



# **Human Resources Management**

## **Overview and Summary Information**

### **All Viewpoint-1 (AV-1)**

**September 2014**

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# 1. ALL VIEWPOINT-1 (AV-1): OVERVIEW AND SUMMARY INFORMATION

## 1.1 Architecture Project Identification

**Name:** Human Resources Management (HRM) Enterprise Architecture (EA)

**Sponsor:** Under Secretary of Defense for Personnel and Readiness (USD(P&R))

**Developing Organization:** Personnel and Readiness Information Management (P&R IM)

## 1.2 Introduction

The Overview and Summary Information All Viewpoint-1 (AV-1) document provides a high-level overview of the HRM EA and related work products. The AV-1 defines the purpose, scope, objectives, and architectural approach necessary to build and integrate the HRM EA. The AV-1 identifies the core processes and relationships to other architectures, limitations and constraints. The structure and content of the HRM EA are based on the Department of Defense (DoD) Architecture Framework (DoDAF) guidelines.

## 1.3 Purpose

The purpose of the HRM EA is to support the various analytical processes that enable HRM transformation, including, but not limited to:

- Business optimization
- Information standardization and information management
- System certification and investment management
- Information technology (IT) portfolio analysis

Additionally, the HRM EA:

- Provides an “Overarching” framework that aligns architectures within the human resources (HR) community to the strategic goals of the DoD, P&R and the business owners; while allowing for development and enhancement of future HRM initiatives and programs.
- Serves as a blueprint to improve/optimize, re-engineer, and integrate HRM best practices to implement solutions in response to emerging business needs.
- Serves as a common lexicon of HR operational activities, capabilities, system functionality, and operational roles across DoD.
- Fosters interoperability and net-centricity among HRM, DoD, other federal agencies and business partners.
- Aligns and integrates the HRM architecture to the Business Enterprise Architecture (BEA).

- Identifies touch points or linkages between Component, HRM, Enterprise, and Federal Architectures.
- Supports BEA compliance review.
- Supports HRM portfolio and BEA End-to-End (E2E) business flow analysis.
- Serves as Capstone Architecture for HRM.

#### **1.4 Scope**

The USD(P&R) is the functional sponsor for HRM. HRM consists of three sub functional areas: Civilian HRM, Military Health System (MHS), and Military and Other HRM. HRM includes all the functional areas under the auspices of the USD(P&R) including the following Capabilities:

- Manage Organization – All activities associated with performing workforce programming and planning, manpower budgeting, workforce analysis, and personnel readiness assessment, managing manpower change, organizational structure, and personnel distribution, accounting for workforce, and administering organization unique identifier.
- Manage Recruiting and Accession – All activities associated with managing military recruiting and accession, and civilian staff acquisition.
- Manage Human Resources Information – All activities associated with managing the human resources profiles and record, executing disposition of human resources information, and providing human resources information to authorize personnel.
- Manage Identity Credential – All activities associated with issuing, maintain and revoking identity credentials, and updating the profile with identity credential information.
- Manage Benefit Programs – All activities associated with performing benefit program management, and processing benefit selections and applications,
- Manage Personnel Development – All activities associated with managing personnel classification, individual training, education, competencies, career path and individual development plan.
- Manage Assignment and Transfer – All activities associated with manage assignment, and administering inter Service and intra Service transfers, transferring between military personnel classes, and to and from active duty.
- Account for Personnel – All activities associated with accounting for time, absence and labor, managing personnel casualty and line of duty determination process, and performing leave and absence administration.
- Manage Performance – All activities associated with administering performance evaluation, manage personnel promotion and demotion, and administering recognition and physical fitness programs.

