

Human Resources Management

Overview and Summary Information

All Viewpoint-1 (AV-1)

September 30, 2011 Baseline Release



September 30, 2011

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1. OVERVIEW AND SUMMARY INFORMATION – SEPTEMBER 30, 2011 BASELINE RELEASE AV-1

1.1 Architecture Project Identification

Name: Human Resources Management Enterprise Architecture (HRM 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 September 30, 2011 Baseline Release Overview and Summary Information All Viewpoint-1 (AV-1) document provides a high-level overview of the HRM September 30, 2011 Baseline Release EA and related products.

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:

- Continuous Process Improvement/Business Process Re-engineering,
- Information standardization and information management,
- System certification and Investment Priority Management, and
- 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 P&R and the business owners; while allowing for development and enhancement of future HRM initiatives and programs.
- Serves as a blueprint to improve, re-engineer, and integrate HRM best practices to implement solutions in response to emerging business needs.
- Serves as a common lexicon of operational activities, capabilities, system functionality, and operational roles across Department of Defense (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 touchpoints or linkages between Component, HRM, Enterprise, and Federal Architectures.
- Supports BEA Compliance Review.
- Supports HRM IT portfolio and BEA End-to-End Business Flow analysis.



- Serves as Capstone Architecture for HRM.

1.4 Scope

The focus of the HRM September 30, 2011 Release involved architecture development related to the decomposition of two HRM business areas (i.e., Personnel Promotion and Identity Credential Management), update of two existing business areas (i.e., Recruiting and Accession, and Compensation), and integration of some Military Health Services (MHS) Core Human Resources Information Standard (CHRIS). The following are the specific business area updates to the architecture for the HRM September 30, 2011 Release:

- Decomposition and development of Operational Resource Flow Description (OV-2), Operational Resource Flow Matrix (OV-3), Operational Activity Decomposition Tree (OV-5a), Operational Activity Model (OV-5b (Integrated Definition for Activity Model (IDEF0))), Business Process Model (OV-6c), Systems Functionality Description (SV-4), Operational Activity to Systems Function Traceability Matrix (SV-5a) models, and corresponding Integrated Dictionary (AV-2) for the Military Promotion. The Manage Personnel Promotion business area was decomposed to reflect the processes associated with Identifying Promotion Candidates, Conducting Promotion Selection, Executing Promotion, and Administering Promotion Appeal.
- Decomposition and development of OV-2, OV-3, OV-5a, OV-5b IDEF0, OV-6c, SV-4, SV-5a, and AV-2 models for the Identity Credential Management business area. The Perform Identity Credential Management business area was decomposed to reflect the processes associated with Issuing Identity Credential, Maintaining Identity Credential, and Revoking Identity Credential.
- Update of the Recruiting and Accession OV-5a, OV-2 and OV-6c models based on feedback from the US Military Entrance Processing Command (US MEPCOM).
- Update of the Compensation OV-6c model to capture the different types of pay, to include earnings and deduction. This model, in draft form, is in preparation for the integration of the HRM Enterprise Standards (HRM ES) for Compensation.
- Integration of the Joint Enterprise Baseline (JEB) 2.0 CHRIS and MHS CHRIS into the HRM Information Exchanges for Compensation and MHS business areas.

2. HRM GOVERNANCE AND RESPONSIBILITIES

The HRM Core Business Mission (CBM) falls under the auspices of the Under Secretary of Defense (USD (P&R)). Three sub-core business missions comprise HRM: Military Health, Civilian HRM, and Military and Other HRM.

The Director, P&R Information Management will serve as the HRM Manager. Senior executives/managers from each sub-core business mission will represent the sub-core business mission areas in the governance structure.



3. P&R MISSION AND ARCHITECTURE VISION

3.1 Mission

The USD (P&R) is responsible for the DoD core business mission of HRM. This encompasses all Human Resources-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 USD (P&R) supports continuous process improvement and certifies all HRM IT systems.

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), reception 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.

3.2 Architecture Vision

The P&R architecture vision is for the HRM EA to support continuous process improvement and to serve as a blueprint to improve, 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.

