

Presented to
HRM Functional Steering Committee
Corporate Information Management



Phase I
Functional Vision
for
Civilian Human Resources Management

DRAFT - Version 2.0
17 August 1990

EXECUTIVE SUMMARY

The Corporate Information Management (CIM) methodology is a three phase process. Phase I is directed towards a vision of the function ten years out. In Phase II, an analysis of the current function, a model of the future function, and an information systems capabilities assessment are completed. These are brought together in the final Phase II product, a Functional Business Plan. Phase III produces an information systems strategy for transitioning to the identified future standard information systems which supports the functional business plan.

During the first week of April 1990, managers, functional experts, and customers representing the Military Services and Defense Agencies held the initial meeting of the CIM Civilian Personnel group. Guided by senior leaders, the group articulated a vision of the future and were provided guidance and insight. Full activation of the core group began on 23 April 1990.

The political, organizational, economic, technological, demographic and environmental changes impacting the nation and its civilian work force as we progress into the year 2000 and beyond generated a broadening of the group's focus. This expansion, which encompasses Civilian Personnel and Equal Employment Opportunity, is reflected in the renaming of the future function as Civilian Human Resources Management (CHRM).

In the first step of Phase I, the future mission statement for the function was developed. The mission is to:

Develop and provide Civilian Human Resources Management policies, programs, and systems which anticipate and meet work force requirements, support customers' expectations, and contribute to individual, team, and organizational performance.

Defining the scope involved consideration of customers, products, services, interfaces, and future functional activities. The future scope of CHRM in DoD supports Appropriated Fund, Non-Appropriated Fund, and Local National employees, as well as family members, potential employees, and to a limited extent, contractor employees. Twenty-seven products and services will be provided to Management, Employees, The Public, and organizations comprising the Internal and External Interfaces of the function.

Future functional activities of CHRM are:

- Organizational Composition
- Placement
- Work Force Relations
- Compensation
- Employee Development
- Human Relations
- Information Resources Management

The following Departmental policy will support these activities:

- The concepts underlying merit and equality are basic tenets of Human Resources Management (HRM).
- The diversity of components' missions and cultures will be recognized in the design, development, and implementation of HRM policies and programs.
- The DoD HRM community will institutionalize comprehensive strategic planning.
- CHRM policies, programs, and procedures will incorporate maximum flexibilities.
- Employees are provided an enabling work environment with opportunities for enrichment and growth.

In view of the changes in the environment mentioned earlier, the final step in Phase I identified seven vision elements. These are:

- Authorities are delegated to the lowest practical level.
- Employees are valued as assets and are free from illegal discrimination.
- Planning and evaluation throughout the Department fully integrate CHRM.
- The CHRM structure balances quality, efficiency, and cost effectiveness.
- CHRM's information management needs are being fully satisfied.
- Policy and regulations are simple, flexible, and support intelligent decision making.
- CHRM practitioners play a major role in organizational management and support.

These elements formed the basis for the future functional vision of CHRM. The vision represents the views of senior Human Resources professionals and functional managers throughout the Department. It is used to develop a plan of action to implement the systems, automated and operational, necessary to meet future challenges.

Civilian Human Resources Management is characterized by responsiveness to the accomplishment of DoD's mission through flexible, simplified, and cost-effective programs based on sound business practices and customer needs. The individual worth of employees is recognized in a workplace free of discrimination and sensitive to the needs of a diverse work force.

This will require the commitment of all levels of management within the Department of Defense and appropriate guidance and direction from the functional community.

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INTRODUCTION
CIVILIAN HUMAN RESOURCES MANAGEMENT
CORPORATE INFORMATION MANAGEMENT PLAN
PHASE I

The purpose of this document is to report the results of Phase I of the three-phased Corporate Information Management (CIM) planning effort by the Civilian Human Resources Management functional group. It is in this phase that the vision for the function in the next decade is identified and described. An overview of the CIM program and further information on each of the three phases is contained in the next section.

Although initially chartered as the CIM Civilian Personnel functional group, with representation from the Equal Employment Opportunity function, it was recognized early on that major changes taking place would have significant impact on the function as we progress into the year 2000 and beyond. These include economic, political, organizational, technological, and social changes affecting the nation and its civilian work force. To broaden the focus for the group and the function as we look to the year 2000, it was decided that the function would be renamed Civilian Human Resources Management (CHRM).

The CIM CHRM strategic business planning effort began at a conference of civilian personnel experts and executives, general managers, and CIM facilitators during the week of April 1-6, 1990, at the Dulles Marriott Hotel, Fairfax, Virginia. The conference included representatives from the Military Services, Defense Agencies, and other DoD organizations. At that conference the senior civilian personnel executives shared their knowledge and insights, and provided guidance to the functional core group, on some of the major issues impacting civilian human resources management in the near and long term.

This report represents several months of effort by the core group and outlines the vision for CHRM in the twenty-first century. It is based on the following premises:

- a. To change the focus of the function from civilian personnel and equal employment opportunity to CHRM,

there must be a common understanding and definition. As used in this report, CHRM is defined as follows:

Civilian Human Resources Management is the art of managing, leading, and developing people in the civilian work force to support mission accomplishment. This involves the combined efforts of managers and various supporting experts in developing current and future policies, programs, systems, and processes to continually improve operational efficiency, work force planning, customer service, customer satisfaction, and community relations.

- b. CHRM policies and programs play an important role in any organization's ability to effectively and efficiently accomplish its mission.
- c. Recent world-wide political and economic changes require DoD to make concerted efforts to improve the way its business is managed and conducted.
- d. DoD's strength is determined by the quality of the work force and its leadership.

In addition to the above, Civilian Human Resources Management will evolve as a multi-dimensional function. A characteristic of the management mission in this multi-dimensional function is constant enhancement of DoD's present and future capabilities through the insightful and innovative application of the practical art of managing people. Management will have the primary responsibility for managing the civilian work force. CHRM staffs will be much more oriented to providing advice, assistance, and information to management and employees to use in decision making processes. Planning, developing, and administering programs will be done jointly by management and support staffs with the emphasis on simplification, flexibility, and responsiveness. It is from these perspectives that the CIM CHRM planning process was approached.

CORPORATE INFORMATION MANAGEMENT PROGRAM OVERVIEW

I. BACKGROUND

DoD spends about \$300 billion annually in carrying out its mission. Resources are used to procure goods and services; move, store, and repair materiel; recruit, develop and manage the military and civilian work force; provide health care; and a myriad of other functions necessary to maintain a strong national defense capability. A long-standing and continuous priority of the Department is to reduce the cost of doing business by improving the effectiveness and efficiency of operations. To further gains in productivity, the President directed the Secretary of Defense to implement the Defense Management Report (DMR) proposed early in 1989. One of the first DMR initiatives approved in October 1989 by the Deputy Secretary of Defense (DSD) established the Corporate Information Management (CIM) Program. This decision was driven by the recognition that DoD could benefit from private sector successes in streamlining and consolidating various functions and integrating management information functions. The goals of the CIM program are to:

- Increase management efficiencies in the functions that support the DoD primary mission of national defense.
- Improve the effective use of information systems in the Department.
- Reduce duplicative information systems supporting the same functional requirements.

