Human Resources Management (HRM)
Overview and Summary Information (AV-1)
Version 10.0, February 14, 2013

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	
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 (DCMO)
Developed By	Personnel and Readiness Information Management (P&R IM)
Assumptions and Constraints	The HRM CBM: - 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.
Approval Authority	The Deputy Secretary of Defense, acting through the Defense Business Council (DBC).
Date Completed	Architecture content freeze date, January 4, 2013 and final release date February 14, 2013.
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 (DCMO).

Business Outcome	The HRM CBM developed BEA 10.0 architecture for the following business needs:
	1) The HRM Capabilities in use since BEA 8.0 have not been mutually exclusive and have frequently overlapped in functional scope. The new HRM Capabilities Framework is the foundation for a more detailed granular depiction of functional activities. This new structure will facilitate business system staffs analysis efforts to gain visibility of how processes that they are implementing align to major enterprise business functionality groupings. These groupings will be the basis for determining which systems are supporting similar functionality and are therefore potential candidates for consolidation of provided services identified during the DoD Business Mission Area investment review process.
	2) The new HRM high level process models, based on the most detailed level of the new activity groupings, will provide the functional context for identifying and optimizing Hire to Retire (H2R) business processes across the HRM CBM. The new high level process models will encompass all of the functionality within H2R. The process steps within these models will be sufficiently detailed that program and system management staffs will be able to more readily identify and align their systems\initiatives to the appropriate process steps within ACART.
	3) The Under Secretary of Defense for Acquisition, Technology and Logistics (AT&L) Acquisition Decision Memorandum (ADM) dated September 8, 2009 directed the establishment of a Joint Enterprise Change Management Board (JECMB) to provide DoD-wide personnel and finance and accounting standards for current and future personnel and pay enterprise system architecture Service Integrated Personnel and Pay Systems (SIPPS). The JECMB delivered a universal set of personnel, and finance (inclusive of pay) and accounting standards. The related Business Rules (BRs) will provide needed constraints for reengineering business processes and guiding system development to enable synchronization of data, reduced payroll errors, and achieving a "clean audit". These BRs, in conjunction with the Capabilities framework and new process models, effectively provide a framework for defining a Target Defense Business Systems Computing Environment for the SIPPS application versions.
	4) The Department also needs to modernize the capabilities for qualifying applicants into enlisted Military Service during wartime, peacetime, and mobilization. The United States Military Entrance Processing Command (USMEPCOM) has the mission to qualify individuals for military service based upon varying and continuously changing accession standards established by DoD, each of the military Services and the U.S. Coast Guard. There are 65 Military Entrance Processing Stations (MEPS) located throughout the United States and Puerto Rico. In a MEPS, applicants are grouped together as they follow a linear process from one sub-station to the next. Often the recruiter personally delivers the applicant to the MEPS and retrieves him/her at the end of the processing day, impacting the recruiter's productive recruiting time. The current average number of visits to MEPS is over 2.6 visits per applicant just to determine accession qualification. In FY08 USMEPCOM received approximately 532,000 applicants for accession processing. Roughly 259,000 were accepted for enlistment by the Services, enlisted (new/re-entry enlistments) at the MEPS and were shipped to their next duty station or one of eight Service training locations.
	Currently, USMEPCOM and the Services' operational business processes rely heavily upon paper-based forms. Sharing of accession data is not fully electronic and manual data entry accounts for approximately 85% of data reported. Much of this data is entered and reentered two and three times. The data is entered manually into the Service's recruiting system, again into the USMEPCOM Integrated Resource System (USMIRS), and eventually is reentered at the training bases. This causes data and processing errors. Business rules (BRs) are currently hard-coded into USMEPCOM's existing applicant processing system, meaning changes require a labor-intensive process. This BEA 10.0 effort captured the detailed activities, processes, and BRs that will be the foundation for future business applications / services to provide the required flexibility, adaptability and scalability to meet enlisted accession business requirements during peacetime and mobilization.

