</p>	<p>Contacts Who do you call?</p>
<p>OHC Library A collection of links to interesting articles and publications.</p>	<p>MMS Toolbox OHC ISO Document Library</p>
<p>Photo Gallery A collection of special events, recognition, or just having fun.</p>	

Bookmark this site to keep in touch with your organization...
<http://ohc.msfc.nasa.gov/inter nal>

11.0 The Support Group

The Support Group provides administrative services to OHC in the form of reception, scheduling, production and review of written materials, preparation of presentation materials, inventory maintenance, filing, serving as resources for timely information on Center and office activities and events, and other general support services. They are usually the first interface our customers have with OHC. In addition, they are often the first contact with OHC internal customers. The Support Group is critical in assuring that OHC's internal processes run as effectively and efficiently as possible, and that the needs of internal customers are met. They are often the face and voice of OHC to our external customers, and therefore make a first or lasting impression on customers, both external and internal, as to competency, professionalism, and willingness to help.

Below are listed the members of the Office of Human Capital Support Group:

Front Office
Susan Porter

2nd Floor
Julia Seal
Rita Keith

3rd Floor
Deirdre Mims
Billie Griffis
Mary Jane Marion

Academic Affairs
Jane McBay
Sabrina Pearson

12.0 Talent Management

The ultimate purpose of OHC is talent pool management that is, helping the Center to plan and position itself for success in the human capital arena, acquire talent, develop talent, achieve high performance, and retain talent. By talent pool, we mean the whole cadre of Center personnel whose characteristics, aptitudes, training, experience; natural/ innate and acquired endowments are the critical drivers of Center competency, core capabilities, and business and administrative expertise. The life-cycle of a talent pool is depicted below.



Talent Management



Planning / Positioning



20



Talent Management



Planning and Positioning for Future Success	Acquiring Talent	Developing Talent	High Performance	Talent
<ul style="list-style-type: none"> Strategic Staffing Plans Competency Management System Promotion Allocation /Tracking Workforce Planning Succession Management Education Pipeline Programs 	<ul style="list-style-type: none"> Education Pipeline Co-op Program FCIP VREO IPA GSRR 	<ul style="list-style-type: none"> Executive Development Mobility Program Mentoring Program Certification Program Dual Career Path 	<ul style="list-style-type: none"> Coaching Change Management Awards and Incentives 	<ul style="list-style-type: none"> Position Classification Human Capital Consulting

13.0 Benchmarking Strategy

A benchmark is a measured “best in class” achievement. This performance level is recognized as the standard of excellence for that business process. Benchmarking is the process of continuously comparing and measuring against other organizations anywhere in the world to gain information on philosophies, policies, practices, and measures which will help our organization take action to improve its performance. OHC has already benchmarked numerous organizations and companies in different areas of human capital and incorporated those practices into our OHC processes. We want to continue to benchmark to be constantly improving our policies, processes and metrics. Below are our objectives and process for benchmarking, along with some companies, organizations and areas we plan to benchmark this year.

13.1 Objectives

The objectives of this strategy are to:

- 13.1.1 Provide a method to gauge our effectiveness;
- 13.1.2 Identify our strengths and weaknesses;
- 13.1.3 Create an awareness of best practices;
- 13.1.4 Challenge “business-as-usual” methods;
- 13.1.5 Establish goals for further improvements; and
- 13.1.6 Facilitate discussions on best practices between organizations.

13.2 Process

- 13.2.1 Identify benchmarking areas of interest (focus areas);**
- 13.2.2 Identify best practices;**
- 13.2.3 Identify professional organizations;**
- 13.2.4 Develop benchmarking plan;**
- 13.2.5 Conduct benchmarking visits;**
- 13.2.6 Document and communicate benchmark findings;**
- 13.2.7 Implement best practices.**

13.3 Benchmarking Strategy

Benchmarking Focus Area	Company/Organization	Best Practice	Location
13.3.1 Leadership Development	General Electric	----	Fairfield, CT Crotonville, NY
13.3.2 Leveraging HR Technology	Cisco Systems	----	
13.3.3 Mentoring	Coca-Cola	Market-Based Approach	Atlanta, GA
	Dupont	Mentoring Excellence Committee	Wilmington, DE

