

**Human Resources Management (HRM)
Overview and Summary Information (AV-1)
Version 9.0, March 15, 2012**

The AV-1 is an executive-level summary of the Human Resources Management (HRM) Core Business Mission (CBM). Initially, the AV-1 is used to focus the HRM CBM development effort and document its scope. The final version will include findings and recommendations from the effort.

| Architecture Project Identification | |
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| CBM Name | Human Resources Management |
| CBM Description | HRM encompasses all functional processes required to acquire, train, manage, pay and provide benefits to the military and civilian personnel in the DoD (throughout their careers and beyond), as well as support family members, veterans, retirees, volunteers and contractors. A primary objective of the HRM CBM portfolio is to provide accurate human resources information to decision makers such as numbers, competencies (occupations, skills, education and training), reception accounting, individual readiness, patient accountability and status reporting, individuals' unit and location, and assigned duty within organizations. This mission includes ensuring that Combatant Commanders have access to timely and accurate data on personnel that includes their skill sets and competencies. |
| Architect | DoD Office of the Deputy Chief Management Office (ODCMO) |
| Developed By | Personnel and Readiness Information Management (P&R IM) |
| Assumptions and Constraints | <p>The HRM CBM:</p> <ul style="list-style-type: none"> • Will make maximum reuse of existing BEA models with changes only made when necessary to address P&R policy refinements and HRM portfolio management issues. • Will address DoD enterprise-level business and strategic plans, goals, objectives, and strategies, which are the primary drivers for the BEA. • Will continue to address architectural details within the HRM architecture needed to support the HRM Investment Review Board (IRB) that have not yet been projected for inclusion within the BEA. |
| Approval Authority | The Deputy Secretary of Defense, acting through the Defense Business Systems Management Committee (DBSMC). |
| Date Completed | Architecture content freeze date, February 10, 2012 and final release date March 15, 2012. |
| LOE and Development Costs | Level of effort and projected and actual costs to develop the CBM Models may be requested from the Office of the Deputy Chief Management Officer (ODCMO). |

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| <p>Business Outcome</p> | <p>DoD is conducting Business Process Re-engineering (BPR) while attempting to leverage technology wherever possible. The DoD CIO support functions are conducting prototypes of new automation to expedite granting DoD systems access to those individuals confirmed as requiring such access. These business processes are all based on the existence of DoD recognized ID credentials for such individuals. This release added an ID Credentials Management OV-6c process model to help guide future interaction with the DoD CIO architecture for system access credentials.</p> <p>Additions were made to the HRM models in this release to promote functions related to the sustained superior performance of the Total Workforce in this time of constrained resources. The functions addressed relate to Casualty Assistance, Personnel Promotion and Manage Compensation. The Compensation OV-6c process models introduce the standardized process concept. The lower level models depict where an HRM enterprise level BPR established that a standardized process needs to be utilized by all Services and other Components in order to achieve efficiencies and effectiveness across the Department.</p> <p>The HRM Enterprise Standards, specifically the Common Human Resources Information Standards (CHRIS) were updated and now include additional compensation related details and four CHRIS that support DoD Military Health functions. These efforts will assist in the integration of data sharing across the HRM portfolio.</p> <p>The Personnel Visibility OV-6c process model was revamped to comply with the Primitives methodology so that portions of this model could continue to be cited within the BEA LRP Repository. This action precluded the loss of LRP Repository information such as the Joint Federal Travel Regulation while the ultimate solution is sought for the E2E depiction of Manage Travel (currently reflecting expenditures of over 13 billion dollars a year) and the other HRM Orphan potential Level 1 E2E processes.</p> |
| <p>Scope: Architecture View and Models Identification</p> | |
| <p>Models Developed</p> | <p>AV-1, AV-2, OV-5a, OV-5b, OV6c, SV-1, SV-5</p> |

