



# **Human Resources Management**

## **Overview and Summary Information**

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

### **September 2014 Baseline Release**

**September 2014**

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# 1. OVERVIEW AND SUMMARY INFORMATION – SEPTEMBER 2014 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 2014 Baseline Release Overview and Summary Information All Viewpoint-1 (AV-1) document provides a high-level overview of the Human Resources Management (HRM) September 2014 Baseline Release Enterprise Architecture (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:

- 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 Human Resource Management (HRM) Baseline September 2014 release includes content changes as a result of the Business Enterprise Architecture (BEA) 14-1 integration workshops, HRM Architecture Federation effort, the Recruiting and Accession Data eXchange Standards (DXS) Integrated Product Team (IPT) effort, Joint Officer Management (JOM) Support, and as part of the ongoing HRM EA maintenance work.

### BEA 14-1 Integration Workshops

The content in the HRM Baseline November 2013 release was updated as a result of the BEA Integration workshops. Several HRM business areas were updated based on feedback received from the HRM stakeholders and other BEA functional area owners. The Manage Organization capability was updated to integrate the Global Force Management Data Initiative (GFM DI) business rules and the Manage Separation and Retirement capability was updated to include the new Transition Assistance Process.

### HRM Architecture Federation

As part of the HRM Federation effort, content of the HRM EA are reviewed with the sub-functional area owners. Collaboration with the HRM sub-functional area owners is performed to integrate the enterprise level content into the HRM EA and any component specific content remains in their architecture. An integration layer is identified and a mapping of their architecture to the HRM EA is produced and maintained for future content updates.

- Defense Civilian Personnel Advisory Service (DCPAS) Architecture Federation Adjustments to the HRM OV-5a were made during the review of the Operational Activities contained in the HRM OV-5a that represented the Civilian HRM business. Operational activities in the OV-5a were either removed or moved under another parent activity in the model. Definitions of some operational activities were also updated to account for both Civilian and Military processes where activities were common to both. Corresponding OV-5b models were also updated to synchronize their content to the updated OV-5a

- Defense Health Agency (DHA) Architecture Federation

The OV-5a representing the Military Health Services sub-functional area, that contained 186 operational activities, was replaced with a new OV-5a. The Node Tree was restructured to best depict the logical grouping of medical specific activities. As part of the federation, a fit/gap analysis was performed to identify any activities that might overlap existing activities in the HRM and other functional areas in the BEA. Collaboration was conducted with DHA stakeholders on how the medical activities will be represented in the HRM EA. Activities that belong in other functional areas in the BEA, such as Financial Management (FM) and Logistics (Log) will be collaborated with their respective Principal Staff Assistants (PSAs) representatives as part of a future BEA release.

### Recruiting and Accession DXS IPT

In an effort to improve interoperability of the Recruiting and Accession data, P&R IM developed Logical Data Models (LDMs) to support the data exchange and business rules requirements of the Military Recruiting and Accessions business processes. The Scope of the LDM includes a person's initial-entry data into a Military Service – Demographic, Enlistment/Appointment, Contract/Agreement, Emergency Data DD Form 4, DD Form 93, DD Form 1966. The LDM developed does not include the USMEPCOM Shipping Record or the Accession Medical Data at this time.

### JOM Support

A collaboration effort was conducted with the OSD MPP and Joint Staff J1, who established JOM Working Groups (as part of USD P&R 2013 memo), in order to develop and validate a JOM specific architecture to support policy changes, process improvements and systems development. The output from that effort impacted several business areas across the HRM EA to include Manage Organization, Manage Assignment and Transfer, Manage Personnel Development, Manage Personnel Promotion, and Manage Human Resources Information.

### HRM EA Maintenance

All affected HRM EA products were updated based on the work from the BEA, DCPAS and DHA Integration/Federation. The HRM CV-2 was updated to ensure all HRM capability definitions are consistent as reflected in the HRM CV-2 model, HRM EA web pages and in the BEA. In an effort to auto generate the OV-3, based on content of the OV-5b, OV-6c, and OV-2, OV-5b, a limited set of context diagrams were developed and needline information populated in the corresponding OV-2 models. Finally system architecture products were created/updated with the latest system information contained in the Architecture Compliance and Requirements Traceability (ACART) tool as of August 26, 2014.

