



The Director

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT
Washington, DC 20415

January 18, 2024

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 HRLOB@opm.gov.

HCBRM 4.0 will be available at www.opm.gov/hcbrm.

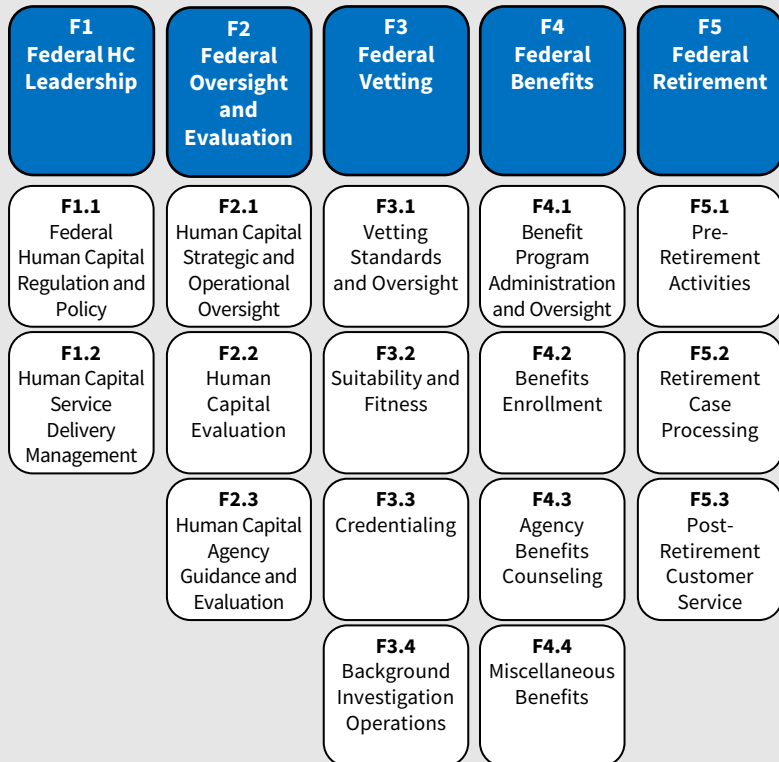
Attachment: HCBRM 4.0



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

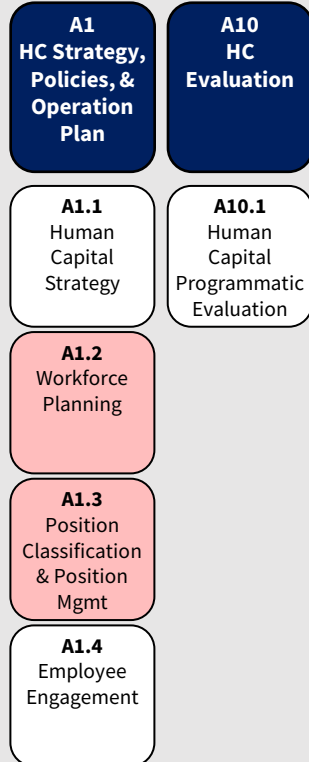
OPM writes policy AND provides services



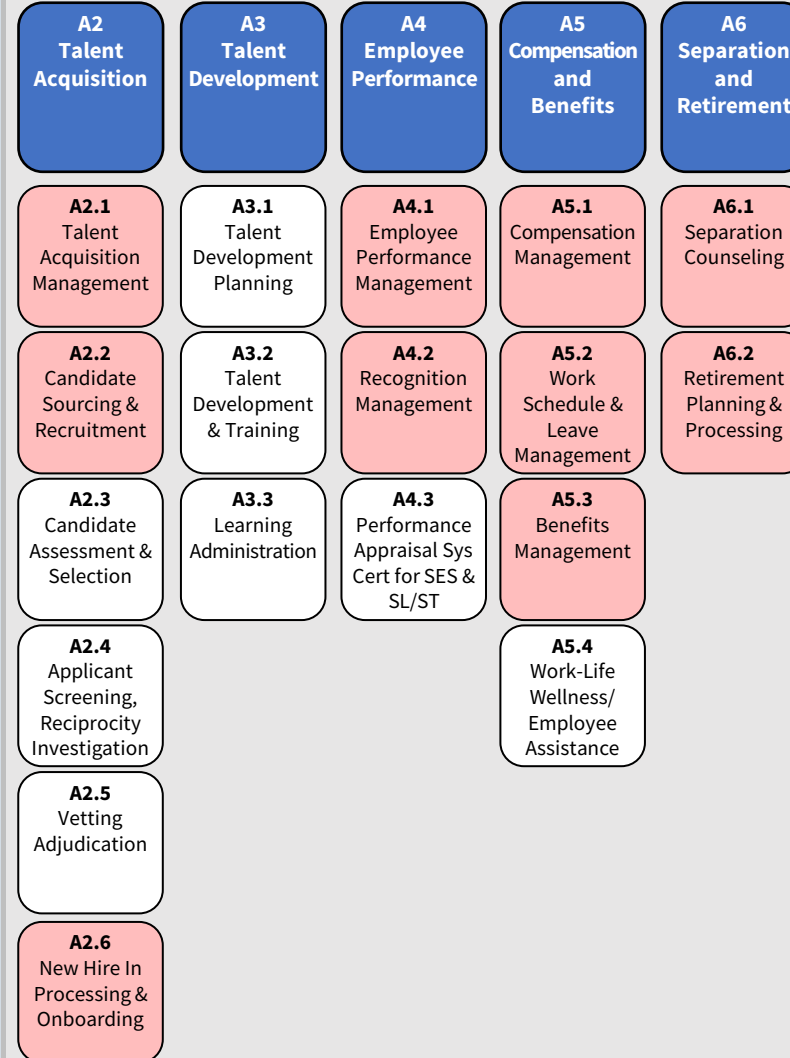
Agency Functions

OPM writes policy; Agencies provide services (either internally or via a service provider)

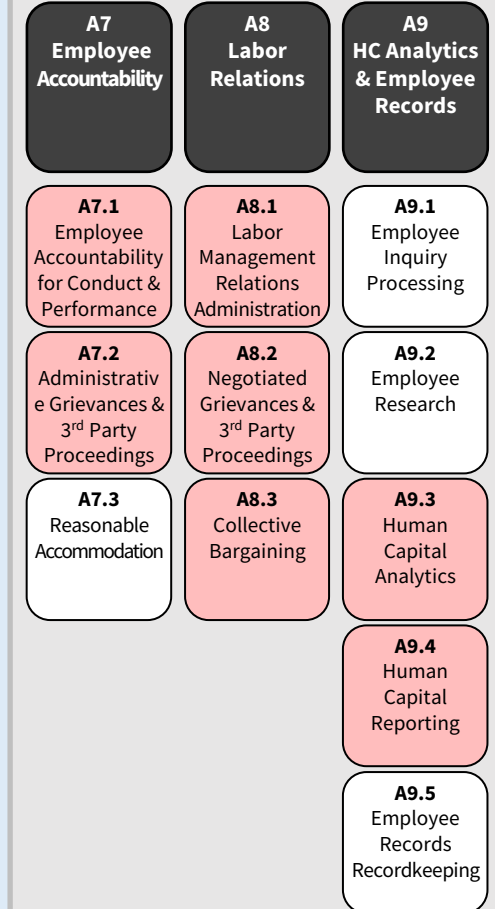
Enabling



Employee Lifecycle



Supporting



X1: Personnel Action Request (PAR) Processing