The DSD recognized that the expertise for implementing such a program resided in the Department. The challenge, therefore, would be to gather this expertise and provide the framework for "doing the right things and doing these things right." This resulted in the establishment of the CIM planning process to be followed by groups of technical and information management experts in each business function.

II. OBJECTIVES

To achieve these goals, the DSD established key objectives and approved a broad, but comprehensive, framework for carrying them out. These objectives are to:

- Maximize the standardization, quality, and consistency of data in DoD's multiple management information systems.
- Develop standard requirements for individual business activities and the automated systems supporting them.

III. ORGANIZATIONAL STRUCTURE

The CIM initiative has three main thrusts. First, success depends on the commitment of senior level managers throughout the Department, with strong leadership from both the functional and information technology communities. Second, information management in major business functions must be focused, structured, and visionary. Third, the Department needs an overall strategy for efficiently and effectively managing information. With these challenges in mind, the CIM organizational structure was established.

The DoD Comptroller was charged by the DSD to develop a plan for managing the CIM initiative, and for designing the methodology for developing integrated management information systems in individual business functions. The Deputy Comptroller (Information Resources Management) is the designated office of primary responsibility for leading this effort. The actual development of future functional requirements and the assessment of current systems capabilities are the responsibility of each CIM Functional Group. Each functional group receives guidance and advice from the CIM Executive Level Group, the CIM Council, the appropriate Functional Steering Committee, and the Comptroller's office.

The Executive Level Group (ELG), comprised of private sector and DoD experts, was established to focus on the broad managerial aspects of corporate information management within the DoD, and not on individual functional areas or programs. The ELG will recommend to the DSD an overall approach for

managing information throughout the Department, including an action plan. Late 1990 is the expected submission date for these recommendations.

The CIM Council includes Information Resources Management (IRM) representatives from the Office of the Secretary of Defense (OSD), the Military Services, the Defense Logistics Agency, and other DoD Components. It is chaired by the Deputy Comptroller (IRM). The council is responsible for overseeing the development of a DoD strategy for managing and integrating information management systems.

Each CIM Functional Steering Committee includes senior functional executives from OSD, the Military Departments, the Defense Agencies, and IRM executives, and is chaired by the senior OSD functional policy official. These committees are responsible for facilitating implementation of the business plans, policies, and program recommendations from the functional groups, resolving interface and integration issues, and reviewing the functional groups' recommendations for proposed interim information systems.

These management and oversight organizations reflect the participation and leadership of senior functional experts. Their role is key to arriving at a common, feasible, and effective vision of the future, and for supporting this vision with consistent policies, practices, and information management systems. Thus far, functional groups have been established in the following business areas:

- Civilian Payroll
- Civilian Personnel (CHRM)
- Contract Payment
- Distribution Centers
- Financial Operations
- Government Furnished Material
- Medical
- Materiel Management

Each functional group is responsible for developing a vision of their function ten years into the future; reviewing, evaluating, and recommending revisions to policies and business practices; defining and developing current and future functional

information requirements; and defining standard and consistent functional requirements for which standard integrated information systems can be developed. The groups are led by functional managers who receive guidance in the CIM process from the Director for Corporate Information Management. The products of the groups are reviewed and ultimately approved by the applicable Functional Steering Committee.

The functional groups use a standard CIM Process Guide to assist them in developing strategic functional business plans and designing supporting information management systems. To further that effort, they catalog an inventory of current information systems in terms of the systems' capabilities to satisfy short, mid, and long term functional process and information requirements. These assessments will ultimately be provided to the senior IRM official in the Department to determine where and when standard information systems are warranted.

IV. METHODOLOGY

To enhance development of a comprehensive set of process and information requirements for each functional area to be included in an overall DoD information systems management strategy, the CIM Directorate developed a standard process guide. The methodology set forth in this guide employs analytical techniques from a variety of disciplines and other methodologies, including strategic business planning, strategic information systems planning, information engineering, systems analysis, and program review and analysis techniques. The process guide outlines the steps necessary to analyze any business function and its process, information needs, and products required for documentation. The methodology as portrayed in this process guide is conducted in three phases:

PHASE I
FUNCTIONAL VISION

PHASE II
FUNCTIONAL BUSINESS PLAN

PHASE III
INFORMATION SYSTEMS STRATEGY

The objectives of the process are to develop for each functional business area:

- A functional vision based on policy and guiding principles;
- A future functional concept and business plan;
- Standard functional requirements which are applicable to the function throughout DoD;
- Uniform and consistent information requirements and data formats; and
- Standard supporting information management system(s).

In addition, although the ultimate focus is on the functional concept beyond the next decade, it is also recognized that opportunities for improvements exist in the short-term (0-2 years) and the mid-term (2-6 years).

To further understand the CIM concepts and methodology, a description of each phase of the process is provided.

PHASE I. FUNCTIONAL VISION

In this phase, the functional group describes and documents their vision for the business function beyond the next ten years. This vision is the basis for determining what the future mission and scope of the function will be, and for proposing a set of unified future policy and guiding principles.

PHASE II. FUNCTIONAL BUSINESS PLAN

It is during this phase that the functional group develops future goals, objectives, strategies, concepts, and requirements using current functional baseline information as described below. These are used to support the mission, policy, guiding principles, and vision from Phase I. Taken together, this information then forms the basis for the Business Plan which will also include prioritization criteria, time-phased actions to enable transition to the future, and a high level economic analysis. The information requirements contained in the Functional Business Plan will be used in the next phase to develop the implementation strategy.

Concurrently, a baseline of current systems is established by identifying and assessing current functional requirements, capabilities, and shortfalls. Then the group identifies deficiencies, constraints, and impacts of the current and planned supporting automated information systems (AIS) for the function. These assessments allow for the development of current and future functional information models. From these models, the group can construct a DoD-wide composite of functional requirements and compare them to the AIS capability to identify any shortfalls. This will allow the group to identify and recommend the best interim candidate standard systems to support the function in the near and intermediate terms. The composite requirements developed here are used in Phase III to build an implementation strategy for the future standard system.

PHASE III. INFORMATION SYSTEMS STRATEGY

The information systems implementation strategy is the end product of this phase and the final product required of the functional group. It contains the business plan, future functional information system requirements, and a transition strategy to ensure that continuous, high quality, and cost beneficial information management system support is provided through the short, intermediate, and long terms. This strategy is developed based on an assessment of how best to transition to future functional information systems given the current baseline. The implementation strategy can range from the adoption of a currently planned or operating system as the DoD standard system, to the development of a totally new system derived from the vision-driven functional requirements.

This phase requires numerous comparative analyses of functional requirements against systems capabilities and needs, both current and future. These analyses are primarily comparisons of process models and data models, each of which must be developed using a common standard to facilitate the analysis. The resulting strategy will prescribe the Department's approach for providing functional information systems support in terms of actions, milestones, and responsible agents at the program concept level. The actual implementation of the strategy, e.g., design and development, is outside the scope of the process methodology.

V. DESIGN AND DEVELOPMENT

The DoD Life Cycle Management System process will be followed throughout the continued development of the Automated Information System (AIS). The process provides guidance through each phase of system development from general system design through final testing and implementation.