14.0 Duties and Responsibilities

Organization and Leadership Development (O&LD) Representatives

Duties	Expectations	Authority	Account ability
1. Training and Development Consulting	<ul style="list-style-type: none"> • Know and understand your orgs. • Attend assigned org's staff meetings • Meet regularly with managers to discuss development. • Work with managers to define training and development needs of their people. • Conduct needs assessments as appropriate. • Consult with orgs to recommend training and development solutions that address strategic needs identified through organizational diagnosis. • Develop and implement strategic training plans across organizations as needed. 	<ul style="list-style-type: none"> • Explore organization needs and use professional judgment in making recommendations. • Seek advice and guidance from experts in office and across Agency with respect to specific areas of focus (e.g. certification, OD, leadership development, and APPL/NET) 	<ul style="list-style-type: none"> • O&LD manager will seek feedback from customers

<p>2. Individual and Leadership Development</p>	<ul style="list-style-type: none"> • Counsel employees on individual development plans and career development options. • Collaborate with managers in the identification and development of current and future leaders. • Provide advice and consultation regarding leadership development. • Possess in depth knowledge of Agency Leadership Development Model and development opportunities. • Possess knowledge about a variety of assessment tools. 	<ul style="list-style-type: none"> • Seek advice and guidance from experts in office and across Agency with respect to specific areas of focus (e.g. certification, leadership development, and NET) 	<ul style="list-style-type: none"> • O&LD manager will seek feedback from customers
<p>3. Customer Service</p>	<ul style="list-style-type: none"> • Provide timely response to customer questions and issues (responsiveness). • Provide regular updates and statuses to customers on actions and activities. • Prioritize daily activities to best meet demands. 	<ul style="list-style-type: none"> • Seek advice & guidance from leads, manager and other subject matter experts for unique or precedent setting activities and as appropriate. 	<ul style="list-style-type: none"> • O&LD Manager will seek customer feedback on responsiveness and customer service.
<p>4. Special Projects</p>	<ul style="list-style-type: none"> • Prepare and propose a project plan and schedule to OHC management. • Manage the project within approved project plan. 	<ul style="list-style-type: none"> • Seek advice & guidance from leads, manager and other subject matter experts for unique or precedent setting activities and as appropriate. 	<ul style="list-style-type: none"> • O&LD Manager will evaluate performance on project planning, meeting schedules, and quality of products.
<p>5. Partner with your IPT colleagues (HR Specialist Rep and Client Solutions Rep)</p>	<ul style="list-style-type: none"> • Partner with HR Spec and Client Solutions Reps within IPT to provide deliverables to assigned orgs. • Seek new ways to collaborate. • Build relationships with your IPT team mates. • Share lessons learned with other IPTs. 	<ul style="list-style-type: none"> • Work with IPT colleagues to support assigned org's managers and employees. 	<ul style="list-style-type: none"> • O&LD Manager will seek feedback from IPT colleagues and other OHC managers on strength of IPT partnership.

Training and Incentives Representatives

Duties	Expectations	Accountability
<p>1. Training Administration</p>	<ul style="list-style-type: none"> • Manage allocated budget for assigned training discipline and/or programs. • Meet regularly with Org & Leadership Development Reps to discuss training requests. • Research training options, negotiate with vendors and provide necessary documentation leading to purchase of training. • Use professional judgment in making training recommendations. • Integrate with IPT members to design HC systems solutions for customers. • Conduct training needs assessments as appropriate. • Develop and implement strategic training plans as appropriate. • Seek advice and guidance from experts in office and across Agency with respect to training offerings. • Manage course and program logistics as appropriate. • Complete course close out duties as appropriate. 	<ul style="list-style-type: none"> • Manager will seek feedback from customers. • Manager will evaluate Training Specialists' on managing training disciplines within allocated budget and processing training requests in a timely manner.
<p>2. Awards Administration</p>	<ul style="list-style-type: none"> • Determine legitimacy of award nominations and ensure performance awards are aligned to justify recommendations for ratings-based awards. • Write award justifications as appropriate. • Organize and plan award events. • Produce award certificates and distribute to organizations in a timely manner. 	<ul style="list-style-type: none"> • Manager will seek feedback from customers. • Manager will evaluate Awards Specialists on quality of awards products.

