

# UNITED STATES OFFICE OF PERSONNEL MANAGEMENT Washington, DC 20415

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Memorandum for Chief Human Capital Officers

From: Kiran A. Ahuja

Director

Subject: Federal Human Capital Business Reference Model Update

#### Introduction

The Office of Personnel Management is pleased to announce version 4.0 of the Human Capital Business Reference Model, which is the seminal product for defining and standardizing Federal Human Capital Management functions and subfunctions.

#### **Background**

On November 3, 2017, the Director of the Office of Personnel Management (OPM) announced the release of version 3.0 of the Human Capital Business Reference Model (HCBRM). The HCBRM is the foundation of the Human Resources Line of Business (HRLOB) Strategic Framework developed with the participation of the Multi-Agency Executive Strategy Committee (MAESC) and governed by the Chief Human Capital Officers Council (CHCOC) and OPM Workforce Policy and Innovation (WPI, formerly Employee Services).

The HCBRM defines the end-to-end lifecycle of Federal Government Human Capital Management. This model is used to assist agency Human Resources (HR) specialists in performing their functions and defines a uniform model for the HR user experience. Many agencies are using the HCBRM as a basis for developing their human capital strategies as well as providing a foundation for Human Resources Information Technology (HRIT) modernization planning.

This memo provides background on the changes OPM, in consultation with the MAESC, has made to the HCBRM since it was last updated in 2017. For more information about the Human Capital Business Reference Model, as well as implementation and adoption goals, please see the 2017 memo or visit www.opm.gov/hcbrm.

#### **Changes from HCBRM 3.0 to HCBRM 4.0**

While the layout of the HCBRM remains primarily intact, there are several noteworthy changes:

- Development of a new cross-cutting Function, X1: Personnel Action Request (PAR) Processing. The creation of this function illustrates that Human Capital (HC) is not siloed and the work of HR specialists crosses over many HCBRM functions.
- Separating and elevating Diversity and Inclusion (D&I) to Diversity, Equity, Inclusion, and Accessibility (DEIA). The evolution of D&I to DEIA underscores its importance and how it should not be limited to HC. As such, "A1.4 Diversity & Inclusion" has been removed from the HCBRM and an effort is underway to elevate DEIA with its own strategic framework touching other mission critical areas, not just HC.
- Shifting and removing sub-functions to refine the HCBRM as it continues to mature.

#### **Next Steps**

The HRLOB is engaging with MAESC agency members and their CHCOs, HRIT Executives, HR practitioners, and HR providers to promote education and adoption of the HCBRM. For more information, please contact Jeffrey Pollack at <a href="https://hRLOB@opm.gov">hRLDB@opm.gov</a>.

HCBRM 4.0 will be available at <a href="https://www.opm.gov/hcbrm">www.opm.gov/hcbrm</a>.

Attachment: HCBRM 4.0



The Human Capital Business Reference Model (HCBRM) functional framework defines Federal Human Capital Management. This map represents the 16 Functions and 50 Sub-functions in the HC lifecycle.

### **Federal Functions**

OPM writes policy AND provides services

Federal HC **Federal Federal Federal Federal** Vetting **Benefits** Leadership **Oversight** Retirement and **Evaluation** F1.1 F2.1 F3.1 F4.1 F5.1 Vetting Federal Human Capital Benefit Pre-**Human Capital** Strategic and Standards Program Retirement Regulation and Operational and Oversight Administration Activities Oversight and Oversight Policy F1.2 F2.2 F3.2 F4.2 F5.2 **Human Capital** Suitability and Benefits Human Retirement Capital Service Fitness Enrollment Case Evaluation Delivery Processing Management F2.3 F3.3 F4.3 F5.3 Human Capital Credentialing Agency Post-Agency **Benefits** Retirement Guidance and Counseling Customer Evaluation Service F3.4 F4.4 Miscellaneous Background Benefits Investigation Operations

## **Agency Functions**

Enabling		Employee Lifecycle					Supporting		
A1 IC Strategy, Policies, & Operation Plan	A10 HC Evaluation	A2 Talent Acquisition	A3 Talent Development	A4 Employee Performance	A5 Compensation and Benefits	A6 Separation and Retirement	A7 Employee Accountability	A8 Labor Relations	A9 HC Analytic & Employed Records
A1.1 Human Capital Strategy	A10.1 Human Capital Programmatic Evaluation	A2.1 Talent Acquisition Management	A3.1 Talent Development Planning	A4.1 Employee Performance Management	A5.1 Compensation Management	A6.1 Separation Counseling	A7.1 Employee Accountability for Conduct & Performance	A8.1 Labor Management Relations Administration	A9.1 Employee Inquiry Processing
A1.2 Workforce Planning		A2.2 Candidate Sourcing & Recruitment	A3.2 Talent Development & Training  A3.3	Recognition Management	A5.2 Work Schedule & Leave Management	Retirement Planning & Processing	A7.2 Administrativ e Grievances & 3rd Party Proceedings  A7.3	A8.2 Negotiated Grievances & 3 <sup>rd</sup> Party Proceedings	A9.2 Employee Research
Position lassification & Position Mgmt		Candidate Assessment & Selection	Learning Administration	Performance Appraisal Sys Cert for SES & SL/ST	Benefits Management		Reasonable Accommodation	Collective Bargaining	Human Capital Analytics
Employee Engagement		Applicant Screening, Reciprocity Investigation			Work-Life Wellness/ Employee Assistance				Human Capital Reporting
		A2.5 Vetting Adjudication							A9.5 Employee Records Recordkeepin
		A2.6 New Hire In Processing & Onboarding							