- Manage Compensation and Reimbursements – All activities associated with managing earnings, deductions and reimbursements, and executing payroll.
- Manage Personnel Retention – All activities associated with administering reenlistment process, and managing enlistment extension, officer involuntary and special category retention.
- Administer Grievance Process – All activities 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, sexual assault case, and Labor / Union grievances), and requesting accommodation, determining accommodation needs, and putting reasonable accommodations into place.
- Manage Physical Evaluation Process – All activities 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 Human Resources Interaction – All activities 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 Adverse Actions – All activities associated with validating the alleged offense, determining disciplinary actions, and administering adverse actions results.
- Manage Separation and Retirement – All activities associated with managing military, civilian and non-DoD personnel separation and retirement, and transition assistance programs.
- Manage Quality of Life (QoL) – All activities associated with performing QoL program management, delivering morale, welfare and recreation (MWR), and social action programs, and managing family support and human resources recovery care coordination program.
- Manage Military Health Services – All activities associated with providing population health protection, delivering healthcare, managing access to healthcare, administering health services, and performing healthcare research
- Manage Travel – All activities associated with managing travel authorization, travel resource scheduling, travel voucher and traveler visibility.
- Administer Legal Personnel Programs – All activities associated with providing legal planning services, representation to external DoD organizations and government, and policy support, and supporting civil and domestic legal services, and litigation and judicial functions
- Manage Workforce Occupational Safety Analysis – All activities 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.

- Manage Law Enforcement – All activities associated with managing military police law enforcement operations, and installation operations, providing protective services, and supporting criminal investigative services and administration of confinement operations.
- Manage Security Service – All activities associated with facilitating the personnel security clearance process, clearing industrial facilities, providing related technology implementations, and planning security education and training.
- Manage Human Resources Management Policy and Guidance – All activities associated with developing, coordinating and providing Human Resources Management (HRM) Policy and Guidance, and managing civilian human resources strategy.

The HRM EA describes all activities that support DoD personnel and family members (throughout their careers and beyond) and that enable effective management of DoD personnel. Additionally, the HRM EA describes the full operational spectrum – peacetime and war, through mobilization and demobilization, deployment and redeployment, in theaters of operation and at home bases – capturing and maintaining accurate and timely information. Within each of their respective government categories (i.e., uniformed Service member, government civilian employee, dependents, family members or government contractor), data is retained in a single, comprehensive record of service that is available to employees, contractors and Service members as well as senior leadership, combatant commanders, and authorized users throughout DoD and other federal agencies.

The HRM EA, which is based on Subject Matter Expert (SME) input and analysis, provides detailed and precise business capabilities.

## **2. ARCHITECTURE AS A BUSINESS IMPROVEMENT TOOL**

The overall goal of the Department’s transformation initiative is to have reliable, accurate, and timely information upon which to make the most effective business decisions. The scope of this initiative encompasses those Defense policies, processes, people, and systems that guide, perform, or support all aspects of business management. The purpose of the HRM EA is to enable necessary improvements to facilitate the future business enterprise. The HRM EA will:

- Provide a structured, common framework for analyzing business capabilities, activities, processes, and data.
- Enhance DoD business enterprise clarity.
- Develop horizontal and vertical business improvement focus by optimizing E2E processes, not stovepipes.
- Provide business alignment to warfighter needs, aligning to the mission of the Department, and using this alignment to drive urgency.
- Allow for capabilities, not systems, as deliverables.

- Establish accountability for ensuring the development of architectures and identification of capabilities at the appropriate level - enterprise, component and solution.

### **3. HRM GOVERNANCE AND RESPONSIBILITIES**

The HRM Functional Area falls under the auspices of USD(P&R). Three sub-functional areas comprise HRM: Military Health System, Civilian HRM, and Military and Other HRM.

The Director of P&R IM serves as the HRM Manager. Senior executives/managers from each sub-functional area will represent the sub-functional areas in the governance structure. The HRM Charter defines the HRM governance and responsibilities.

The P&R IM key stakeholders provide HRM with a set of unique requirements for their architecture. In turn, HRM provides the stakeholders with a solution for federating their architecture to align with the standards for BEA.

### **4. CONTEXT OF THE HRM EA**

The HRM EA has been developed to fully support and align to the vision and mission of the USD(P&R), and will embrace the HRM transformation goals, core processes, and relationships with other architectures.