Scope: Architecture View and Models Identification	
Models Developed	AV-1, AV-2, OV-3, OV-5a, OV-5b, OV-6c, SV-1, SV-5
CBM Capabilities	The following 16 HRM capabilities are directly related to the major (level1) revised functional groupings within Hire to Retire (H2R): Account for Personnel - This capability is associated with accounting for time, absence, and labor, performing leave and absence administration, and managing personnel casualty and Line of Duty (LoD) determination process. Administer Grievance Process - This capability is associated with initiating, processing, resolving and documenting a formal complaint related to co-worker/peer or management actions in regard to an Employee or Member (e.g., administrative grievances, sexual harassment complaints and Labor / Union grievances). This capability may include (but not be limited to) determining the type of grievance, and providing a resolution on the grievance. This capability is also associated with requesting accommodation, determining accommodation needs, and putting reasonable accommodations into place. Manage Adverse Actions - This capability is associated with validating the alleged offense, determining disciplinary actions, and administering adverse actions results. Adverse Actions can be based upon misconduct and/or substandard performance that result in legal or administrative actions against a Member by an appropriate military authority. Adverse legal actions may include non-punitive, non-judicial, and court-martial proceedings. Penalties may include (but not be limited to) reduction in rank, involuntary discharge, documentation of substandard performance, promotion list removal, or a sentence for confinement. Manage Assignment and Transfer - This capability is associated with assigning or transferring Department of Defense (DoD) Members and Employees to positions. This capability includes administering assignment actions, executing individual assignment, processing inter-Service, intra-Service transfers, transferring Members between military personnel classes, to and from active duty and generating the transfer order. Manage Benefit Programs - This capability is associated with developing, maintaining, assessing and delivering benefit programs for Military and Civilian personnel, Veterans and family members. Benefit programs may include (but not be limited to) healthcare (e.g., insurance for medical, dental, vision and long term care), education benefits (e.g., Montgomery GI Bill [MGIB], Tuition Assistance Program, Reserve Education Assistance Program [REAP]), life insurance (e.g., Group Life Insurance, Traumatic Injury Protection), retirement planning (e.g., Thrift Savings Plan [TSP]), survivor benefits (e.g., Survivor Benefit Plan [SBP], Death Gratuity) and miscellaneous benefits (e.g., Military family housing, employment assistance, death and burial benefits, injury and Savings Deposit Plan, Flexible Spending Account Program, Home Owners Assistance Program and relocation assistance). This capability is also associated with managing the contracted relationship between the Department of Defense (DoD) eligible civilian employee beneficiaries (e.g., employees, family members, and survivors under Federal Employee Health Benefits [FEHB] or similar programs) and various third-party health insurance programs under contract to the Federal government. Manage Compensation and Reimbursement - This capability is associated with determining eligibility for reimbursement or compensation, determining reimbursement amount, earnings and deductions, authorizing reimbursement payments, and certifying the reimbursement expense and payroll information. Compensation and reimbursements may include (but not be limited to) special pays, allowances, Human Resources (HR) entitlements, travel vouchers, pay adjustments, allotments, bonds, garnishments and offsets, as well as payroll and tax withholding reporting (e.g., leave and earnings statement, personal statement of military

compensation, W-2 statement of wages).

Manage Human Resources Information - This capability is associated with managing Human Resources Information (i.e., Human Resources Profiles and Human Resources Record). This capability includes the creation, maintenance, use, and execution of disposition actions. This capability also includes distributing and reporting Human Resources Information to support personnel record requests, interagency processes, mission requirements, and sharing of personally identifiable information for identity management purposes, visibility and availability of personnel. Human Resources Information is for limited access to authorized personnel only.

Manage Human Resources Interaction - This capability is associated with managing labor relationships between the agency, its unions and bargaining units, and reviewing, validating and approving all survey requests that require participation of DoD personnel.

Manage Identity Credential - This capability is associated with the management of all Department of Defense (DoD) identity credentials (Identity Cards (e.g., Common Access Card (CAC), Personal Identity Verification (PIV) Card, ID tags, unit controlled cards), and the management of information associated with them (e.g., Personal Identification Numbers (PIN) numbers, applets, identity and biometric information)) for Employees, Members, contractors, and dependents. This includes reviewing personnel identification information as well as issuing, maintaining and revoking identity credentials for access control applications.

Manage Organization - This capability is associated with managing the human resources infrastructure for Department of Defense (DoD) organizations. This capability includes managing the implementation of DoD mission plans by formulating force structure, strength projections, accession targets, and distributing peacetime authorizations and wartime requirements.

Manage Performance - This capability is associated with administering the performance evaluation process, personnel grade change (i.e., promotion and demotion), recognition programs, and physical fitness programs.

Manage Personnel Development - This capability is associated with enhancing a person's personal and professional skills, such as managing personnel classification, competency development, and career path. This capability also includes capturing a person's credential information, identifying training and education eligibility requirements, managing class seat quotas, courses, resources, as well as cataloging and scheduling personnel development resource utilization.