It is envisioned that the Major Automated Information Systems Committee will provide senior level oversight and approval authority as these systems progress to deployment.

MISSION AND SCOPE

CIVILIAN HUMAN RESOURCES MANAGEMENT - 2000+

MISSION

Every organization, business activity, or function has a unique role that justifies the need for its existence. The future mission statement is meant to describe that role or purpose from a DoD perspective. In developing the mission statement for the future, the group considered a variety of materials including, current mission statements for each of the DoD Components, work papers generated from the Dulles meeting in which the senior functional leadership set the tone and direction for the functional group, and presentations from a number of prominent Government officials. As a result of synthesizing all of this information, the following future mission statement was created:

Develop and provide civilian human resources management policies, programs, and systems which anticipate and meet work force requirements, support customers' expectations, and contribute to individual, team, and organizational performance.

This mission statement recognizes that DoD's strength is determined by the quality of the work force and its leadership. While budgets enable, technology enhances, and organizational designs facilitate, it is people who accomplish the mission.

SCOPE

The scope provides a high level overview of the function in terms of customers, products, services, internal and external interfaces, and functional activities. The scope sets the boundaries within which the mission is performed.

CHRM encompasses activities involved in program planning, implementation, and evaluation as they relate to all aspects of civilian work force management including: structure, acquisition, leadership, sustainment, retention, and separation.

Part of the process of identifying the scope is to document any specific exclusions and to provide clarification and amplification of aspects or characteristics that were not previously addressed. In accomplishing this requirement, it was determined that Appropriated Fund, Non-Appropriated Fund, and

Local Nationals (direct and indirect hires) are included in the future scope of the Civilian Human Resources Management function. In addition, family members and potential employees (i.e., those under service contracts in return for educational assistance) are included as well. Lastly, in order to determine overall resourcing requirements for the Department, there will be a need to maintain limited information on contractor employees.

CUSTOMERS

A customer is described as one who receives a product or service generated by the function. Customers can be individuals, organizations, or other functions that CHRM is specifically intended to serve.

The principal future customer of the CHRM business function will be **MANAGEMENT**. Frequently management is defined as individuals responsible for getting work done through others. In the broader context, **MANAGEMENT** is also a descriptive term for the total decision making structure, of which the CHRM function is an integral part. Therefore, the customer **MANAGEMENT** must be viewed as encompassing both of these categories.

Viewing **MANAGEMENT** as the principal customer of this business function requires that the term also be understood to encompass all levels of management, including executives, commanders, managers, supervisors, and leaders. However, the level and type of service provided may vary. For example, in a military culture, commanders have the ultimate decision-making authority and the final responsibility. Consequently, different services would be provided to commanders than to lower level managers and supervisors, and it is important to maintain this distinction.

The second category of major future customers is **CIVILIAN EMPLOYEES**, defined as persons receiving compensation and/or benefits due to past or present employment with the Federal government. This category comprises employees, former employees, and retirees.

The third category of future customers is **THE PUBLIC**, defined as persons outside the Federal government. Applicants for employment in DoD, and families of Federal employees are the two primary groups included in this category.

In addition to these three customer groups, there were also two additional customer groups identified during the Dulles session - Internal Organizations and External Organizations. These are now contained in the definitions of **INTERNAL** and **EXTERNAL INTERFACES**.

INTERFACES

The distinction between an interface and a customer is one of degree. An interface either provides products or information to, or receives products or information from, the function on a systematic or incidental basis. Internal interfaces are those activities which are part of the CHRM functional area. External interfaces are organizations outside of the CHRM function.

INTERNAL INTERFACES

Component Headquarters
Civilian Human Resources Management Office Functional Staffs
DASD, Force Management & Personnel/Civilian Personnel Policy
Other Civilian Human Resources Management Offices

EXTERNAL INTERFACES

Accounting and Finance Offices
Automated Data Processing (ADP) Staffs
Budget Offices
Charitable Organizations
Congress
Defense Data Support Center
Defense Manpower Data Center
DoD Wage Fixing Authority
Department of Education
Department of Health and Human Services
Department of Justice (Immigration and Naturalization Service, Federal Bureau of Investigation)
Department of Labor
Department of State
Department of Transportation (U.S. Coast Guard)
Department of Veterans Affairs
Educational Institutions
Equal Employment Opportunity Commission
Facilities Management Staffs
Family Support Centers
Federal Emergency Management Agency
Federal Executive Boards
Federal Mediation and Conciliation Service/Arbitrators
Federal Labor Relations Authority
Federal Records Center
Financial Institutions
General Accounting Office

Governments (Federal, State, Local, and Foreign)
Inspecting, Investigating, and Auditing Organizations
Insurance and Benefits Agencies
Legal Offices (Staff Judge Advocate, etc.)
Legislative Affairs
Management and Professional Associations
Manpower Offices (Military and Civilian)
Medical Staffs
Merit Systems Protection Board
Military Personnel Offices
Mobilization Planning Staffs
Morale, Welfare, and Recreation Activities
National Guard
Office of Management and Budget
Office of Personnel Management
Office of the Secretary of Defense
Payroll Offices
Procurement Offices
Public Affairs
Safety Offices
Security Offices
Service Schools (Technical training and War College, ALMC,
AMEC, AFIT, DMET, etc.)
Social Service Agencies
Special Interest Groups
The White House
Travel and Transportation Offices
Unions
Vendors/Contractors/Private Industry

PRODUCTS AND SERVICES

In the initial study over 280 individual products and services were identified. After extensive review and discussion these were grouped into the more concise listings contained below. PROVIDING INFORMATION, PROCESSING, REVIEW, AND RECORDS MANAGEMENT are purposely not included in these listings. This is due to the fact that they are so imbedded in the function that to separately identify them would not be meaningful at this point. While not described here, they will resurface in more detail in Phases II and III.

PRODUCTS

ADMINISTRATIVE SUPPORT: Activities, facilities, equipment, or people provided to customers.

AGREEMENT: Mutually accepted arrangements between parties which are recorded, formally or informally.

BUDGET: An itemized summary of probable expenditures and income for a given period, usually embodying a systematic plan for meeting expenses.

COURSE MATERIAL: Lesson plans, student and instructor guides, computer-based training programs, and all other elements used for instruction.

FILE (Record): A systematic arrangement of related information which is collected or preserved on a particular subject.

FORM: Document or format used for the collection, display, and/or distribution of data to satisfy a specific informational need.

GUIDELINE: Written guidance which establishes a framework for accomplishing an effort.

NOTIFICATION: Written communication conveying specific information.

PLAN: A recorded strategy to carry out a program or process.

POLICY: An official dictate which conveys management decisions and directions as well as organizational objectives.

PUBLICITY: Tangible activities to attract attention to specific topics.

PROGRAM EVALUATION: Measurement of achievements or results against requirements to determine level of success.

REFERRAL: Presentation of documentation on individuals to be considered for positions and programs.

REPORT: Presentation of structured information which is usually submitted to provide the status of an activity or the result of an operation.

REQUEST/PROPOSAL: A written submission to obtain approval, action, assistance, information, or a decision; or ideas, supporting justifications, and/or recommended courses of action submitted for consideration.