	<ul style="list-style-type: none"> • Coordinate Agency award programs at the Center level. 	
3. Customer Service	<ul style="list-style-type: none"> • Provide timely response to internal and external customer questions and issues (responsiveness). • Provide regular updates and statuses to customers on actions and activities. • Prioritize daily activities to best meet demands. 	<ul style="list-style-type: none"> • Manager will seek customer feedback on responsiveness and customer service.
4. Special Projects	<ul style="list-style-type: none"> • Prepare and propose a project plan and schedule to OHC management. • Manage the project within approved project plan. • Seek advice & guidance from leads, manager and other subject matter experts for unique or precedent setting activities and as appropriate. 	<ul style="list-style-type: none"> • Manager will evaluate performance on project planning, meeting schedules, and quality of products.
5. Partner with your OHC colleagues to provide systems solutions to customers	<ul style="list-style-type: none"> • Partner with OHC team mates to provide deliverables to customers. • Seek new ways to collaborate. • Build relationships with your OHC team mates. 	<ul style="list-style-type: none"> • Manager will seek feedback from other OHC managers on success of partnership activities.

Employee Services Representatives

Duties	Expectations	Authority	Accountability
1. Workforce Management	<ul style="list-style-type: none"> • Understand and manage to organization FTE budgets and authorized staffing levels. Partner with HS20 and organization's administration officers, as required. • Maintain an organization staffing plan and manage all changes. • Classify all GS position descriptions. • Perform job audits as requested and/or required. • Understand hiring parameters, including HQ guidelines and Center policies. • Partner with organizations to develop recruitment plans and strategies to meet authorized staffing levels. • Partner with organizations to ensure effective selection decisions. • Prepare and authorize necessary paperwork for incoming employees, including reassignments, CPPs, inter-Agency transfers, and new hires (GS-13 and below). • Seek help when needed. 	<ul style="list-style-type: none"> • Staff supported organizations to the authorized budget levels. • Review and certify the selection decisions of organizations. • Authorize staffing actions for GS-13s and below by signing 52s, PDs, and other required documentation. • Negotiate with candidates on job offers -- HS50 management approves negotiated grade, step and incentives. 	<ul style="list-style-type: none"> • Staffing numbers will be reviewed by HS50 management. • HS50 management will evaluate HRRs on managing staffing processes, meeting objectives for supported organizations, and providing staffing status quickly.
2. Senior Position (14+) Mgmt.	<ul style="list-style-type: none"> • Understand and manage to supported organization's guidelines for 14+ population. • Maintain 14+ profile and organization chart. • Ensure HS managers are aware of key personnel changes (GS-15s). • Conduct position management review for supported organizations, leading to a documented agreement on high-grade positions. <p>Understand criteria/requirements of MPR 3500.1, "Establishment of High Grade Positions and take appropriate actions to support organizations in submitting</p>	<ul style="list-style-type: none"> • Manage to supported organization's 14+ guidelines. • Work with organizations to establish grade structure guidelines. • Partner with HRDRs on Career Path options. • Prepare required documentation for approval Of 14+ actions. 	<ul style="list-style-type: none"> • 14+ population numbers will be reviewed by HS management. • HS50 Management will evaluate HRRs' judgment on recommendations, adequacy of analysis and the ability to provide 14+ population statuses quickly.