4. LINKAGES TO OTHER ARCHITECTURES

The HRM EA is developed based on the DoD Architecture Framework (DoDAF) Version 2.0. The primary enterprise architectures related to the HRM EA consist of:

- Global Information Grid (GIG) Architecture, Draft Version 2.0



- Information Enterprise Architecture (IEA), Version 1.2, May 07, 2010
- DoD BEA, Version 8.0, March 2011
- Federal Enterprise Architecture (FEA) Consolidated Reference Model, Version 2.3, October 2007
 - Business Reference Model (BRM), Version 2.3, October 2007
 - Service Component Reference Model (SRM), Version 2.3, October 2007
 - Technical Reference Model (TRM), Version 2.3, October 2007
- Component Enterprise Architectures
- Civilian Personnel Management Service (CPMS) Enterprise Architecture
- Military Health Services (MHS) Enterprise Architecture

5. ARCHITECTURE VIEWPOINT AND PLAN

The expansion of the HRM architecture for the areas of Military Promotion and Identity Credential Management were based on the DoD law, policies and regulations. The Identity Credential Management architecture products were developed based on the guidance and concepts outlined in the following Policies and Procedures: DoD Instruction (DoDI) 1000.01- Identity Cards Required by the Geneva Convention, DoDI 1000.13 – Identification (ID) Cards for Members of the Uniformed Services, their Dependents, and Other Eligible Individuals, DoDI 1000.24 – Confiscation of Fraudulent Identification (ID) Cards at Military Treatment Facilities (MTF), DoD Directive (DoDD) 1000.25 – DoD Personnel Identity Protection (PIP) Program, and DoDD 8190.03 - Smart Card Technology. The Military Personnel Promotion was based on the following Policies and Procedures: DoDI 1320.10 – Discharge of Commissioned Officers not Qualified for Promotion to First Lieutenant or Lieutenant (Junior Grade), DoDI 1320.11 – Special Selection Boards, DoDI 1320.12 – Commissioned Officer Promotion Program, DoDI 1320.13 – Commissioned Officer Promotion Reports (CORPs), and DoDI 1320.14 – Commissioned Officer Promotion Program Procedures.

In coordination with the DoD TRICARE Management Activity (TMA) personnel four MHS CHRIS were added into the HRM EA.

6. HRM EA VIEWPOINTS AND PRODUCTS

Each HRM EA release will consist of only those DoDAF products required to support specific analytical processes. Table 6-1 HRM DoDAF Products shows the specific products currently under development.

6.1 HRM EA Products

The following ten (10) architectural products have been updated or developed and validated for the current version of the Human Resources Management Architecture. For a complete list of



previously published products, see the Human Resources Management Overview and Summary Information All Viewpoint-1 (HRM AV-1 Overview).

Table 6-1 HRM DoDAF Products

VIEW	VIEWPOINT NAME	DESCRIPTION
AV-1	Executive Overview and Summary	The HRM AV-1 defines the purpose, scope, objectives, and architectural approach necessary to integrate the HRM Enterprise Architecture. The AV-1 will identify the Key Performance Parameters (KPP), core processes and relationships to other architectures, limitations and constraints. The Human Resources Management One Book Overview and Summary Information All Viewpoint-1 HRM Baseline September 2011 Release document was updated to depict changes in this release.
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. For the HRM Baseline September 2011, the AV-2 has been updated to reflect definition changes due to the integration of Personnel Promotion and Identity Credential Management business areas. Updates were also done to Recruiting and Accession definitions based on feedback from the US MEPCOM.
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 business activities. In most cases, the HRM roles map directly to the HRM Lines of Business reflected in the HRM OV-1. For the HRM Baseline September 2011 Release, the OV-2 was updated to incorporate changes to the new or updated operational nodes for Personnel Promotion and Identity Credential Management business areas. Updates were also done to the Recruiting and Accession OV-2 based on feedback from the USMEPCOM.
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. For the HRM Baseline September 2011 Release, the OV-3 was updated to incorporate the OV-3s for Personnel Promotion and Identity Credential Management business areas.