### **Specific HRM EA products Changes**

The following outlines EA artifacts that have been developed/updated for inclusion in the HRM Baseline September 2014 release:

#### BEA 14-1 Integration Workshops

- Global Force Management Data Initiative
  - Updated the OV-6as for corresponding areas under the Manage Organization capability by mapping the GFM DI business rules to the OV-6c models
  - Updated the OV-6c and corresponding Integrated Dictionary (AV-2) for the areas under Manage Organization capability based on feedback received from Joint Staff
  
- Manage Transition Assistance Program
  - Updated the OV-6c and corresponding AV-2 based on updates to the Transition Assistance Process according to the Transition to Veterans Program Office (TVPO)
  - Updated the Manage Individual Development Plan Operational Activity Decomposition Tree (OV-5a) and corresponding AV-2

### HRM Architecture Federation

- DCPAS Architecture Federation
  - OV-5a and AV-2 Updates
    - Updated definition for the “Determine Occupational Competencies” activity
    - Deleted child-level activities under the “Manage Civilian Personnel Separation and Retirement” activity
    - Deleted child-level activities under the “Perform Personnel Budgeting” activity
    - Deleted activity “Develop Competency Model” under the Manage Civilian Human Resources Strategy activity
  - OV-5b Updates
    - Updated the OV-5b for “Manage Civilian Human Resources Strategy” removing the “Develop Competency Model” activity
    - Updated OV-5b for “Manage Competencies”, added output “Competency Model Information” to the “Determine Occupational Competencies” activity
    - Updated OV-5b for “Manage HRM Policy and Guidance” removing output “Competency Model Information” from “Manage Civilian Human Resources Strategy” activity
    - Deleted OV-5b for “Manage Civilian Personnel Separation and Retirement” that contains the child-level activities that were deleted from the OV-5a
    - Deleted the OV-5b for “Perform Personnel Budgeting” that contains the child-level activities that were deleted from the OV-5a
  
- DHA Architecture Federation
  - OV-5a and AV-2 Updates
    - Regrouping of the 186 Operational Activities under the Manage Military Health Services branch with the latest OV-5a from DHA resulting in a total of 252 Operational Activities for the release
    - Updated definition for activities under Benefit Programs, Line of Duty (LOD) Determination Process and Human Resources Information to include medical specific concepts

#### Recruiting and Accession DXS IPT

- Developed the Recruiting and Accession DIV-2 to include a semantic graph, taxonomy graph, data dictionary and the OWL files

#### JOM Support

- Validated and integrated 16 out of the 200+ developed enterprise level business rules (BRs) for the following HRM capabilities:
  - Manage Organization – Manage Personnel Distribution
  - Manage Assignment
  - Manage Performance – Manage Personnel Promotion
  - Manage Personnel Development
  - Manage Human Resources Information

#### HRM EA Maintenance

- CV-2
  - Updated the HRM Capability definitions

- OV-5a

- Updated definitions for operational activities under Manage Organization capability based on changes to their corresponding OV-6c models.
- Deleted operational activity Perform Personnel Budgeting after coordinating with the Military components
- Deleted Perform Workforce Budgeting and moved Perform Manpower Budgeting to now be a sibling to Perform Workforce Planning and Programming
- OV-5b ICOM Balancing
  - Updated the OV-5b models under Manage Organization capability based on the deletion of the Perform Personnel Budgeting and integration of the changes from the GFM DI. Input, Controls, Outputs and Mechanisms (ICOMS) were also balanced all the way to the Perform HRM Context Diagram
  - Updated the OV-5b models under Manage Separation and Retirement capability based on the deletion of the child-level activities under Manage Civilian Personnel Separation and Retirement activity. ICOMs were also balanced all the way to the Perform HRM Context Diagram
  - Updated the OV-5b models under Manage Personnel Development capability based on the addition of concepts from Develop Competency Model activity into the Determine Occupational Competencies activity. ICOMs were also balanced all the way to the Perform HRM Context Diagram
  - Updated the OV-5b models under the Manage Human Resources Management Policy and Guidance based on the deletion of the Develop Competency Model activity. ICOMs were also balanced all the way to the Perform HRM Context Diagram
  - Updated OV-5b models for corresponding areas listed under OV-3 Auto-Generation and ICOMs added to reflect touchpoints across the HRM EA
- OV-6a Clean Up
  - Mapped all approved business rules to their corresponding processes
- OV-3 Auto-Generation
  - Updated existing OV-3s for the following areas to ensure the latest information exchanges are pulled when automatically generating the OV-3 matrices:
    - Account for Time, Absence, and Labor
    - Administer Organization Unique Identifier (OUID)
    - Manage Recruiting
    - Manage Accession
    - Manage Compensation
    - Manage Reimbursements
    - Manage Transition Assistance Program
    - Perform Workforce Planning and Programming
- SV-1 and SV-5b Updates System Alignment as Reported in ACART