RESPONSE: A written reply to a request, or answers to questions.

SURVEY: The results of collecting, analyzing, and evaluating data relative to such things as operations, attitudes, or opinions.

TESTIMONY: Affirmed or sworn oral or written statements, or appearances before legislative bodies.

SERVICES

ADMINISTRATION: The operation of programs, systems, plans, or processes within established parameters.

ADVICE, ASSISTANCE, AND COUNSELING: Communicating objective expert guidance and/or information to individuals.

COORDINATION: Interfacing the views of a variety of groups or individuals toward a common goal.

CAREER DEVELOPMENT: A systematic means of improving employees' knowledges, skills, or abilities within an occupation.

INSTRUCTION: The presentation of course materials using any of a variety of media.

MEDIATION AND NEGOTIATION: The process of intervention promoting reconciliation, compromise, or settlement between conflicting parties; or the process of mutual discussion aimed at reaching agreement.

MANAGEMENT: The planning and oversight of programs, systems, and resources.

RECRUITING: Activities involved in attracting candidates for employment or training opportunities.

REPRESENTATION: Acting in the place of, or serving as an advocate for, management before other parties.

FUNCTIONAL ACTIVITIES

A functional activity is a collection of decisions and actions required to execute or manage an aspect of the function. Taken together, these activities constitute an overview of the function as a whole. The functional activities described here comprise those that will be performed in the future by Civilian Human Resources Management staffs. In the next section, the management dimension of CHRM is defined by three primary activities.

ORGANIZATIONAL COMPOSITION is defined as activities supporting the structuring of organizations and positions. Examples include position management, organizational design, position classification, restructuring of jobs to facilitate career progression, and associated administrative processes. The primary customer of this activity is management.

PLACEMENT involves activities that support work force acquisition relative to recruitment, selection, and assignment of people to positions. This includes support for, or actually performing: staffing and affirmative employment planning; recruiting; announcing positions; requesting and issuing OPM certificates of eligibles; processing and issuing other referrals; placing employees through promotion, reassignment, transfer of function, or reduction-in-force procedures; arranging interview or permanent-change-of-station travel; scheduling interviews; arranging for drug testing of applicants; setting pay; and other administrative processes associated with placement. Management, employees, and the public are all customers of this activity.

WORK FORCE RELATIONS is identified as those activities related to advising and assisting managers in work force leadership and separation, and assisting employees in understanding their rights and responsibilities. This involves programs and activities related to the enhancement of management, labor, and employee relations, such as: performance management and counseling programs; dispute resolution, appeal, settlement, and related compensation processes (e.g., MSPB, FLRA, EEOC, Courts, complaints, and grievances); labor-management relations programs; and discipline, conduct, and related adverse actions processes. To support work force separation, programs managed and actions processed related to retirement, reductions-in-force, transfers-of-functions, reassignments, transfers, terminations, removals, and death are also included. While the primary customer for this activity is management, employees also receive many of the services provided.

COMPENSATION which supports work force retention, involves the administration of salary, benefits, bonuses, and entitlements to, or on behalf of, employees. This includes counseling employees or family members of deceased employees on retirement, health and life insurance benefits, assisting retirees on annuity claims, processing pay adjustments and incentive awards, conducting wage surveys, and administrative processes associated with compensation. Employees are the primary customer of this activity.

EMPLOYEE DEVELOPMENT is defined as activities supporting work force sustainment including: all facets of developing, acquiring, or delivering formal instruction; developing and administering training plans; and overseeing planned developmental assignments and experiences aimed at maximizing the potential and productivity of individuals and the work force. This involves administering, delivering, or contracting for executive, management, and supervisory training programs; long-term training programs; and various technical and professional training programs. It also involves career management programs, rotational assignments, cross training, and administrative processes associated with employee development. Both employees and management are primary customers of this activity.

HUMAN RELATIONS is an activity that will emerge to provide managers and employees the knowledge and necessary skills to work in a multi-cultural environment. Activities related to managing a diverse work force, community relations, and civil rights (EEO, minority business enterprises, and monitoring of contracting practices) will be the major programs within this functional activity. Management, employees, and the public are all customers of this activity.

INFORMATION RESOURCES MANAGEMENT is defined as management of the total automation and information support for the function to include such things as needs analysis, budgeting, requirements development, systems development, acquisition, training, and field testing. This functional activity will be required to fully support the increase in automation and technology that will occur. It will also require the development of functional specialists knowledgeable in automation and communications. Management is the primary customer for this activity.

FUNCTIONAL ACTIVITIES FROM THE MANAGEMENT DIMENSION

From the general management perspective, CHRM is inherent in all management activities. The activity of managing revolves around three primary activities and a variety of secondary activities. The primary activities form the continuous cycle of planning, implementation, and evaluation. They are applicable to any project, program, or organization managed in DoD. Each of these activities is linked to the others by constant information management and human resources needs and concerns.

PLANNING involves strategic, operational, and/or contingency planning. Every executive, commander, manager, supervisor, and leader must be involved in one or more of these planning efforts, depending on the organizations, programs, or projects they manage. In each of these efforts, they must determine:

1. The mission (including customer needs, products, and services);
2. The organizational culture (values and guiding principles);
3. Needed or applicable statutes, policies, and regulations;
4. Needed or available resources (human, financial, information, facilities, and equipment; affirmative action planning for a representationally balanced work force);
5. The organizational composition (the design and structuring of organizations and positions for effective, efficient use of resources and mission accomplishment);
6. An implementation strategy (an outline of goals, objectives, tasks, projected milestones, measurement criteria, and assignment of responsible agents for each task); and
7. A marketing strategy (a plan to communicate and coordinate the plan to gain understanding, approval, and commitment).

IMPLEMENTATION involves the operation or execution of the planned strategy through effective:

1. Mission accomplishment (achieving the purpose of the project, program, or organization to customers' satisfaction, within the allocated resources and projected or assigned schedule).

2. Human Resources Management

- a. Work force acquisition (placing people in jobs);
 - b. Work force leadership (openly communicating the mission, goals, objectives, and expectations to the work force, and gaining their understanding and commitment; managing and coaching employees and encouraging creativity, innovation, risk-taking, and flexibility; actively listening to, and acting on, their good ideas and concerns; and resolving conflicts in a timely manner, with minimum disruption of productivity);
 - c. Work force sustainment (developing knowledge, skills, and maximum potential of each employee and supporting them with the necessary guidance, resources, and tools to do their jobs; efficient use of information and financial resources, facilities, and equipment);
 - d. Work force retention (competitive and timely compensation, i.e., pay, benefits, bonuses, and recognition; training and retraining of employees; efficient use of human, information, and financial resources, as well as facilities and equipment); and
 - e. Work force separation (reduction-in-force, transfer, resignation, retirement, death, removal, and termination).
3. Information resources management (all activities related to the collection, validation, maintenance, and use of information to support decision making processes, whether manual or automated).
 4. Financial resources management (all activities related to budgeting, allocating, obligating, managing, and disbursing funds).
 5. Facilities and equipment management (all activities involved in acquiring, using, maintaining, protecting, and disposing of facilities and equipment).