The major USD(P&R) HRM strategic priorities and initiatives for FY15 are:

- Total Force Management
  - Total Force Structure Visibility
  - Personnel Data Policy Synchronization
  - Professional Linguist Production
  - Enterprise Civilian Talent Management
  - Military Virtual Accession
  - Joint Officer Management
- Benefits and Compensation Management
  - Integration of Personnel and Pay
  - Travel Transformation/Travel Policy Compliance Program
  - Voting Assistance
  - Civilian Case Management
- Transition Management
  - Veteran Transition
- Health Management

- Match personnel, infrastructure, and funding to current missions, future missions, and population demand
- Deliver more comprehensive primary care and integrated health services using advanced patient-centered medical homes
- Create enhanced value in military medical markets using an integrated approach specified in five-year business plans
- Promote more effective and efficient health care operations through enhanced enterprise-wide shared services
- Sexual Assault Prevention and Response

## **5. P&R MISSION AND ARCHITECTURE VISION**

### **5.1 Architecture Mission**

The USD(P&R) is responsible for the DOD functional area of HRM. This encompasses all HR-related processes necessary to recruit, train, and prepare personnel to populate warfighter and support organizations. This includes providing trained, healthy, and ready personnel to combatant and combat support organizations and ensuring timely and accurate access to all applicable compensation and benefits for all DoD personnel.

The HRM community supports military members and their families, civilian employees, warfighters, DoD contractors, decision-makers, and the medical, travel, and law enforcement communities, pursuing initiatives that reflect commitment to all of those who are serving as well as those who have served. The USD(P&R) sponsors the development and fielding of systems and business practices for these customers. These systems and business practices support a diverse, cohesive Total Force and rapidly tailorable force structure, and deliver quality health services and travel management that meet the readiness needs of the Services.

P&R has the responsibility for key initiatives that directly impact and improve personnel management and readiness throughout the DoD. The goal is to improve and transform HRM business practices and information systems to better support the Service members, DoD military and civilian employees, the warfighter, and others with a Total Force approach.

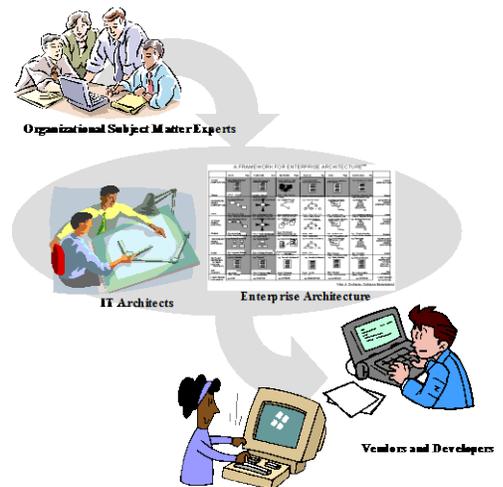
HRM is the fusion of accurate human resources information, with respect to manpower, competencies (occupations, skills, education, and training), accounting, individual readiness, patient accountability and status reporting, Service member unit and location, and assigned duty within organizations. This includes ensuring timely and accurate access to compensation and benefits for DoD personnel and their families and that Combatant Commanders have access to the timely and accurate data on personnel and their skill sets. Supporting warfighters with the right types of people, in the appropriate quantity, at the right place and time will significantly increase the opportunity for mission success.

## 5.2 Architecture Vision

The P&R architecture vision is for the HRM EA to support business optimization, serving as a blueprint to improve/optimize, reengineer, and integrate HRM best practices to implement solutions that result in providing world class support to the warfighter and other DoD customers while providing savings to the American taxpayer.

## 6. ENTERPRISE ARCHITECTURE DEVELOPMENT

The enterprise architecture development “process” involves a dedicated group of business analysts, IT planners, and technologists called “enterprise architects.” Enterprise architects create an architecture framework that fully describes the HRM business to enable the development or evolution of IT capabilities to better serve the enterprise. These planners work directly with organizational SMEs to document the business processes and organizational needs of the enterprise. By translating these business needs and processes into *models*, architects create a critical communications bridge between SMEs and solution providers.