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| <p>HRM Capabilities</p> | <p>Administer Legal Personnel Programs - This capability includes managing resolution facilitation and the administration of adverse action (judicial and non-judicial) for persons within Department of Defense's (DoD) legal oversight. Resolution facilitation refers to those person-related activities outside of a court of law such as mediation and arbitration that may be used in an attempt to settle a dispute between two or more parties (government agency, citizen, corporation). Adverse actions can be based upon misconduct, unacceptable performance or both that can lead to legal actions and non-disciplinary actions such as medical inability to report for duty, separation, or furlough that can lead to administrative actions.</p> <p>Develop Personnel - This capability includes the ability to train and educate human resources. It includes enhancing a person's personal and professional skills including functions that support: managing careers; competency development; identifying and satisfying training and education requirements; managing quotas, courses and throughput including cataloging and scheduling.</p> <p>Manage Assignment and Transfer - This capability includes the ability to assign DoD designated personnel to positions (e.g., in-processing selected candidate and processing transfer actions).</p> <p>Manage Benefits - This capability includes the ability to conduct and manage specified benefit programs (e.g., Federal Employee Health Benefit Plan, life, long-term care and unemployment insurance programs) for persons within Department of Defense oversight to include eligibility determination, counseling, and enrollment. This includes medical, dental, life and long-term insurance; pension/retirement; flexible spending; disability benefits; human resources entitlements; benefits eligibility, including management of housing and educational benefits, enrollment and termination; savings management (Thrift/Bonds); and benefits reporting.</p> <p>Manage Compensation and Reimbursement - This capability includes the ability to authorize pay, determine earnings and deductions, execute payroll, and manage reimbursements. This capability also includes determining the following: pay eligibility, special pay and human resources entitlements, pay adjustments, allotments, bonds, garnishments and offsets, and payroll and tax withholding reporting.</p> <p>Manage Human Resources Information - This capability includes the ability to create, maintain, use, and execute disposition of temporary and permanent Human Resources Information. Required privacy information assurance actions must be addressed.</p> <p>Manage Human Resources Information Security - This capability includes the ability to ensure employees, contractors, and other designated persons are eligible for and issued badges to enter federal buildings, utilize federal services, and serve in positions requiring certification of personal reliability. This capability also includes determining and tracking individual personnel security clearances as well as supporting the National Industrial Security Program.</p> <p>Manage Human Resources Organizational Infrastructure Support - This capability includes the ability to provide oversight of the enterprise human resources organizational infrastructure necessary to sustain DoD mandated responsibilities for safety and accident-reduction activities as well as human resources communications and labor relations.</p> <p>Manage Interagency Support - This capability includes overseeing the implementation of policy, procedures, and processes related to external agencies that have an impact on the benefits, entitlements, and the well-being of Department of Defense (DoD) Human Resources. This capability also includes sharing personnel visibility information with these recognized external organizations in conjunction with defined processes.</p> <p>Manage Law Enforcement - This capability includes protecting military members, families, and assets of the United States military by enforcing state and federal laws on the installations and have exclusive jurisdiction. Law enforcement activities include activities such as support for House Watch, Child Find, and other applicable programs, maneuver and mobility support operations, area security, police intelligence operations, law and order, and internment/resettlement operations.</p> |
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**HRM Capabilities
Continued**

Manage Military Health Services - This capability includes the ability to provide direction, resources, health care, eligibility, enrollment, and other means necessary to promote the health of the Department of Defense (DoD) TRICARE beneficiary population. This activity also includes developing and promoting health awareness issues to educate customers, discovering and resolving environmentally based health threats, providing health services, providing preventive care and problem intervention, and improving the means and methods for maintaining the health of the beneficiary population by constantly evaluating the performance of the health care services system.

Manage Organization - This capability includes the ability to manage the human resources infrastructure for DoD organizations. This includes managing the implementation of DoD mission plans by formulating force structure, strength projections, accession targets and distributing peacetime authorizations and wartime requirements. It encompasses workforce analysis to develop, analyze and implement position and other plans including managing strength levels against those plans. This includes integrating force structure requirements into personnel functions enabling proper utilization of DoD human resources through structuring organizations as well as validating organizations against budgetary constraints, establishing and allocating positions, and managing human resources programs

Manage Personnel Sustainment - This capability includes the ability to account for personnel, manage performance/career progression, as well as retention actions such as extensions of enlistment contract and reenlistment. Provisions for exceptional activities involving adverse actions and grievances are also addressed. This also includes oversight of military retirees and inactive reservists.

Manage Quality of Life and Morale, Welfare and Recreation - This capability includes the ability to maintain or improve personnel's quality of life. This includes developing policies, future plans, revenue-producing and cost saving initiatives to support Quality of Life programs. Quality of Life programs include support for Morale, Welfare and Recreation (MWR); family support; casualty assistance and social action programs, providing budget and program related guidance, and providing policy and oversight.

Manage Recruiting and Accessions - This capability includes the ability to recruit, identify, evaluate and select a candidate(s) to fill a position or organizational requirement. The scope of this capability ranges from receiving guidance and interpreting recruiting policy, programming resources, planning program execution and conducting recruiting operations (from initial identification and screening of potential prior service and non-prior service enlistees and officer candidates through initial processing at the Military Entrance Processing Stations and subsequent training locations [such as lead-in processing at Officer Candidate Schools, Basic Training, before the formal training begins]). This may consist of the use of incentives, bonuses and scholarships. Civilian recruiting includes the entire scope of recruiting to include accessions.

Manage Retirement and Separation - This capability includes the ability to terminate an affiliation with accessed persons (e.g., military, civilian, coalition force members, volunteers, and contract personnel). It includes voluntary separation (e.g., resignations, contract completion), involuntary separation (e.g., adverse actions), civilian retirement, and death. It also includes identifying losses, which are used to identify replacement needs, perform final out-processing functions (e.g., exit interview, travel arrangement), and document the termination of the specific affiliation.