EVALUATION is assessing all aspects of the program, project, or organization, and comparing the quality of mission accomplishment to the customers' needs and

expectations. This involves analysis or evaluation of:

1. The level of mission accomplishment and customer service and satisfaction (the quality, efficiency, effectiveness, and timeliness of the products and services provided to the customer);
2. Performance (the achievements of individual employees, teams, and organizations relative to predetermined standards, goals, objectives, and resources management);
3. The level of statutory, policy, and regulatory compliance (the quality of program implementation in relation to legal and policy mandates and regulatory guidance);
4. Processes and systems (the quality and effectiveness of processes and systems used to facilitate work and manage information);
5. Trends and impacts (current or projected social, economic, political, technological, and organizational trends, and their expected or projected impact on the organization, mission, program strategies, and/or work force); and
6. Improvements or changes needed or anticipated (in the organization, resource allocations, mission, program strategies, or work force composition). These projected changes set the foundation for replanning.

POLICY

Policy is the functional management direction which dictates the operational framework for the function. As such, it establishes a single approach from a Department-wide perspective on how the function will be managed and executed. The following represent policy for the future of CHRM:

- The concepts underlying merit and equality are basic tenets of Human Resources Management (HRM).
- The diversity of components' missions and cultures will be recognized in the design, development, and implementation of HRM policies and programs.
- The DoD HRM community will institutionalize comprehensive strategic planning.
- Policies, programs, and procedures will incorporate maximum flexibilities.
- Employees are provided an enabling work environment with opportunities for enrichment and growth.

GUIDING PRINCIPLES

Guiding principles are statements of management philosophy that reflect the general concepts, values, beliefs, and attitudes that must prevail to realize the CHRM vision.

- The CHRM function is a major contributor to mission accomplishment through the planning, implementation, and evaluation of programs which maximize the effectiveness of the work force.
- Responsiveness to customer needs is key to planning CHRM programs and processes in order to attract, acquire, and retain a quality work force.
- Simplified processes and reduced regulations enhance mission accomplishment.
- DoD civilians are an integral part of the total force.
- Authority, responsibility, and accountability for CHRM are inherent parts of the management function.
- Leadership and vision are the responsibility of all organizational levels.
- Productive employee-employer relationships are based on mutual trust and respect.
- The diversity of the work force is valued, recognizing the worth and potential of individual employees, and their contributions to organizational performance.
- Individuals are critical assets to mission accomplishment and as such must have the requisite authority, responsibility, accountability, knowledge, skills, and tools to do their jobs.
- Creativity, risk taking, and flexibility are encouraged and rewarded.
- A positive organizational culture enhances productivity and morale in the work force.
- The process of change is proactively managed.

TRENDS AND IMPACTS ON CIVILIAN HUMAN RESOURCES MANAGEMENT

There are a large number of factors, both internal and external to the Department, that may influence CHRM in the future. During the course of Phase I, a number of prominent Government officials addressed the functional group. These speakers provided valuable information about their missions and requirements and shared their expectations about the future of the CHRM function. Without their knowledge and experience, the job of identifying trends and impacts would have been much more difficult.

FACTOR: POLITICAL

TREND: Relations between the superpowers will continue to improve.

IMPACT: These improved relations will drive the Department to a smaller force structure. In this environment, there will be significant skills imbalances in the work force, and reduced recruitment and placement opportunities for employees and applicants. In order to achieve smaller forces, there will be continued drives to consolidate functions and resources (including the formation of Defense Agencies), and the standardization of systems and activities. The effectiveness of the existing priority placement programs will have to be improved; new and creative out-placement programs will be implemented; and there will be a need to explain, justify, and defend the increased costs associated with reductions-in-force (RIF) and other programs.

FACTOR: ORGANIZATIONAL MISSION

TREND: The focus and mission of the Department will shift to third world conflicts, including terrorism and control of illegal drug trafficking.

IMPACT: This change will require the Department, including the civilian work force, to concentrate on rapid and flexible response mechanisms. This entails more civilian mobilization planning, and an increased emphasis on physical and personnel security.

FACTOR: ECONOMIC

TREND: Resources available to the Department will continue to decrease.

IMPACT: This decrease will cause an escalating competition throughout the Department, and within each component, for scarce resources. CHRM needs will have to compete with other requirements, with contribution to mission serving as the ultimate criteria for funding. CHRM, therefore, will be driven by the need to constantly improve quality, productivity, and cost effectiveness. CHRM staffs will have to participate with management in the development and implementation of new methodologies to reduce costs and improve productivity (i.e., unit cost and Total Quality Management). In addition, there will be a need to improve strategic civilian human resources planning, and ensure that CHRM responsibility and authority is accompanied by corresponding accountability.

FACTOR: TECHNOLOGICAL

TREND: Advances in technology will continue to accelerate, and will be used as a force multiplier in the Department.

IMPACT: With technology becoming more complex (and more expensive in terms of initial outlays), there will be increased concern about the structure and methodology of systems design and development, including those used to support CHRM. There will be more concern about systems security as wider access to the CHRM information system progresses. There will also be a need to respond to the demand for a more knowledgeable work force to apply the new technologies. New accession and employee development tools and accompanying resources will be required to attract and retain employees with the requisite skills.

FACTOR: POLICY

TREND: The need to attract and retain a high quality work force in the Government will result in further reform of the Civil Service system.

IMPACT: CHRM will be decentralized, with authority, responsibility, and accountability delegated to the lowest practical levels. At the same time, personnel policies and procedures will be simplified and less regulated, allowing more flexibility to those with requisite authority. The role of the CHRM specialist will continue to evolve to that of facilitator and advisor to management.

FACTOR: DEMOGRAPHIC

TREND: The diversification of the Department's work force in regard to race, sex, age, national origin, disabling condition, and citizenship will increase.

IMPACT: CHRM will be impacted by increased racial and cultural tensions in the work place. Managers and CHRM staffs must be prepared to respond quickly and effectively to such tensions to minimize adverse effects on productivity and morale. Responsiveness to the requirements of an aging work force, and to the changing needs and expectations of a work force demanding flexibility in career paths and benefits will also be required.

FACTOR: ENVIRONMENTAL

TREND: There will be increased awareness and concern for issues that affect the work place environment.

IMPACT: Effective CHRM will require more attention to work place quality of life, with emphasis on health issues such as smoking, asbestos exposure, and ergonomics. There will be increased management concern and dedication of human resources to the limitation and/or eradication of environmental hazards. CHRM will have to address innovative work arrangements such as alternative work sites and schedules, and will be expected to design and develop programs which meet the mission requirements of management while satisfying a work force willing to leave DoD employment if their needs are not met.

IMPACTS ON FUNCTIONAL ACTIVITIES

The revised DoD mission and force structure, significant changes in the labor market, increased concern for quality, productivity, customer satisfaction, and cost, and the ever advancing capabilities of technology will impact planning for and managing of civilian human resources and related programs throughout all organizational levels. Available resources will be dedicated to the downsizing effort, causing creative and innovative planning for new approaches to civilian human resources management to take a lower priority. For the next several years, CHRM staffs will be spending most of their time and resources assisting managers in redesigning remaining organizations, developing training programs to maximize the skills and potential of the work force, assisting displaced employees, and keeping the affected work force and public sufficiently informed. This will require much more effective teamwork between management and CHRM staffs. Greater sensitivity to the needs and concerns of managers and employees, and the ability to deal realistically with conflicting priorities for services will be needed.