These enterprise-wide models are:

- Comprehensive
- Rigorously developed
- Well-vetted
- Re-usable
- Industry-standard notation
- Human interpretable
- Well understood

To best achieve this vision, EA documents relevant DoDAF views and ontology in an appropriate level of granularity to enable the enterprise to achieve its transformational goals. This will yield an EA that facilitates:

- Lower IT costs though more efficient leveraging of capabilities
- More effective service to the Enterprise
- Better alignment of systems to processes in order to support business capabilities
- Better leverage of enabling technologies
- Movement toward data-centrism and net-centricity

## 7. LINKAGES TO OTHER ARCHITECTURES

The HRM EA is developed based on the DoD Architecture Framework (DoDAF) Version 1.5 and 2.02. The primary enterprise architectures related to the HRM EA consist of:

- DoD BEA, Version 14-1, scheduled for Sept 2014
- Federal Enterprise Architecture (FEA) Consolidated Reference Model, Version 2, January 29, 2013
  - Business Reference Model (BRM), Version 3.1, May 15, 2013
  - Service Component Reference Model (SRM), Version 2.3, October 2007
  - Technical Reference Model (TRM), Version 2.3, October 2007
- Component Enterprise Architectures
- Defense Civilian Personnel Advisory Service (DCPAS) Enterprise Architecture
- Defense Health Agency (DHA) Military Health Services (MHS) Enterprise Architecture
- Military and Other HRM Enterprise Architecture is fully integrated into the HRM EA

### 7.1 Relationship with DoD BEA

The Office of the Deputy Chief Management Officer (ODCMO) is responsible for integrating the Department's functional areas' EA into a BEA. The BEA is used in the DoD's business management modernization efforts. The BEA is the blueprint to transform the Department's business operations and leverage systems and technologies to enable this comprehensive change. It is compliant with the DoDAF Version 1.5/2.0 and consistent with the DoD enterprise GIG architecture.

The purpose of the BEA is to provide a blueprint for DoD business transformation that helps to ensure that the right capabilities, resources, and materiel are rapidly delivered to the warfighters: what they need, where they need it, when they need it, anywhere in the world.

The HRM architecture represents the HRM portion of the BEA. It is fully integrated with the BEA through linkages to BEA umbrella activities in the OV-5a. HRM architecture extensions provide complete traceability to the atomic standards, capabilities, and enterprise requirements of the enterprise. HRM architecture provides linkages to the warfighters, Components, and Sub-Functional Areas.

## 7.2 Relationship with FEA

The FEA is being developed by the Office of Management and Budget (OMB) to facilitate efforts to transform the federal government to one that is citizen-centered, results-oriented, and market-based.

The FEA is being constructed through a collection of interrelated "reference models" designed to facilitate cross-agency analysis and the identification of duplicative investments, gaps, and opportunities for collaboration within and across federal agencies. Collectively, the reference models comprise a framework for describing important elements of the FEA in a common and consistent way. Through the use of this common framework and vocabulary, IT portfolios can be better managed and leveraged across the federal government. The FEA is the cornerstone for the design, development, and implementation of information resources government-wide.

Linkages from the FEA to the HRM EA are both implicit and explicit. As the HRM EA is being developed the FEA is being considered with respect to the overall framework. The FEA is one of many references used to ensure that the HRM EA is complete, accurate, and compatible with other HRM business frameworks. The HRM EA links to the FEA using the same umbrella activities in the OV-5a that are mapped to the BEA. Due to the specifics of the DoD operating environment some of the naming conventions can and do differ. Therefore, linkages to the FEA are explicitly catalogued in the HRM BRM.