Manage Travel - This capability includes the ability to provide oversight and management of the Defense Travel Enterprise to include: consolidating and acquiring Commercial Travel Office services; reengineering and simplifying travel policy; providing customer support and overseeing training for all travel-related topics; Managing Commercial Travel Programs; optimizing the technology by developing travel requirements and implementing new functionality; and exploring innovations and leading practices within the travel industry to determine the best strategy and course of action for providing travel services in the future.

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| Scope | <p>Added an ID Credentials Management OV-6c process model for future interaction with DoD CIO architecture for system access credentials. No related business rules or other standards were added within this release.</p> <p>A Casualty Assistance OV-5b was integrated with other casualty related functions within Account for Personnel. An OV-6c process model was added that reflects the new relationships depicted within the OV-5b.</p> <p>New Manage Personnel Promotion OV-5b and OV-6c process models were added along with a related revamp of the OV-5a. No related business rules or other standards were added within this release.</p> <p>A new expanded set of Manage Compensation OV-6c process models were added. This included the introduction of standardized HRM processes created as a result of an HRM enterprise level BPR.</p> <p>Common Human Resources Information Standards (CHRIS) were updated to include additional compensation related details and four CHRIS that support DoD Military Health functions.</p> <p>The Personnel Visibility OV-6c process model was revamped to comply with the Primitives methodology so that portions of this model could continue to be cited within the BEA LRP Repository.</p> |
| Time Frames Addressed | <p>The BEA is the “To Be” architecture for transformation efforts at DoD. The current BEA “To Be” end state has intermediate time frames for implementation addressed in the Enterprise Transition Plan (ETP).</p> |
| Organizations Involved | <p>P &R IM Staff DoD Identity Assurance Working Group Defense Finance and Accounting Services (DFAS) ODCMO Staff Weapons System Lifecycle Management (WSLM) Materiel Supply and Service Management (MSSM) Real Property and Installation Management (RPILM) Financial Management (FM) Army Navy</p> |

| Purpose and Viewpoint | |
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| Purpose (Problems, Needs, Gaps) | <p>HRM CHRIS needed to be added to promote consistency of applications in BEA 9.0</p> <p>The interaction of ID Credentials with System access specifications required revision to be accurately depicted within current system access procedures.</p> <p>Evolving portions of the HRM architecture needed to be integrated within the BEA.</p> |
| Questions to be Answered | <p>How can DoD sustain superior Total Workforce performance, at multiple locations, in a time of constrained resources?</p> |

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| Architecture Viewpoint | The HRM architecture viewpoint is that of the business owner's support to the warfighter. |
| Context | |
| Mission | USD Personnel and Readiness (P&R) is responsible for leading and managing HRM activities to ensure the right people are capable, motivated and ready to respond to the broad continuum of emergent threats both now and in the future. |
| SMP Goals | <p>Business Goal 1: Strengthen the DoD Total Workforce mix (military, civilian, and contracted support) to accomplish the DoD mission and sustain superior performance in a time of constrained resources.</p> <p>Business Goal 6: Re-engineer/use end-to-end business processes to reduce transaction times, drive down costs, and improve service.</p> |
| SMP Key Initiatives | <p>Key initiatives are those priority activities selected by the Principal Staff Assistants and codified by the Deputy Secretary of Defense designed to achieve specific goal outcomes.</p> <p>Recruit and retain the right quality skilled personnel to meet mission requirements.</p> <ul style="list-style-type: none"> – Relates to Promotions, Quality of Life Programs, Casualty Assistance and minor refinements such as the adjustment to the Manage Equal Opportunity activity definition requested by the Navy. <p>Improve business operations through optimal use of defense business systems and the Business Enterprise Architecture.</p> <ul style="list-style-type: none"> – Relates to CHRIS updates, Id Credentials and PV Revamp. |
| SMP Measures | No current SMP measures directly relate to the HRM BEA 9.0 work. |
| Rules, Conventions, and Criteria | <p>Rules: The HRM CBM adheres to the DoD Architecture Framework (DoDAF).</p> <p>Conventions: The conventions and methodology to be followed are documented in the BEA Development Methodology and the Architecture Product Guide.</p> <p>Criteria: ODCMO establishes detailed evaluation criteria for the delivery.</p> <p>Information Assurance Posture: The HRM CBM information confidentiality, integrity and availability must be protected to the extent required by applicable DoD policy.</p> |
| BEA Tasking / Linkages to Other Architectures | <p>Tasking -- The 2005 National Defense Authorization Act (NDAA) requires architectures to assess and maintain investments throughout the DoD BMA.</p> <p>Linkages to Other Architectures – BEA is linked to the Federal Enterprise Architecture (FEA) Business Reference Model through the DoD EA Reference Models and federated with Component and program architectures through tiered accountability.</p> |
| Tools and File Formats to be Used | IBM Rational System Architect v 11.4.1, Microsoft SQL Server, Word, Access, and Excel. |