ORGANIZATIONAL COMPOSITION - The conflicting effects of a reduced Soviet threat, continuing third world tensions, terrorism, and the expanding drug war are driving a change in the DoD mission. This situation requires a viable and flexible mobilization planning system. At the same time, major socio-cultural changes are forcing significant adjustments in total force structure, organizational culture, and management philosophy. Increasing workload with fewer people will demand more effective planning, communication, and teamwork. Positions will be designed and employees developed to allow individuals to assume greater responsibility and accountability. Managers can be expected to demand current information and state-of-the-art technology to help them efficiently and effectively analyze their mission requirements in terms of job skills, workload measurements, and personnel costs.

PLACEMENT - As resources decrease and demands increase, continued and conflicting pressures on the placement function such as balancing the requirements for a high quality work force against increased competition, and the declining availability of skilled workers are expected. The changing role of Defense, due to decreasing world tensions, will make DoD a less attractive employer at a time when competitiveness with private industry in the labor market is increasing. Managers will seek more autonomy and authority for making decisions. However, the magnitude of

the downsizing effort will strain the capabilities of reduction-in-force, priority placement, and outplacement programs and thus reduce discretion in making placement decisions in the near term.

WORK FORCE RELATIONS - As managers and supervisors assume greater human resources management responsibilities, the role of CHRM specialists as advisors and facilitators will increase. The implementation of quality, productivity, and unit cost initiatives will require not only major revisions of the performance management and incentives systems, but a more cooperative relationship between unions and management.

COMPENSATION - There will be a need for more competitive and flexible salary and benefits packages to cope with changed market conditions. Early retirements and reduction-in-force costs may result in less savings from work force reductions than anticipated. To more efficiently manage the compensation system, there will be a greater need for coordination among CHRM, manpower, and budget functions.

EMPLOYEE DEVELOPMENT - Downsizing and the competition for reduced resources will be in direct conflict with increased demands for employee development services. Demands will increase due to greater skills imbalances in the work force, the need to respond to advances in technology and automation, the implementation of quality, productivity and cost initiatives, the need to expand career development initiatives, and to prepare displaced employees for outplacement. Supervisory, managerial, and executive development needs will increase to provide the competencies and the skills necessary to cope with greater responsibility, authority, accountability, and management of a more diverse work force.

HUMAN RELATIONS - The transition to a more multi-cultural and multi-national work force will not only bring about an increased involvement in community relations, but is also expected to result in an increase in complaints because of the competition for fewer jobs. This will require simplification of the dispute resolution process.

INFORMATION RESOURCES MANAGEMENT - As data becomes more available due to automation and communications technology, there will be increased demands for information in decision making processes. Systems are integrated resulting in the improved allocation of resources, compatible business practices, and increased use of knowledge based applications.

VISION ELEMENTS

Vision elements describe the major, distinctive characteristics of the function as it is projected to exist in the future. They identify the targets for the function, and are the primary basis for developing the future functional requirements and the goals, objectives, and strategies needed to achieve them.

AUTHORITIES - Authorities are delegated to the lowest appropriate level, allowing decision making flexibility to maximize the effectiveness of CHRM.

EMPLOYEES - Employees are valued and viewed as assets within the diverse work force. The work place is free of illegal discrimination. There is increased emphasis on individual needs and professional development. Membership in professional associations is encouraged and supported.

PLANNING AND EVALUATION - Fully integrated DoD-wide planning and evaluation efforts enhance the effectiveness and efficiency of CHRM.

STRUCTURE - CHRM support resources are allocated to the level which provides maximum service with optimum balance between quality, efficiency, and cost effectiveness.

INFORMATION MANAGEMENT - CHRM's information management needs are being fully satisfied.

POLICY AND REGULATIONS - Simplified policies provide basic guidelines for making intelligent CHRM decisions. Regulations allow flexibility for application based on unique circumstances and needs. The emphasis is on substance rather than cumbersome procedural requirements.

CHRM PROFESSIONALISM - Staffs are knowledgeable in the missions and operations of their organizations and are developed and trained in a number of functional activities. As a result, they play a major role in organizational management and support by advising and assisting managers in resolving a broad range of issues.

FUNCTIONAL VISION

The functional vision provides a view of what the major characteristics of the function will be ten years in the future. It establishes the basis from which to develop a plan of action, to include developing the systems required to implement the vision. This vision represents the views of senior human resources professionals and functional managers within DoD.

Civilian Human Resources Management is characterized by responsiveness to the accomplishment of DoD's mission through flexible, simplified, and cost effective programs based on sound business practices and customer needs. The individual worth of employees is recognized in a workplace free of discrimination and sensitive to the needs of a diverse work force.

Congress, Federal agencies, and the public are cognizant of the need to improve quality while reducing costs through management efficiencies. Therefore, the time is appropriate to change current business practices to meet future challenges. This will require the commitment of all levels of management within the Department of Defense and appropriate guidance and direction from the functional community.

APPENDIX A
CIM CHRM CORE GROUP MEMBERS

Kenneth C. Schefflen	Chairman, OSD, FM&P, Defense Manpower Data Center
Joseph H. Stormer	Acting Deputy Chairman, Defense Mapping Agency
Kenneth R. Guarino	Facilitator, Information Resources Management College
C. Robert Blum	Department of the Navy
Lou Blondet	Department of the Navy
Margaret M. Ciocca	Defense Logistics Agency
Julius T. Crouch	Department of the Army
John Day	Department of the Air Force
Juanita W. Hargrove	Department of the Navy
Margaret L. Kirchner	Department of the Navy
Robert F. Long	Department of the Air Force
Sherian L. Long	Department of the Air Force
Jill C. Madison	Defense Logistics Agency
Gordon D. McCauley	Defense Logistics Agency
Gary E. McGonigal	Defense Logistics Agency
John R. Nino	Department of the Army
Rose Mary Orsini	Washington Headquarters Services
James Richardson	Department of the Navy
Kevin Riddle	Department of the Air Force
Theodore B. Rieve	Department of the Army
R. Michael Soo	Department of the Air Force
W. Bruce Sorrell	Department of the Navy
Larry M. Totzke	Defense Logistics Agency
Darrow Varner	Department of the Army
James E. Whelan, Jr.	Department of the Army
Judith M. Winn	Department of the Air Force
Kathleen S. Zug	Marine Corps

APPENDIX B
PHASE I CHRM CORE GROUP OBSERVATIONS

The political and corporate leaders of the Department are committed to developing and implementing programs which focus on sound business practices that support mission needs. CIM is only one of several ongoing initiatives in the Department committed to that end.

The environment in which the CIM process is operating is dynamic. As a result, flexibility and adaptability will be key to accomplishing goals, objectives, and strategies. Since the inception of the Defense Management Review process, attention has been given to identifying areas for management improvement, reviewing common support functions for possible consolidation, and achieving improved efficiency through innovative methods. Resulting changes could have a dramatic impact on current CHRM programs and staffs by requiring the development of new relationships between the customers and suppliers of support functions. In the future, it will become even more critical to recognize emerging trends and to integrate them into the continuing CHRM planning process.