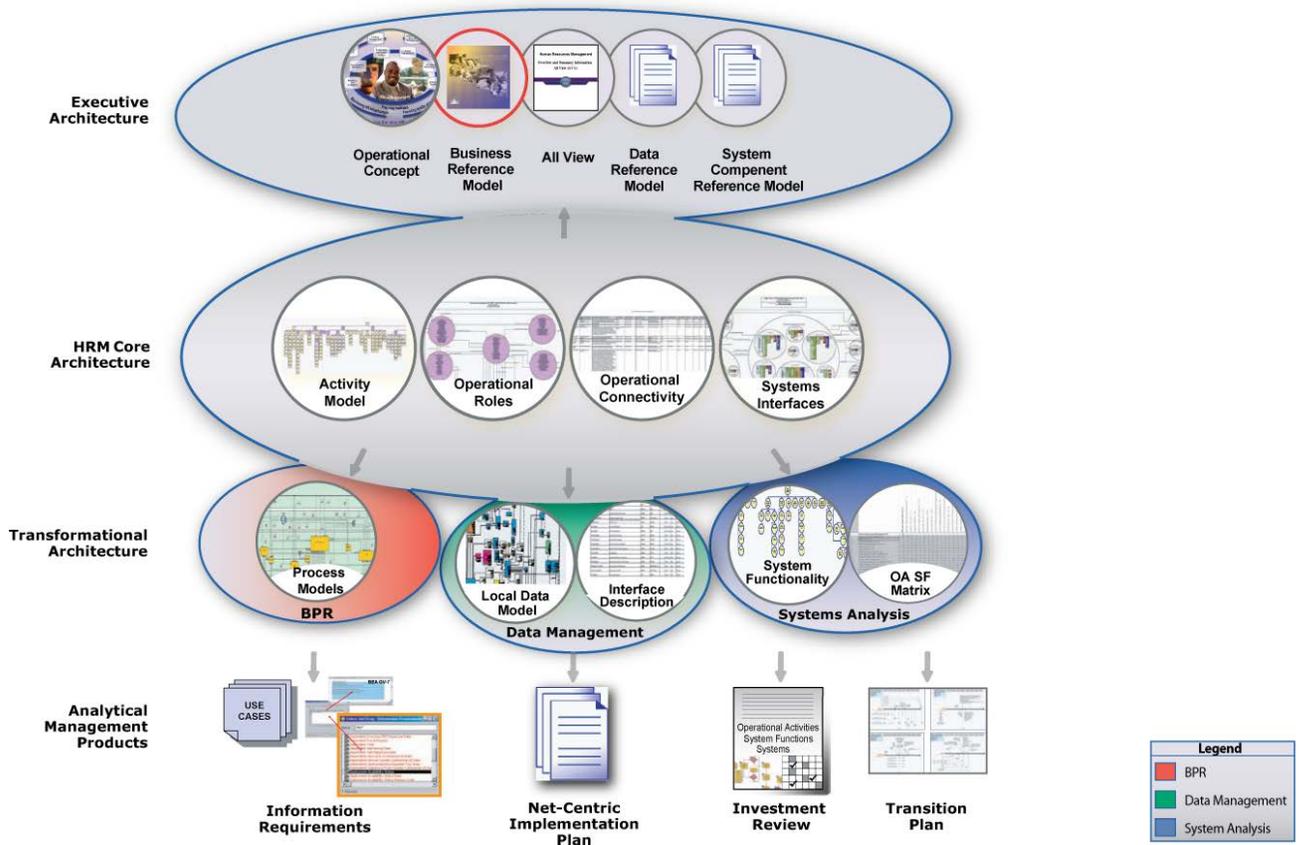
## 8. ARCHITECTURE VIEWPOINT AND PLAN

Architecture viewpoints represent the primary goals of, or questions posed to, the architecture. These viewpoints drive the ultimate form of the architecture, including specific DoDAF view requirements, granularity decisions, and notation choices.

The HRM EA includes specific products to support multiple view points; Investment Review, Investment and Portfolio Management, data management, and in part, system development. The overall objective is to support interoperability, integration, migration, and information assurance decision requirements with respect to DoD and Functional Areas.