	high grade requests to the High Grade Position review Committee.		
3. Employee Relations	<ul style="list-style-type: none"> • Work with management and employees to identify and resolve issues. • Seek advice from Lead HR Specialist (ER) Specialist on ER cases. • Work closely with ER Specialist when formal action (including discipline) is considered. • Keep HS management informed of ER issues for general knowledge of people. 	<ul style="list-style-type: none"> • Investigate issues and use professional judgment in making recommendations. 	<ul style="list-style-type: none"> • ER Specialist will provide input to HS50 management on HRR performance.
4. Customer Service	<ul style="list-style-type: none"> • Provide timely response to customer questions and issues (Responsiveness). • Provide regular updates and statuses to customers on actions and activities. • Prioritize daily activities. • Be responsive and timely in response to customer requests. • Provide statuses on work packages that are outside the normal process time. • Prioritize daily activities to best meet demands. Tell customers, "Yes, and..." Provide options. 	<ul style="list-style-type: none"> • Seek advice and guidance from leads, HS20 management, and other subject matter experts for unique or precedent-setting activities and as appropriate. • HS50 management will seek customer feedback on responsiveness and customer service 	<ul style="list-style-type: none"> • HS50 management will seek customer feedback on responsiveness and customer service.
5. Special Projects	<ul style="list-style-type: none"> • Prepare and propose assigned project plan and schedule to HS50 management. • Propose and prepare a project/task plan and schedule to OHC management. • Manage project/assignment within approved plans/schedules. • Provide statuses on project/assignment on routine basis and as requested. • Seek advice and guidance. 	<ul style="list-style-type: none"> • Manage the project within the project plan approved by HS50 management. • HS50 management will evaluate performance on planning, meeting schedules and product quality. 	<ul style="list-style-type: none"> • HS50 management will evaluate performance on project planning, meeting schedules, and quality of products.
6. Partnership with Human Resources Development Representatives	<ul style="list-style-type: none"> • Partner with the Organization and Learning Development Office (HS10) Representatives for supported organizations. • Seek ways to collaborate. • Build relationships with HS10 representatives. • Partner with HS20 and HS30 to ensure customer requirements and OHC products are consistent. • Coordinate with HS20 to discuss staffing requests/actions. <p>Seek new ways to collaborate.</p>	<ul style="list-style-type: none"> • Work with the Organization and Development Office (HS10) in support of organization's management and employees. • HS50 management will seek feedback from colleagues and other OHC managers. 	<ul style="list-style-type: none"> • HS50 management will seek feedback from the Organization and Development Office (HS10) management on partnership.
7. Staffing	<ul style="list-style-type: none"> • Know and understand your organizations. • Serve as Center expert on staffing rules, regulations, policies and procedures. • Announce internal and external vacancies. • Prepare necessary paperwork for personnel actions (e.g. e-52's). 	<ul style="list-style-type: none"> • Metrics will be reviewed by HS50 management. • HS50 management will evaluate Staffing Specialists on managing the staffing processes, accuracy of 	1. Staffing

	<ul style="list-style-type: none"> • Perform qualification analysis. • Ensure all Staffing requirements are met. • Generate and submit offer and notification letters. • Generate and submit new employee welcome letters. • Notify HS50, Employee Orientation Manager, Admin. Officer and OSC regarding new employees and associated effective dates. • Negotiate with candidates on job offers. • Secure PCS moves. • Input required information into Workforce Transformation Tracking System (WTTS). • Ensure HS20 management is aware of key personnel activities (GS-14's and above). • Never leave a meeting without fully understanding the goal, context of the situation and expected deliverables of any given task • Seek help when needed. 	documentation, meeting objectives for supported organizations and timeliness of actions.	
8. Continual Improvement	<ul style="list-style-type: none"> • Conduct review of documentation before sending to next process step. • Set aside time to give each other feedback and monitor the quality of our work and progress toward our goals. • Participate in training that will maintain functional expertise and enhance professional development (e.g. per IDP) 	<ul style="list-style-type: none"> • HS50 management will review internal and external audit reviews. • HS50 management will have spot checks/audits performed. 	2. Continual Improvement