The CIM process methodology uses the expression, "Information System," to refer to all aspects of a computer system. However, the system needed has both a processing capability and an information capability with core and component-unique portions of each.

The fundamentals associated with a processing system are those actions taken to establish data bases and build, change, or delete records. In CHRM record keeping, the primary drivers are the processes defined in the Federal Personnel Manual. Secondary drivers are other administrative processes which may differ according to management's needs or the way individual components do business.

The fundamentals associated with an information system are the data bases to be accessed, the retrieval software, communications hardware/software, and specialized computer hardware. Primary drivers are level of organization, physical location, and intended use of the information. Those elements determine: the type of retrieval software needed; the type of communications and computer devices to be used; the level of detail to be accessed

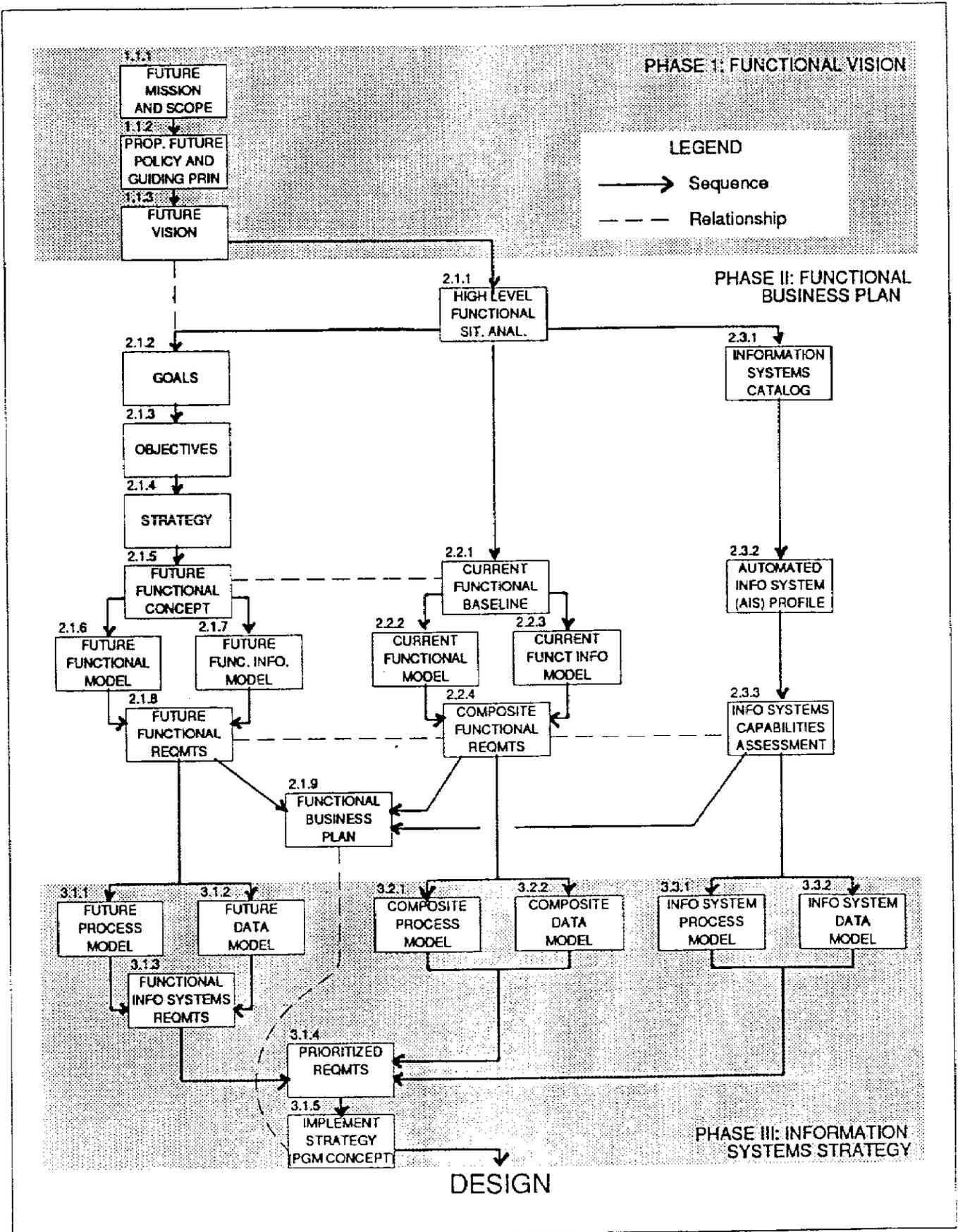
at each level; and the acceptable currency of data base contents. Each of these elements may differ according to component needs.

DoD will save money and other resources by having a standard core processing system and a standard core information system. These core systems must be adaptable to supplementation to accommodate unique mission requirements.

**APPENDIX C
ABBREVIATIONS**

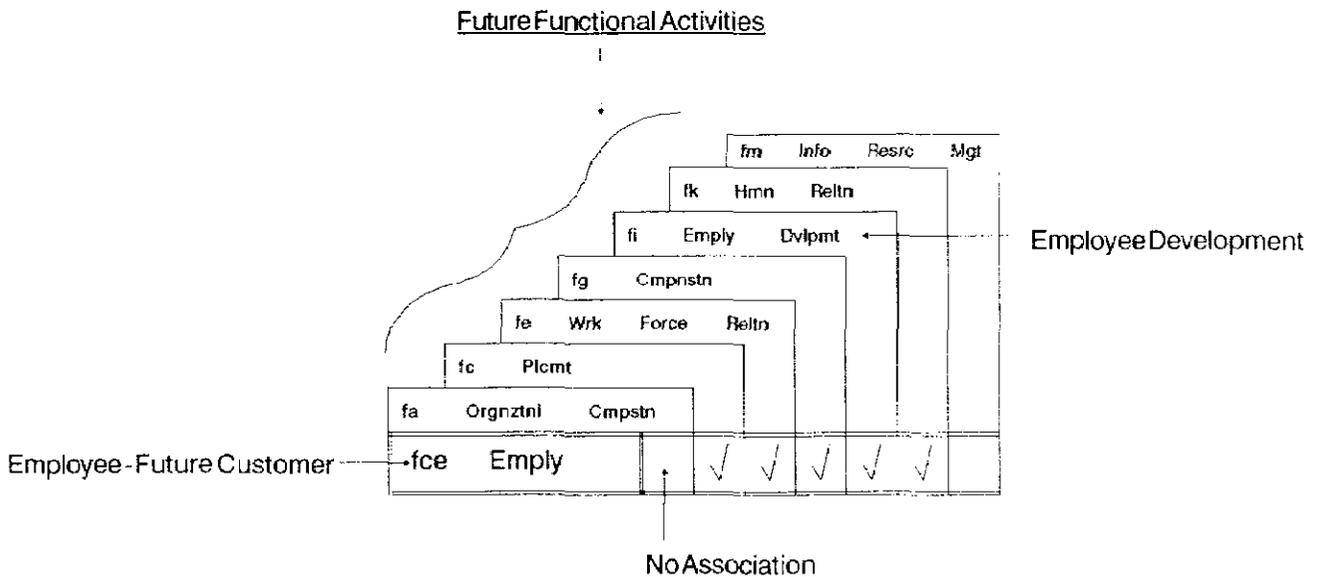
A&FO	Accounting and Finance Office
ALMC	Army Logistics Management Center
ADP	Automated Data Processing
AMEC	Army Management Engineering College
CPM	Civilian Personnel Manual
CPO	Civilian Personnel Office
CFR	Code of Federal Regulations
CHRM	Civilian Human Resources Management
CIM	Corporate Information Management
DMDC	Defense Manpower Data Center
DMET	Defense Management Education and Training
DMRD	Defense Management Review Decision
DOD	Department of Defense
DODD	Department of Defense Directive
DODI	Department of Defense Instruction
DODM	Department of Defense Memorandum
DODP	Department of Defense Publications
DHHS	Department of Health and Human Services
DOL	Department of Labor
EEOC	Equal Employment Opportunity Commission
EO	Executive Order
FEMA	Federal Emergency Management Agency
FLRA	Federal Labor Relations Authority
FLSA	Fair Labor Standards Act
FPM	Federal Personnel Manual
GAO	General Accounting Office
GSA	General Services Administration
HRM	Human Resources Management
IRS	Internal Revenue Service
JTR	Joint Travel Regulation
MSPB	Merit Systems Protection Board
MWR	Morale, Welfare and Recreation
NARA	National Archives and Records Administration
OSHA	Occupational Safety and Health Administration
OMB	Office of Management and Budget
OPM	Office of Personnel Management
OSD	Office of the Secretary of Defense
PCS	Permanent Change of Station
PBD	Program Budget Decision
PDM	Program Decision Memorandum
RIF	Reduction-In-Force
TQM	Total Quality Management