These viewpoints support:

- Development of a common lexicon for operational activities, system functions, and operational roles across the HRM EA
- Business process analysis to support business optimization within the HRM community
- System analysis to support Investment Review Board (IRB), acquisition, and other portfolio analyses
- Long-range IT transition planning
- Data management to support net-centricity



**Figure 8-1 HRM Core Architecture and Supporting Products**

Figure 8-1, “HRM Core Architecture and Supporting Products,” depicts the logical relationship between the “core” HRM EA products and those products developed specifically to support a particular architectural viewpoint. These core products remain essentially the same even if new or different viewpoints require support. Essentially, the integration built into a DoDAF-architecture means that adding or subtracting architectural viewpoints would not require redoing the core architecture rather it would require the creation of extensions to the core products and the development of subsidiary products.

### 8.1 Common Lexicon

One of the primary goals of the HRM EA is to establish a common vocabulary for operational activities, system functions, operational nodes, data entities, and other architectural building blocks. Currently, system architectures, when constructed, are based upon non-standard naming conventions, sometimes using the FEA, sometimes using Component conventions, often using whatever the developer decides upon. In the absence of a comprehensive set of common names, it becomes difficult to equate (or map) system architectures against a common enterprise architecture. By following the naming conventions described in the HRM EA, systems and initiatives can be more accurately understood, both by the enterprise and by peers.

## 8.2 Business Optimization

The Business Optimization approach used by P&R IM is consistent with the Continuous Process Improvement (CPI) framework established by the Deputy Secretary of Defense in his May 11, 2006 memorandum, and uses many of the same techniques to identify and address process improvement. Consistent with both frameworks is the requirement to establish the mission, vision, and strategic plan to drive the effort from inception through implementation. Indeed both plans emphasize the connection between having an identifiable mission and strategy and achieving success.

During Business Optimization efforts, P&R IM commonly engages in:

- Strategic planning
- Documenting and communicating vision and goals
- Identifying performance lapses that inhibit the achievement of the vision and goals
- Developing “As-Is” and “To-Be” EA products to include Operational, System, and Technical Views
- Identifying the information requirements needed to support future processes (including net-centric data sharing)
- Data modeling (including data standardization) associated with activity modeling
- Benchmarking to identify and evaluate leading practices and their application to the Department
- Developing functional economic analyses
- Setting performance targets
- Planning the optimization implementation
- Conducting analysis to select, modify, or migrate appropriate systems and software to support optimization objectives and outcomes
- Establishing evaluation methods to assess success relative to the performance targets and inspire a culture of continued improvement

This approach will be used to support the HRM EA development of both “As-Is” and “To-Be” architectures; it will also be used to identify areas of future architecture development.

## 8.3 Systems Analysis

System evolution of a structured, architecture-based IT systems analysis process allows the evaluation of existing (legacy) IT capabilities in a comprehensive manner. Over time, most IT environments have become increasingly complex, stove-piped, and filled with redundant systems. The implementation of strict management controls is necessary to “rationalize” these complex and duplicative environments.

## 8.4 Data Management

The HRM EA will provide critical linkages to HRM net-centric data-sharing plans. The EA will provide insight into the capabilities, systems, and data that HRM will use as a foundation to create plans and policy for data-sharing in a net-centric environment.

Metadata management will be an integral part of HRM data strategy and management, and will provide the framework identifying, tagging for discovery, and sharing appropriate data assets.

Data stewardship is the responsibility of the Functional Data Working Group (FDWG). The FDWG includes a mix of data producers and data consumers. Members of the group will include representatives from each of the Services and other stakeholders who will manage the development, approval, creation, and use of the data. The designated representatives will ensure that the data is properly administered and able to be shared throughout DoD.

Security and privacy policies will be reflected in the Data Management Strategy Plan to ensure these policies are met.

## 8.5 HRM Ontology

The HRM domain ontology is a complement to the HRM EA. Using the Web Ontology Language (OWL), it captures and integrates content from the HRM EA and Enterprise Standards (ES) (business rules and supporting Common Human Resources Information Standard (CHRIS)). The HRM domain ontology documents the necessary and sufficient conditions for class membership and describes the data properties supporting business rules and operational activities in business processes. Ultimately, the OWL ontology models will be used to access system data that is exposed net-centrally as SPARQL Protocol and RDF Query Language (SPARQL) endpoints. The HRM domain ontology will be capable of being functionally federated with ontologies created by the other stakeholders in the HRM and DoD community.

