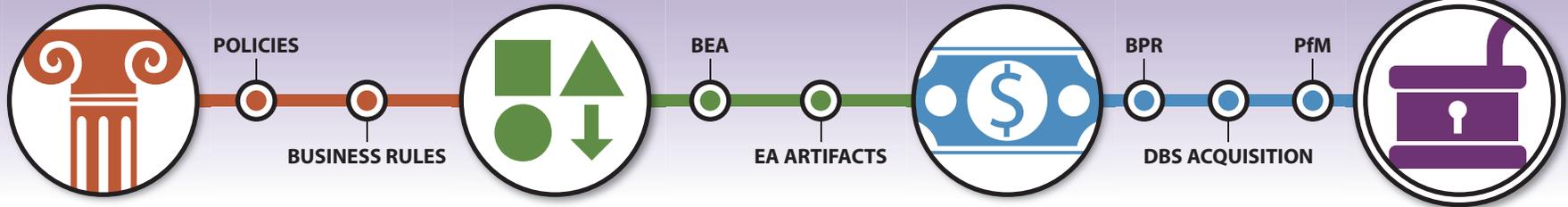




HUMAN RESOURCES MANAGEMENT

P&R IM performs several key functions to support management of the HRM Functional Area: HRM Enterprise Standards, HRM Enterprise Architecture, and HRM Investment Management. These capabilities work together holistically to encapsulate LRPs and business rules, document the HR enterprise business and roadmap, reengineer and improve business systems/processes, and ensure HRM systems are aligned to the strategic goals and mission of the HRM Functional Area and DoD, thus enabling compliance and certification of IT dollars.



HRM Enterprise Standards

- Encapsulate and document LRPs and business rules
- Promote DoD-wide semantic consistency of HRM information
- Support the application of policy within the DoD HRM community
- Incorporated into HRM EA and represented in BEA

LRPs
Business Rules
Consistency

HRM Enterprise Architecture

- Provides a blueprint of the HRM business
- Depicts HR-specific capabilities, E2E business flows, business processes, and systems alignment
- Reveals opportunities for improving efficiency and effectiveness of systems and/or processes via EA Artifacts
- Enables compliance and alignment to LRPs, BEA, and certification requirements

Systems Alignment
Capabilities
Blueprint

HRM Investment Management

- Leverages BPR, DBS Acquisition, PFM to evaluate compliance, strategic alignment, utility, and cost
- Analyzes project costs, benefits, and risks associated with the planning, design, acquisition, development, and deployment of HRM systems and initiatives
- Provides framework for effective decision-making and enables stakeholders to guide investments in HRM DBSs/resources

Costs, Benefits, and Risks
Decision-Making
Compliance

Compliance/Certification

- HRM Functional Strategy describes 3-5 year vision, goals, and targeted outcomes of the HRM Functional Area
- OEPs articulate how business IT investments align to the HRM Functional Strategy and BEA
- IRB/DBC uses OEPs to make portfolio investment decisions and certify HRM DBSs

Investment Decisions
IRB/DBC
HRM Functional Strategy
OEPs

696 Documented HRM Enterprise Standards

24 HRM Business Capabilities Supported by IT Investments

701 Systems in the HRM Portfolio

\$2.9 Billion Certified Dollars in FY14