Updated the System Interface Description (SV-1) models, Systems Operational Activity to Systems Traceability Matrix (SV-5b) matrices, and corresponding Integrated Dictionary (AV-2) based on the ACART extract as of August 26, 2014

*NOTE: AV-2s were also developed for all corresponding EA artifacts.*

## **2. HRM GOVERNANCE AND RESPONSIBILITIES**

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

The Director, P&R IM 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 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.

### **3.2 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.

## **4. 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

## **5. 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

## 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 architectural products have been updated or developed for the current version of the HRM 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   | SUMMARY OF CHANGES   |
|------|-----------------------|---|--|
| 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. | <ul style="list-style-type: none"> <li>• All definitions for EA content have been updated for each business area included in the September 2014 Release</li> </ul> |
| 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.  | <ul style="list-style-type: none"> <li>• Updated 1 CV-2 document</li> </ul>  |

| VIEW  | VIEWPOINT NAME                          | DESCRIPTION   | SUMMARY OF CHANGES  |
|-------|---|---|---|
| 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.   | <ul style="list-style-type: none"> <li>• Added <b>1</b> model</li> </ul>  |
| 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.  | <ul style="list-style-type: none"> <li>• Added <b>1</b> model</li> <li>• Updated <b>3</b> models</li> </ul>   |
| 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. | <ul style="list-style-type: none"> <li>• Added <b>1</b> report</li> <li>• Updated <b>6</b> reports</li> <li>• Deleted <b>1</b> report</li> </ul>  |
| 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.   | <ul style="list-style-type: none"> <li>• Added <b>82</b> Operational Activities</li> <li>• Redefined <b>9</b> Operational Activities</li> <li>• Deleted <b>28</b> Operational Activities</li> </ul> |

| VIEW  | VIEWPOINT NAME             | DESCRIPTION   | SUMMARY OF CHANGES  |
|-------|----------------------------|---|---|
| OV-5b | Operational Activity Model | 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. | <ul style="list-style-type: none"> <li>• Updated <b>12</b> models</li> </ul>                                    |
| OV-6a | Operational Rules Model    | The HRM OV-6a outlines the high-level DoD laws and regulations that identify business rules standards, contained in the HRM ES that constrain operations to the HRM architecture.   | <ul style="list-style-type: none"> <li>• Added <b>9</b> reports</li> <li>• Updated <b>55</b> reports</li> </ul> |

| VIEW  | VIEWPOINT NAME         | DESCRIPTION  | SUMMARY OF CHANGES  |
|-------|------------------------|--|---|
| OV-6c | Business Process Model | <p>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 in accordance with the April 4, 2011 memorandum “Use of End-to-End (E2E) Business Models and Ontology in DoD Business Architectures”.]</p> <p>HRM EA contains three process model types: High-Level, Business Process Standard 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 business area and the possible sequence of events that may be performed in that area. The BPS and Context process models are LL process models.</p> | <p><b>HL OV-6c</b></p> <ul style="list-style-type: none"> <li>• Updated <b>8</b> models</li> </ul> <p><b>Context OV-6c</b></p> <ul style="list-style-type: none"> <li>• Updated <b>18</b> models</li> </ul> |

| VIEW   | VIEWPOINT NAME                                      | DESCRIPTION   | SUMMARY OF CHANGES  |
|--------|---|---|---|
| SV-1*  | Systems Interface Description                       | The HRM SV-1 shows alignment of systems into the HRM Capabilities they support and are color-coded by DoD Component for improved visibility of system ownership. HRM EA contains <b>two</b> SV-1 types: Overall HRM SV-1 model and the HRM Capability Specific SV-1 model. The <b>overall HRM SV-1</b> shows the systems alignment to the corresponding HRM Capability and is color-coded by DoD Component. The <b>HRM Capability Specific SV-1</b> shows the same grouping as depicted in the overall SV-1 but systems depicted are only the one aligned to the specific HRM Capability. | <p><b>Overall HRM SV-1</b></p> <ul style="list-style-type: none"> <li>• Created <b>1</b> model</li> <li>• Added <b>119</b> HRM systems</li> <li>• Added <b>84</b> Non-HRM systems</li> <li>• Deleted <b>24</b> HRM systems</li> <li>• Deleted <b>6</b> Non-HRM systems</li> </ul> <p><b>HRM Capability Specific SV-1</b></p> <ul style="list-style-type: none"> <li>• Updated <b>24</b> models</li> </ul> |
| SV-5b* | Operational Activity to Systems Traceability Matrix | The HRM SV-5b is a Matrix which maps Systems back to Operational Activities.  | <ul style="list-style-type: none"> <li>• Updated <b>24</b> matrices</li> </ul>  |