Additionally, an EA meta-model ontology will be developed to capture in federatable, queryable OWL form information contained in DoDAF- and business process modeling notation (BPMN)-compliant products created by P&R IM and other HRM stakeholders. This meta-model content can be used to supplement the analyses of program- and system-level architectures early in their life cycle (pre-milestone A) as well as at key IRB decision points.

## 9. HRM EA VIEWS AND PRODUCTS

The HRM EA will consist of only those DoDAF products required to support specific analytical processes. Table 9-1 **HRM DoDAF Products** shows the specific products currently under development.

### 9.1 Role of All Viewpoint (AV) Products

The AV products consist of an executive summary, global vision, an overview of architecture from an enterprise collaborative view of all products, and a central source for

definitions used in the HRM EA products. The Overview and Summary Information (AV-1) and the Integrated Dictionary (AV-2) are both considered essential to the HRM EA.

## 9.2 Role of Capability Viewpoint (CV) Products

The CV products articulate the capability requirements, the delivery timing, and the deployed capability.

## 9.3 Role of Data and Information Viewpoint (DIV) Products

The DIV products articulate the data relationships and alignment structures in the architecture content for the capability and operational requirements, system engineering processes, and systems and services. The DIV products depict a set of HRM data entities and their relationship, including their key attributes. They also include data entities from other business areas as they relate to HR.

## 9.4 Role of Operational Viewpoint (OV) Products

The OV products describe HRM business processes, tasks and activities, operational elements, and information exchanges and flows required to accomplish the P&R mission. The OV products describe the nodes and activities of the HRM business processes as well as the information exchanges among nodes.

## 9.5 Role of the Systems Viewpoint (SV) Products

The SV products describe and graphically portray HRM systems, system interfaces, and information exchanges supporting the HRM. The SV products provide a transformational perspective depicting a baseline of the functional information requirements.

## 9.6 HRM EA Products

The following architectural products have been maintained and developed for the current version of the HRM Architecture:

**Table 9-1** *HRM Current and Planned DoDAF Products*

VIEWPOINT	VIEWPOINT NAME	DESCRIPTION
AV-1	Overview and Summary Information	The HRM Overall AV-1 defines the purpose, scope, objectives, and architectural approach necessary to integrate the HRM Enterprise Architecture. The AV-1 will identify the core processes and relationships to other architectures, and limitations and constraints.

AV-2	Integrated Dictionary	The HRM AV-2 is a dictionary of terms for each architecture product. In every architectural release, the AV-2 is updated to include added, deleted, or changed names and definitions for all objects in the encyclopedia. The AV-2 is broken out by product for ease of use.
CV-2	Capability Taxonomy	The HRM CV-2 depicts a hierarchy of capabilities which specifies all the capabilities that are referenced throughout one or more Architectural Descriptions.
DIV-2	Logical Data Model	The HRM DIV-2 depicts a set of HRM data entities and their relationship, including their key attributes. It also includes data entities from other business areas as they relate to HR.
OV-1	High-Level Operational Concept Graphic	The HRM OV-1 depicts a high-level graphical/textual description of the operational concept.
OV-2	Operational Resource Flow Description	The HRM OV-2 depicts the HRM roles and the interactions among those roles necessary for the execution of HRM Capabilities.
OV-3	Operational Resource Flow Matrix	The HRM OV-3 details the interactions illustrated in the HRM OV-2. The OV-3 includes characteristics of the information exchange such as the description, the source and destination node, and the source and destination operational activity.
OV-5a	Operational Activity Decomposition Tree	The HRM OV-5a describes the activities that are performed to support HRM business capabilities, operational activities, and relationships among activities.
OV-5b	Operational Activity Model – IDEF0	The HRM OV-5b Integrated Computer Aided Manufacturing Definition for Function Modeling (IDEF0) describes capabilities, operational activities (or tasks), Input/Output (I/O) flows between activities, and I/O flows to/from activities that are outside the scope of the architecture. Additional data can show cost, performers or other pertinent information.