VIEW	VIEWPOINT NAME	DESCRIPTION
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. For the HRM Baseline September 2011 Release, the OV-5a was updated to include the operational activities for Personnel Promotion and Identity Credential Management business areas. Operational Activities for Recruiting and Accession were also updated based on feedback from the US MEPCOM.
OV-5b	Operational Activity Model – IDEF0	The HRM OV-5b 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. For the HRM Baseline September 2011 Release, IDEF0 diagrams were integrated for Personnel Promotion and Identity Credential Management business areas. The information exchanges for Compensation were updated to integrate the Compensation CHRIS from JEB 2.0.
OV-6c	Business Process Model	The HRM OV-6c describes the processes that are performed to support a specific HRM business area. [Note: HRM used the business process modeling notation (BPMN) in developing the OV-6c to better align with Office of the Chief Deputy Management Officer (ODCMO).] HRM EA contains two process model types: Standard and Context. The Standard Process Model is dictated by HRM ES which show a sequence of events that must be performed as directed by laws, policies and regulations. The Context Process Model depicts the scope and contents of the business area and the possible sequence of events that may be performed in that area. For the HRM Baseline September 2011 Release, context OV-6c models were developed for Personnel Promotion and Identity Credential Management business areas. The Recruiting and Accession context OV-6c model was updated to incorporate US MEPCOM changes. And the Compensation context OV-6c model was also updated to incorporate the different pay types reflected in the HRM ES for Compensation. The Compensation OV-6c model is not currently in synch with its supporting EA products and does not contain any HRM ES Business Rules, this work will be performed in the future HRM release.



VIEW	VIEWPOINT NAME	DESCRIPTION
SV-1	Systems Interface Description	The HRM SV-1 has been aligned with the OV-2 by placing Line of Business nodes (which contain systems) within Family of System nodes (which support operational roles on the OV-2). System data exchanges between families of systems have been added to reflect information exchanges on the OV-2. Additionally, the SV-1 has been color-coded by DoD Component for improved visibility of system ownership. For the HRM Baseline September 2011 Release, the SV-1 was updated to add seventy-one (71) new systems and archived thirty-four (34) existing systems.
SV-4	Systems Functionality Description	The HRM SV-4 illustrates decomposition of system functions (notional) which support the lines of business, and capabilities. For the HRM Baseline September 2011 Release, the SV-4 was updated to include system functions for Personnel Promotion and Identity Credential Management business areas.
SV-5a	Operational Activity to Systems Function Traceability Matrix	The HRM SV-5a is a Matrix which maps Operational Activities and System Functions within HRM. For the HRM Baseline September 2011 Release, the SV-5a model was updated to include Personnel Promotion and Identity Credential Management business areas.

7. TOOLS AND FILE FORMATS USED

All architecture products for the HRM Baseline September 2011 will be stored on the HRM website http://www.prim.osd.mil/cap/w_hrm-ea.html and are available for distribution by disk.

Operational Viewpoint and All Viewpoint Products:

- Rational® System Architect® (Version 11.4) for EA Products
- Rational® Suite Enterprise (Version 7.0)
- Microsoft Office 2010 Suite (Word, Excel, Access, PowerPoint)

Systems Viewpoint Products:

- Rational® System Architect® (Version 11.4) for EA Products
- Rational® Suite Enterprise (Version 7.0)
- Microsoft Office 2010 Suite (Word, Excel, Access, PowerPoint)

Technical Viewpoint Products:

- Rational® System Architect® (Version 11.4) for EA Products
- Microsoft Office 2010 Suite (Word, Excel, Access, PowerPoint)

8. FINDINGS AND RECOMMENDATIONS

Findings and recommendations have been developed based on the following architecture efforts:



- HRM Enterprise Standards alignment with the HRM EA
- BEA 9.0 Integration
- MHS Integration
- Net-Centricity

8.1 HRM Enterprise Standards in the HRM EA

8.1.1 Findings

As part of the HRM Enterprise Standard integration, the need for continuous integration of the HRM ES into the HRM EA has been identified. Also all authoritative sources between the HRM ES and HRM EA need to be aligned as part of the integration.