Manage Personnel Retention - This capability is associated with processing Members for enlistment extension, reenlistment, involuntary retention, and special category agreements. This capability also includes executing the personnel retention program, providing counseling to thoroughly explain each personnel agreement and corresponding service obligation, ensuring continued eligibility for retention, and finalizing the personnel agreement.

Manage Physical Evaluation Process - This capability is associated with conducting Physical Evaluation Board (PEB) or validating the physical evaluation appeal request that results in a physical evaluation disposition of a Member to return to duty or separate/retire.

Manage Recruiting and Accessions - This capability is associated with recruiting, identifying, evaluating and selecting applicant(s) to fill a position or organizational requirement and hiring/accessing applicants against positions (e.g., planning and identifying placement requirements, determining applicant's eligibility and suitability, in-processing selected applicants, and accepting individuals into the DoD).

Manage Separation and Retirement - This capability is associated with terminating affiliation with accessed persons (e.g., military, civilian, coalition force members, volunteers, and contract personnel) by the Department of Defense (DoD). This capability may include (but not be limited to) managing voluntary military separations (e.g., resignations, contract completion), managing involuntary military separations (e.g., adverse actions, death), managing military retirements, managing civilian personnel separations/retirements, non-DoD personnel separations, and managing transition assistance programs. Both separations and retirements are implemented through appropriate actions which include issuing and updating checklist items (e.g., tasks and appointments), performing final out-processing functions (e.g., exit interview, travel arrangement), documenting the termination of the specific affiliation, initiating transfer actions where appropriate, and identifying losses which are then used to identify replacement needs.

There are also eight additional HRM Capabilities (out of a total of 24 BEA 10.0 Capabilities) that will become separate End to Ends (E2Es) or will be combined with an existing or newly created E2Es in future BEA Releases. These HRM Capabilities are:

Administer Legal Personnel Programs - This capability is associated with 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 capabilities 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.

Manage Human Resources Management Policy and Guidance – This capability is associated with developing and coordinating the Human Resources Management (HRM) policy and guidance and providing a decision on the proposed HRM policy and guidance. This capability is also associated with establishing Human Resources policy and practices, establishing agency performance management strategy, establishing agency Human Resources development management strategy, reviewing laws, regulations, policies, and trends, identifying parity issues, establishing compensation, implementing compensation program, and creating compensation program communications approach and content.

Manage Law Enforcement - This capability is associated with 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 capabilities include abilities 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.

Manage Military Health Services - This capability is associated with providing direction, resources, healthcare providers, eligibility, enrollment, and other means necessary to promote the health of the Department of Defense (DoD) TRICARE beneficiary population. This capability 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 healthcare services system.

Manage Quality of Life - This capability is associated with maintaining or improving personnel's quality of life. This includes developing policies, future plans, revenue-producing and cost saving initiatives to support Quality of Life programs, providing budget and program related guidance, and policy oversight. Quality of Life needs and the programs and actions to address them, are categorized under two general headings: living conditions and duty

environment. Quality of Life programs include support for Morale, Welfare and Recreation (MWR), Family Support Services, Recovery Coordination Program (RCP), Social Action Programs (e.g., equal opportunity programs, voting assistance, drug/alcohol treatment and education, and sexual harassment counseling), and Employee Assistance Programs.

Manage Security Services - This capability is associated with facilitating the personnel security clearance process, clearing industrial facilities, providing related technology implementations, and planning security education and training. This capability includes determining and tracking individual personnel clearances (managing personnel security) as well as supporting the National Industrial Security Program.

Manage Travel - This capability is associated with documenting all types of official travel (e.g., initial hire/first duty station travel, temporary duty [TDY] travel, and Permanent Change of Station [PCS] travel). This capability also includes verifying a travel authorization, verifying required documentation, validating a traveler's eligibility and credentials (e.g., security clearance, passport, visa, foreign area clearance); initiating and finalizing travel requests and authorizations; gathering information necessary to create a travel authorization for individual or group travel; verifying fund availability; arranging travel accommodations (e.g., airlines, rental car, lodging); estimating travel costs; processing obligations for the expenses estimated on the authorization by the traveler; and reimbursing the traveler for expenses incurred by means of a created and approved payment voucher.

Manage Workforce Occupational Safety Analysis - This capability is associated with managing human resources information and Environment, Safety and Occupational Health (ESOH) control requirements to develop work and training requirements for a job position.