Client Solutions Team Member

Duties	Expectations	Authority	Accountability
1. Business Line Consultants	<ul style="list-style-type: none"> ▪ Know and understand Center and Office of Human Capital (OHC) clients. 	<ul style="list-style-type: none"> ▪ Explore organization needs and use professional judgment in making recommendations. ▪ Seek advice and guidance from subject matter experts, OHC organizational representatives, OHC management. 	<ul style="list-style-type: none"> ▪ Center Integrated Product Team (IPT) process pre-approved by HS01 Director. ▪ Accountable to team members, clients, & OHC management.
2. Customer Relation Management	<ul style="list-style-type: none"> ▪ Develop strategies to enable efficient interaction with our clients. 	<ul style="list-style-type: none"> ▪ Periodically conduct face-to-face interviews with clients to understand their business needs ▪ Seek advice and guidance from subject matter experts for unique or precedent-setting activities, and as appropriate. 	<ul style="list-style-type: none"> ▪ Accountable to team members, clients, & OHC management. ▪ OHC management will evaluate performance feedback, meeting schedules, and quality of products and services.
3. Integration of Client Products and Services.	<ul style="list-style-type: none"> ▪ Provide integrated solutions to our clients to improve Center/OHC efficiency. 	<ul style="list-style-type: none"> ▪ Develop and implement processes that facilitate IPT disciplined operations and integrated client solutions. ▪ Develop strong partnerships with all OHC offices, seek collaboration across OHC 	<ul style="list-style-type: none"> ▪ Actively seek feedback from clients, and OHC team. ▪ OHC management approval.
4. Office of Human Capital Development	<ul style="list-style-type: none"> ▪ Develop all OHC team members to become more 	<ul style="list-style-type: none"> ▪ Facilitate activities that provide a better understanding of the business of OHC and how 	<ul style="list-style-type: none"> ▪ Actively seek feedback from OHC Management team and

Strategies.	proficient in performing their work.	employee development will be a major component in aligning with that business.	OHC team members. <ul style="list-style-type: none"> ▪ OHC management approval.
5. Customer Satisfaction	<ul style="list-style-type: none"> ▪ Measure how well we are doing our job. 	<ul style="list-style-type: none"> ▪ Develop and implement strategies (e.g., surveys) and metrics. ▪ Status, track, and report. 	<ul style="list-style-type: none"> ▪ OHC management approval.
6. Continual Improvement	<ul style="list-style-type: none"> ▪ Participate in team activities to continually develop methods of improving the way we do business. ▪ Understand OHC processes and where/how they integrate with processes in other organizations; identify processes that need to be deleted, modified, or integrated. 	<ul style="list-style-type: none"> ▪ Adopt best practices identified through benchmarking exercises. ▪ Participate in various OHC process improvement teams 	<ul style="list-style-type: none"> ▪ OHC management approval.
7. Human Capital Communications and Branding	<ul style="list-style-type: none"> ▪ Assist with development of effective key OHC messages. ▪ Develop and maintain positive OHC image (branding). 	<ul style="list-style-type: none"> ▪ Deliver consistent, effective communication via variety of methods (e.g., web); Partner with Office of Strategic Analysis and Communication (OSAC) to determine best deliver methods as appropriate. 	<ul style="list-style-type: none"> ▪ Coordinate with OHC Managers. ▪ HS01 Director pre-approves OSAC partnering and communications.
8. Benchmarking Best Practices/Industry Partnering	<ul style="list-style-type: none"> ▪ Capture best human capital practices. 	<ul style="list-style-type: none"> ▪ Conduct site visits and research 	<ul style="list-style-type: none"> ▪ Actively seek feedback from OHC management team and OHC team members.
9. Special Projects	<ul style="list-style-type: none"> ▪ Support OHC Director as required and requested. 	<ul style="list-style-type: none"> ▪ Deliver strategic products/services in support of Executive-level actions/inquiries. 	<ul style="list-style-type: none"> ▪ HS01 Director approval.

Workforce Specialists

Duties	Expectations	Accountability
1. Workforce Management	<ul style="list-style-type: none"> • Know and understand your organizations. • Serve as Center expert on workforce rules, regulations, policies and procedures. • Prepare and approve necessary paperwork for personnel actions (e.g. e-52's). • Ensure all workforce requirements (e.g. headcount ceilings) are met. • Generate phasing plans. • Perform trend analyses (e.g. competency and attrition) • Provide data call responses. • Input required information into Workforce 	<ul style="list-style-type: none"> • Metrics will be reviewed by HS20 management. • HS20 management will evaluate Staffing Specialists on managing the staffing processes, accuracy of documentation, meeting objectives for supported organizations and timeliness of actions.