OV-6a	Operational Rules Model	The HRM OV-6a outlines the high-level DoD laws and regulations that identify business rules contained in the HRM Enterprise Standards (ES) that constrain operations to the HRM architecture.
OV-6c	Business Process Model	The HRM OV-6c describes the processes that are performed to support a specific HRM Capability. [Note: HRM used the business process modeling notation (BPMN) in developing the OV-6c in accordance with the April 4, 2011 memorandum “Use of End-to-End (E2E) Business Models and Ontology in DoD Business Architectures.”]. HRM EA contains three process model types: High-Level (HL), Business Process Standard (BPS), and Context process models. The <b>HL Process Model</b> is a sequential depiction of the leaf-level operational activities contained in the OV-5a. The <b>Low-Level (LL) Process Model</b> depicts the lowest level of details for the activities depicted in the HL model. The LL models contain tasks that can no longer be broken down or are at its atomic level from an enterprise perspective. The <b>BPS Process Model</b> is dictated by HRM ES which show a sequence of events that must be performed as directed by laws, policies and regulations. The <b>Context Process Model</b> depicts the scope and contents of the capability and the possible sequence of events that may be performed in that area. The BPS and Context process models are LL process models.
SV-1	Systems Interface Description	The HRM SV-1 shows alignment of systems to HRM Capabilities and sub capabilities they support and are color-coded by DoD Component for improved visibility of system ownership.
SV-4	Systems Functionality Description	The HRM SV-4 illustrates decomposition of system functions (logical) which support HRM Capabilities and Sub-Capabilities.
SV-5a	Operational Activity to System Function Traceability Matrix	The HRM SV-5a is a matrix which maps Operational Activities and System Functions within HRM Capabilities and Sub-Capabilities.

SV-5b	Operational Activity to Systems Traceability Matrix	The HRM SV-5b is a matrix which maps systems back to operational activities.
Ontology FM	Ontology Fact Model	The Ontology Fact Model (FM) is a matrix which describes, in a formally structured way, key concepts (“classes”) pertinent to the business area being analyzed. The FM also formally describes the relationships between classes and the data properties associated with the classes.
CVT	Common Vocabulary and Thesaurus	The CVT defines the key terms used in the HRM ontology, identifies any known synonyms, and provides traceability to the laws, regulations, and policies (LRP) or EA product from which the definition was derived.
RTM	Related Term Matrix	The RTM is a matrix which identifies and associates the differing synonymous or near-synonymous terms used in various HRM products (EA, Enterprise Standards, CHRIS, Ontology).

## 10. CUSTOMER PRODUCTS

The HRM OV-5a is an extension of the BEA OV-5a. The HRM OV-5a contains additional activities not reflected in the Business Enterprise Architecture (BEA). The activities not captured in BEA are color-coded in the HRM OV-5a Node Tree and OV-5b (IDEF0 models).

The BEA OV-2 represents HRM as an operational role called “HRM.” The HRM OV-2 decomposes this operational role into several operational roles needed to support the HRM OV-5a. These main operational roles are further decomposed into sub-roles to support specific business areas.

The HRM OV-5b IDEF0 models do not show all the systems shown in the HRM SV-1. HRM followed BEA methodology to only reflect enterprise systems, as defined in by BEA, as mechanisms in the OV-5b IDEF0 model.

## 11. TOOLS AND FILE FORMATS USED

### Operational Viewpoint and All Viewpoint Products:

- Rational® System Architect® for EA Products
- Microsoft Office Suite (Word, Excel, Access, PowerPoint).

### Systems Viewpoint Products:

- Rational® System Architect® for EA Products

- Microsoft Office Suite (Word, Excel, Access, PowerPoint).

## **12. FINDINGS AND RECOMMENDATIONS**

Findings and recommendations are developed based on the architecture efforts captured in each release. Please refer to the release specific AV-1 for further details.