8.1.2 Recommendations

Future HRM Releases will contain mappings of all components of the HRM ES to include the authoritative sources to the HRM EA business areas. These authoritative sources will need to be associated to the appropriate operational activities via the controls depicted in the OV-5b IDEF0 models. Continue mapping all approved HRM ES into their appropriate business areas in the HRM EA.

8.2 BEA 9.0 Integration

8.2.1 Findings

For the integration of the HRM architecture into the BEA 8.0 release, a majority of the BEA 8.0 work consisted of integrating Operational Activity Models (OV-5b) for business areas. Not all models within these two business areas were successfully integrated in time for the BEA 8.0 or 8.1 releases.

Also some change requests captured during BEA 7.1 and 7.2 that reflected differences between the models in the BEA and HRM EA were not addressed in time for the BEA 8.0 and 8.1 releases and therefore will need to be addressed in BEA 9.0 such as methodology concerns (e.g., Input, Control, Output and Mechanism (ICOM) naming conventions, focus on atomic Business Rules). It should also be noted that not all activities that appear in the current HRM EA have been integrated in the BEA (e.g., Reconcile Centrally Billed Accounts Invoice plus children and Support Travel Management Audit plus children). The transfer of these activities to Financial Management will continue as a cross mission area discussion item during the work on BEA 9.0.

8.2.2 Recommendations

HRM work for BEA 9.0 should include: continuation of a BEA 8.0 HRM requirement to further decompose OV-5b IDEF0 models for activities that are currently Decomposition Tree only within the BEA. HRM Enterprise Standards and CHRIS targeted for BEA 9.0 support the Integrated Personnel Pay System (IPPS) and will include submission of related architectural



models (e.g., a new expanded Compensation OV-6c Business Process Model). It is also anticipated that there will be a requirement to address changes to ensure consistency between HRM EA and BEA models (e.g., Manage Casualty Assistance Programs, Manage Equal Opportunity, Manage Personnel Promotion, and Perform Identity Credential Management).

8.2.3 Findings

During Hire-to-Retire (H2R) End-to-End (E2E) content development and refinement efforts for BEA 8.0, gaps were identified between the fifteen E2E processes and HRM functions not included within H2R. These additional areas for refinement resulted from the identification of HRM potential Level 1 flows that Office of the Deputy Chief Management Officer (ODCMO) staff felt no longer fit in the revised H2R models. These gaps are referred to as HRM Orphans and they are identified as follows: Military Health Services; Travel; Law Enforcement; Legal Personnel Programs; Physical Security; Workforce Occupational Safety Analysis; Interagency Support; and Policy and Guidance.

8.2.4 Recommendations

The H2R E2E Level 1 Orphans should be addressed for BEA 9.0. Discussion with other E2Es support staffs within the BEA should help in determining the optimal fit for these HRM functions.

8.3 MHS Integration

8.3.1 Findings

As a result of the MHS integration for this release, the child decomposition OV-5b IDEF0 models in the HRM EA do not reflect the latest approved information exchanges (inputs and outputs) as depicted in the parent-level OV-5b IDEF0.

8.3.2 Recommendations

Future MHS releases will rework the child-level OV-5b IDEF0 models to balance information exchanges depicted on the parent-level to the child-level models. The information will be federated and updated in the HRM EA. Also rework of the information exchanges between the MHS architecture and the other CBMs is needed in future releases.

8.4 Net-Centricity

8.4.1 Findings

There is a lack of Net-Centricity guidance in the HRM architecture.



8.4.2 Recommendations

In accordance with DoD 8320.2-G, Guidance for Implementing Net-Centric Data Sharing, April 12, 2006 develop the HRM Semantic Meta Model which contains the Controlled Vocabulary, Taxonomy, Thesaurus and Fact Model. Thus HRM Semantic Meta Model will need to be functionally federated with the other stakeholders in the HRM community.