

Human Resources Management Architecture



Personnel and Readiness Information Management (P&R IM) develops and maintains the Human Resources Management (HRM) portion of the Business Enterprise Architecture (BEA). The HRM Architecture is fully consistent with, and integrated into, the BEA and the Global Information Grid (GIG). The team accomplishes its mission through: Architecture Development and Maintenance, Architecture Readiness Assessment, Architecture Federation and Integration, and the Education and Outreach Program.

Architecture Development and Maintenance

P&R IM developed and supports a robust HRM Architecture spanning the breadth of 14 lines of business. P&R IM works closely with the process owners throughout the Office of the Under Secretary of Defense (Personnel and Readiness) (OUSD (P&R)) to ensure that all process models, business rules, activity models, and interfaces are correctly represented in the architecture. The HRM Architecture provides an “overarching” framework that aligns to the strategic goals of OUSD (P&R).

Architecture Readiness Assessment:

P&R IM developed the Architecture Readiness Assessment methodology in 2008 to assist organizations with analyzing their ability to plan, develop, use, and maintain architecture. P&R IM uses the assessment method to evaluate the level of readiness of an organization to implement a Department of Defense Architecture Framework (DoDAF) compliant architecture program.

Architecture Federation and Integration:

The HRM Architecture connects with the high-level BEA, DoD Component and lower-level solution architectures. Since all DoD architectures are related, but developed independently, integration of products requires collaboration among the DoD HRM community.

Education and Outreach Program:

P&R IM offers a suite of four classes designed to broaden DoD professionals’ knowledge and understanding of architecture. The four classes, EA “At a Glance,” Managing EA Programs, EA 101, and Transitioning to a DoDAF V2.0 Architecture, are offered quarterly on a rotating basis. P&R IM also hosts quarterly HRM Architecture Collaboration Forum and Sharing Day events to share HRM Architecture product updates, promote integration in the HRM portion of the BEA, and facilitate collaboration with HRM stakeholders.

For an interactive education experience, P&R IM

Architects developed an online [Architecture Education tool](#). This tool provides users with a high-level understanding of the HRM Architecture. The tool includes descriptions of architecture views and products, as well as images of each DoDAF product and the associated HRM implementation.

HRM Architecture Support

P&R IM provides architecture support to key organizations within the Department.

Department of Defense Education Activity (DoDEA)

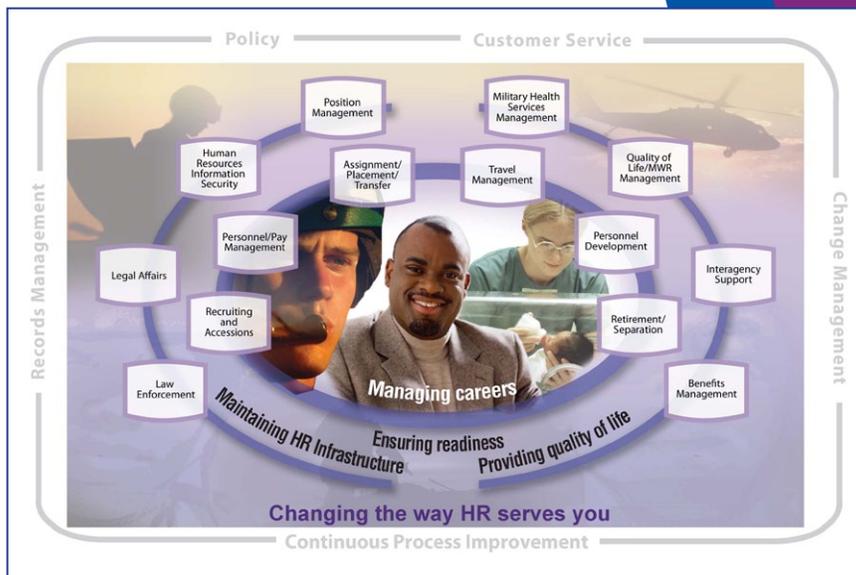
- Conducted an Architecture Readiness Assessment to determine the systems-related challenges of the organization and determine the architectural needs
- Documented the system lifecycle process and plan to develop additional products to understand current and future technical requirements, to recognize redundancies, and make decisions like when a system should be phased out, etc