Scope	HRM BEA 10.0 Requirement Document (BRD) # 1: Capabilities Framework - The analysis related to this requirement has generated a revision of the BEA 9.0 HRM Capabilities from 17 to 24 and a related revision of the HRM H2R Level 1s from 17 to 16 (4 BEA 9.0 H2R Level 1s have been deleted and 3 are have been added). Since both the HRM Capabilities and the H2R Level 1s (and the decomposed H2R Level 2s) are based on the HRM OV-5 activities, there has also been a corresponding revision / addition of over 100 activities within the HRM operational Activity Decomposition Tree. HRM BRD # 2: Enterprise Process Models and Enterprise Standard Business Rules (BRs) - The analysis related to this requirement has generated 52 Process Models and over 3,000 BRs. HRM BRD # 3: Manage Accession - The analysis related to this requirement has generated revisions and additions to 19 OV-5 operational activities (including parent and child activities). In addition to the activity related efforts , 1 high level and 7 low-level OV-6c process models and 250 associated business rules have been added to the BEA.
Time Frames Addressed	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).
Organizations Involved	FM, MEPCOM, and the IPPS related management staffs within all services

Purpose and Viewpoint	
Purpose **(Problems, Needs, Gaps)**	P&R leadership is responsible for the formulation of policy and implementation of related programs on recruitment, career development, pay and benefits, and oversight of the state of military readiness. This PSA business mission includes direct oversight of the Defense Commissary Agency, Department of Defense Education Activity, Defense Human Resources Activity, the Military Health System, United States Military Entrance Processing Command and the Defense Travel Management Office. P&R is also responsible for other functional areas such as the training and education of individual members of the Total Force, National Guard and Reserve affairs, integration of law enforcement policies, personnel requirements for weapons support, and military and civilian family matters. P&R operational requirements across all services and components have historically consumed over 25 percent of the overall DoD budget. The FY 13 DoD Budget submission, for example, proposed 25% for the Personnel Account that excluded related costs for procurement items such as business systems, personnel individual development and medical supplies. The continuously evolving needs of the Total Force are always coupled with corresponding gaps in skills, competencies, recruitment, retention, and efforts to maintain Quality of Life. Numerous problems arise from time and resource limitation obstacles to fully address the HRM related requirements of the warfighter.
Questions to be Answered	How can DoD sustain superior Total Workforce performance, at multiple locations, in a time of constrained resources?
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	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. Business Goal 6: Re-engineer/use end-to-end business processes to reduce transaction times, drive down costs, and improve service.
SMP Key Initiatives	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. Recruit and retain the right quality skilled personnel to meet mission requirements. Improve business operations through optimal use of defense business systems and the Business Enterprise Architecture.

SMP Measures	SMP Business Goal 1: Strengthen and right-size 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. Key HRM BEA 10.0 focused initiatives and related measures: 1. Recruit and retain the right quality skilled personnel to meet mission requirements. (USD(P&R)) Percent variance (3% to 0%) in Active Component (AC) end strength. Percent variance (3% to -3%) in Reserve Component (RC) endstrength. Percent of Tier 1 (High School Diploma Graduates (HSDG)) non-prior service AC accessions; no less than 90% of non-prior service AC accessions will be Tier 1 HSDG. Percent of Tier 1 HSDG non-prior service RC Accessions; no less than 90% of non-prior service RC accessions will be Tier 1 HSDG. Percent of Category I-IIIA non-prior service RC Accessions; no less than 60% of non-prior service RC accessions will be Category I-IIIA. Percent of Category IV non-prior service AC Accessions; no more than 4% of non-prior service AC accessions will be Category IV. Percent of Category IV non-prior service RC Accessions; no more than 4% of non-prior service RC accessions will be Category IV. 4. Complete mapping of End-to-End processes ("Hire to Retire" and "Procure to Pay" in FY12-13). (DoD DCMO) Complete mapping of "Hire to Retire" and "Procure to Pay" end-to-end processes by end of FY 2012; determine processes outcome measure to monitor process improvement; establish performance reporting processes (NLT end of FY2012).
Rules, Conventions, and Criteria	**Rules:** The Human Resources Management content in the BEA adheres to the DoD Architecture Framework (DoDAF). **Conventions:** The conventions and methodology to be followed are documented in the BEA Development Methodology and the Architecture Model Guide. **Criteria:** The Office of the DCMO establishes detailed evaluation criteria for the delivery. **Information Assurance Posture:** The HRM information confidentiality, integrity, and availability must be protected to the extent required by applicable DoD policy.
BEA Tasking / Linkages to Other Architectures	**Tasking --** The 2005 National Defense Authorization Act (NDAA) requires architectures to assess and maintain investments throughout the DoD BMA. **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.
Tools and File Formats to be Used	IBM Rational System Architect v 11.4.1, Microsoft SQL Server, Word, Access, and Excel.