*\* Will be part of the September 2014 release but will be available upon request only*

## 7. TOOLS AND FILE FORMATS USED

All architecture products for the HRM Baseline November 2013 will be stored on the HRM website [http://www.prim.osd.mil/cap/w\\_hrm-ea.html](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 11.4.1.2) for EA Products
- Microsoft Office 2010 Suite (Word, Excel, Access, PowerPoint)

### Systems Viewpoint Products:

- Rational® System Architect® (Version 11.4.1.2) 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:

- MHS EA Integration
- DCPAS EA Integration
- Recruiting and Accession DXS
- JOM Working Group

### **8.1 MHS EA Integration**

#### ***8.1.1 Findings***

As part of the ongoing federation/integration of the MHS EA into the HRM EA, some medical concepts were incorporated into existing activities in HRM by updating the activity definition. Although some of the activities in the MHS EA do not have a direct alignment under the HRM functional area, there are possible alignment to other functional areas in the BEA. Also the healthcare information was captured under the HR information by updating activity definition to include the pertinent medical information but will need to further collaborate with records manager to ensure concepts for the medical records are properly captured in the HRM EA.

#### ***8.1.2 Recommendations***

P&R IM should facilitate collaboration with other PSA representatives to map MHS activities that fall under functional areas outside of HRM. Additionally, P&R IM should work with Records Managers to discuss the how to properly capture the medical records concept into the HRM architecture.

### **8.2 DCPAS EA Integration**

#### ***8.2.1 Findings***

Some areas in the HRM EA incorporate the civilian business through the activity definitions or explicitly depict civilian-specific operational activities. The HRM EA is still mostly focused on military processes. The need to federate and/or integrate the civilian architecture into the HRM EA will ensure that the content of the architecture fully represents all of the HRM Capabilities.

#### ***8.2.2 Recommendations***

As DCPAS progresses in developing their architecture, a need to continuously share the civilian architecture with P&R IM will ensure the civilian business is fully integrated into the HRM EA and the BEA. DCPAS plans to share their architecture efforts for the

Civilian HR sub-functional area and discuss how they align with the FEA and with the HRM EA. P&R IM will continue to provide DCPAS its approach in building out the architecture with the Services/components. P&R IM and DCPAS will be working together to develop the Civilian EA and federate its content into HRM EA and BEA.

### **8.3 Recruiting and Accession Data Exchange Standards**

#### **8.3.1 Findings**

During the development and integration of the Manage Recruiting and Accession HRM Capability, the need to document a more precise set of data attributes for a Member entrance profile was identified. Although some elements within this profile have already been defined, stakeholders noted that more work remains to define the complete set of data necessary to process an Applicant. This set of data may be greater than what is currently identified on DD Forms.

#### **8.3.2 Recommendations**

P&R IM should leverage Recruiting and Accession Data information previously documented and continues efforts to build out a foundation of Member entrance profile data attributes (and possible Accession data exchange standards) which can be reused throughout the HRM EA. Furthermore, P&R IM should develop a DIV-2 showing the functional relationship of the Recruiting and Accession data elements and align these data elements to the information exchanges for Recruiting and Accession as contained in the HRM EA.

### **8.4 JOM Working Group**

#### **8.4.1 Findings**

As part of the collaboration effort with the USD MPP and Joint Staff J1, more than 200 business rules were developed which impact the HRM EA. The JOM business rules will constraint how systems should support HRM related business processes and how JOM related Law, Regulation, Policy (LRPs) should be executed by the Military Services and DoD organizations. The JOM Working Groups were able to validate 18 of the 200+ business rules for the HRM September 2014 Release.

#### **8.4.2 Recommendations**

P&R IM will continue to coordinate with the JOM Working Groups to validate the remaining JOM specific business rules and incorporate them into the future HRM release. As the JOM Working Groups further define the JOM specific architecture to support LRP changes, systems development and process improvements, there will be a continual need to evaluate the impact to the HRM EA.