	<p>Transformation Tracking System (WTTS).</p> <ul style="list-style-type: none"> • Generate monthly statuses for assigned organizations and tasks. • Ensure HS20 management is aware of key personnel activities (GS-14's and above). • Provide CAITS, HQ, HS01 and 9th Floor action responses for HS20 management review prior to submission. • Never leave a meeting without fully understanding the goal, context of the situation and expected deliverables of any given task. • Seek effective and new methods to assess and address workforce management requirements. • Be proactive. • Seek help when needed. 	
2. Continual Improvement	<ul style="list-style-type: none"> • Conduct review of documentation before sending to next process step. • Set aside time to give each other feedback and monitor the quality of our work and progress toward our goals. • Participate in training that will maintain functional expertise and enhance professional development (e.g. per IDP). 	<ul style="list-style-type: none"> • HS20 management will review improvement initiatives and training records.
3. Customer Service	<ul style="list-style-type: none"> • Be responsive and timely in response to customer requests. • Provide statuses on work packages that are outside the normal process time. • Prioritize daily activities to best meet demands. • Tell customers, "Yes, and..." Provide options. 	<ul style="list-style-type: none"> • HS20 management will seek customer feedback on responsiveness and customer service.
4. Collaboration	<ul style="list-style-type: none"> • Partner with Staffing Specialists, HS30 and HS50 to ensure customer requirements and OHC products are consistent. • Coordinate with staffing specialists and HS50 to discuss staffing requests/actions. • Seek new ways to collaborate. 	<ul style="list-style-type: none"> • HS20 management will seek feedback from colleagues and other OHC managers.
5. Special Projects/Other Assignments	<ul style="list-style-type: none"> • Propose and prepare a project/task plan and schedule to OHC management. • Manage project/assignment within approved plans/schedules. • Provide statuses on project/assignment on routine basis and as requested. • Seek advice and guidance. 	<ul style="list-style-type: none"> • HS20 management will evaluate performance on planning, meeting schedules and product quality.

15.0 Budget Information

OHC operates on a budget that sets forth priorities and levels of spending, and a plan for managing the funds and associated FTE's allocated each year from the Center, and from NASA Headquarters. The OHC budget is primarily received in three major areas: Labor, Procurement, and Travel. The majority of OHC's budget is derived institutionally in line with the functional areas that we support. We also receive Corporate funding from NASA Headquarters primarily in information technology areas (e.g., NASA STARS Administrator). OHC is charged with managing and administering the funds set aside for Center training and organizational development. These are budgeted within OHC for use by all Center

organizations. The Education Office is a direct funded organization (primary exception is the Center's Co-Op Program, with limited institutional dollars available in other areas) and operates on the budget that NASA Headquarters distributes annually. The OHC Business Manager, supported by the Business Team, is the lead responsible person within OHC to ensure that all budget milestones are met and that any Center calls relative to OHC's budget and workforce management are accomplished accurately and on-time (e.g., CWC's, WIMS, CMS, Institutional Reviews, POP). For additional information on services available from OHC's Business Team, visit our website at http://ohc.msfc.nasa.gov/internal/business_management.html

16.0 Communication Strategy

This section is being formulated.

17.0 OHC ISO Documents

1100.1D	MPR	6/19/2006	Marshall Space Flight Center Organizational Manual
3000.1B	MPR	10/26/2004	MSFC Flexiplace Program
3300.1C	MPR	5/12/2006	Dual Career Promotion Process
3312.1	MPD	04/19/2005	Position Management
3334.1C	MWI	12/22/2005	Intergovernmental Personnel Act Assignments
3410.1F	MPR	1/17/2006	Training
3500.1	MPR	10/21/2005	Establishment of High Grade Positions
3600.1	MGM	11/15/2004	Attendance and Leave Guidance
3810.1C	MPR	10/15/2004	MSFC Management of Workers' Compensation Injuries and Illnesses

[END OF SECTION]