Defense Travel Management Office (DTMO)

- Conducted an Architecture Readiness Assessment to determine the systems-related challenges of the organization and determine the architectural needs

DoD/VA Integrated Care Information Sharing Initiative (ISI)

- Identified and documented business and user needs to ensure accessible data so that services and benefits are planned, managed, and delivered consistently and correctly to beneficiaries across organizations



Top Level View of HRM



Other Key Initiatives supported:

- Air Force Defense Integrated Military Human Resources System (DIMHRS) – Go Forward Assessment, Architecture Integration and Federation
- Army Integrated Personnel and Pay System (IPPS-A) – Acquisition initiative
- Defense Enterprise Hiring Solution (DEHS) – Acquisition initiative
- Health Artifact and Image Management Solution (HAIMS) – DoD/VA document scanning solutions for the Health Treatment Record
- Navy – Architecture Integration and Federation
- United States Marine Corps (USMC) Manpower and Reserve Affairs (M&RA) – Architecture Readiness Assessment, Enterprise Architecture Development, and Architecture Integration and Federation

Architecture Benefits

Architecture is a blueprint of an organization's business and is used for improving, reengineering, and integrating best practice capabilities into programmatic and system solutions for emerging business needs.

HRM Architecture:

- Helps manage information technology (IT) investments (e.g. analysis for the HRM Investment Review Board (IRB));
- Serves as a common lexicon of operational activities, capabilities, system functionality, and operational roles across the DoD human resources community;
- Provides an overarching framework for future HRM program development and enhancement;
- Supports alignment of IT with business objectives;
- Supports acquisition processes;
- Fosters interoperability across the HRM community, DoD, other federal agencies, and business partner systems; and
- Serves as a Capstone Architectural Framework.

Architecture: A Closer Look

The complete HRM Architecture includes a number of viewpoints based on DoDAF and its related products:

- All Viewpoints (AV): Define an executive summary and global vision. At the same time, they provide an overview of the architecture from an enterprise collaborative view of all products, along with definitions used in HRM Architecture products. Key viewpoints include the Overview/Summary (AV-1) and the Integrated Dictionary (AV-2).
- Capability Viewpoints (CV): Describe capability taxonomy and capability evolution and capture the increasingly complex relationships between interdependent projects and capabilities based on the program and capability information used by Portfolio Managers. The Capability Taxonomy (CV-2) is a key viewpoint in the HRM Architecture.
- Operational Viewpoints (OV): Describe the tasks and activities, operational elements, and resource flow exchanges required to conduct operations. They capture user requirements and explicitly tie them to strategic-level capability needs. Key viewpoints include the Operational Resource Flow Description (OV-2) and the Operational Activity Model (OV-5b).
- Project Viewpoints (PV): Describe how programs, projects, portfolios, or initiatives deliver capabilities, the organizations contributing to them, and dependencies between them. Key Project Viewpoints are not planned for the HRM Architecture at this time.
- Data and Information Viewpoints (DIV): Provide a means of portraying the operational and business information requirements and rules that are managed within and used as constraints on the organization's business activities. The Logical Data Model (DIV-2) is a key viewpoint in the HRM Architecture.
- System Viewpoints (SV): Describe and depict HRM systems, system interconnections, and data flows. Key viewpoints include the System Interface Description (SV-1), the Systems Functionality Description (SV-5a) and the Operational Activity/Systems Function Traceability Matrix (SV-5b).
- Service Viewpoints (SvcV): Describe services and their interconnections providing or supporting DoD functions and associated service resources to the operational and capability requirements. Key Service Viewpoints are not planned for the HRM Architecture at this time.
- Standards Viewpoints (StdV): Capture the doctrinal, operational, business, technical, or industry implementation guidelines upon which engineering specifications are based, common building blocks are established, and solutions are developed. The Standards Profile (StdV-1) is a key viewpoint in the HRM Architecture.

To Learn More

For more information and for a schedule of upcoming events, visit the HRM Website at <https://www.hrm.osd.mil>, send e-mail to hrm_webmaster@osd.pentagon.mil, or call (703) 696-8710.