APPENDIX D
PROCESS GUIDE DIAGRAM



DESCRIPTION OF MATIRX DEVELOPMENT

The CIM process methodology calls for using KnowledgeWare, a computer-aided software engineering (CASE) tool set, to process information developed by the group. Information can then be retrieved from this common knowledge base and displayed in a variety of ways useful for further analysis. Detailed matrix diagrams are provided showing interrelationships between functional activities, customers, interfaces, products, services, and trends. In each matrix, a check mark denotes an association between an element of the horizontal set and an element of the vertical set. For example, in the first matrix (reproduced below) the customer identified as Employees is arrayed on the horizontal axis (row) and all seven of the functional activities are arrayed on the vertical axis (column). The check marks show that Employees are considered to be a customer of each functional activity except Organizational Compostion and Information Resources Management. Since the matrices use abbreviations due to size constraints, the long form of each abbreviated word is provided for cross reference.



**CIM CIVILIAN HUMAN RESOURCES MANAGEMENT
FUTURE FUNCTIONAL ACTIVITIES**

- fa Orgnztnl Cmpstn - Organizational Composition
- fc Plcmt - Placement
- fe Wrk Force Reltn - Workforce Relations
- fg Cmpnstn - Compensation
- fi Empl Dvlpmt - Employee Development
- fk Hmn Reltn - Human Relations
- fm Info Resrc Mgt - Information Resources Management

**CIM CIVILIAN HUMAN RESOURCES MANAGEMENT
FUTURE CUSTOMERS (MANAGEMENT)**

fcm Cmndr (All Svcd) - Commanders (All Serviced)

fcm Mgt - Management

**CIM CIVILIAN HUMAN RESOURCES MANAGEMENT
FUTURE CUSTOMERS (CIVILIAN EMPLOYEES)**

fce Empl - Employees

fce Frmr Empl - Former Employees

fce Retiree - Retirees

**CIM CIVILIAN HUMAN RESOURCES MANAGEMENT
FUTURE CUSTOMERS (THE PUBLIC)**

fcpl Aplent - Applicants

fcpl Emly Of Fdrl Empl - Families Of Federal Employees

**CIM CIVILIAN HUMAN RESOURCES MANAGEMENT
FUTURE INTERNAL INTERFACES**

fi Cmpnnt HQ - Component Headquarters

fi Cvlv HRM Fnctnl Staff - Civilian Human Resource Management (HRM)
Office Functional Staffs

fi FM&P/ CPP - Force Management And Personnel And Civilian Personnel
Policy (FM&P/ CPP)

fi Othr Cvlv HRM Ofc - Other Civilian Human Resource Management
Offices

**CIM CIVILIAN HUMAN RESOURCES MANAGEMENT
FUTURE EXTERNAL INTERFACES**

fx Acctg/Fnnc Ofc - Accounting And Finance Offices

fx ADP - Automated Data Processing (ADP)

fx Bdgt Ofc - Budget Offices

fx Chrtbl Org - Charitable Organizations (CFC, UW, ETC)

fx Cong - Congress

fx Crt - Courts

fx Dept Of Edctn - Department Of Education

fx Dept Of HHS - Department Of Health And Human Services (HHS)

fx Dfns Data Sprt Ctr - Defense Data Support Center

fx DMDC - Defense manpower Data Center (DMDC)

fx DoD Wage Fxg Authrty - Department Of Defense (DOD) Wage Fixing
Authority

fx DOJ (INS/FBI) - Department Of Justice (DOJ) (Immigration And
Naturalization Service(INS) And Federal Bureau
Of Investigation (FBI))

fx DOL - Department Of Labor (DOL)

fx DOT (USCG) - Department Of Transportation (DOT) United States
Coast Guard (USCG)

fx Edctnl Instttn - Educational Institutions

fx EEOC - Equal Employment Opportunity Commission (EEOC)

fx Fclty Mgt - Facilities Management

fx Fdrl Exctv Brd - Federal Executive Boards

fx Fdrl Rcrd Ctr - Federal Records Center

fx FLRA - Federal Labor Relations Authority (FLRA)

fx FMCS/Arbtrtr - Federal Mediation And Conciliation Service (FMCS)
And Arbitrators

fx Fmly Sprt Ctr - Family Support Center

**CIM CIVILIAN HUMAN RESOURCES MANAGEMENT
FUTURE EXTERNAL INTERFACES**

fx Fnncl Insttn - Financial Institutions

fx GAO - Government Accounting Office (GAO)

fx Govt (Frngn/State/Lcl) - Government (Foreign, State, Local)

fx Inspctg/Invstgtg Org - Inspecting/Investigating Organizations
(All Levels)

fx Insrnc/Bnft Agncy - Insurance And Benefits Agencies

fx Law Enfrcmt Agncy - Law Enforcement Agencies

fx Legal - Legal (e.g. SJA Or Legal Office) .

fx Lgsltv Afr - Legislative Affairs

fx Mblztn - Mobilization

fx Mdcl - Medical (Local And Command)

fx Mgt/Prfsnl Assn - Management And Professional Associations

fx Mil Prsnl Ofc - Military Personnel Offices

fi Mnpwr Ofc - Manpower Offices (Military and Civilian)

fx Morale/Wlfr/Rcrtm Actvty - Morale/Welfare/Recreation Activities

fx MSPB - Merit Systems Protection Board (MSPB)

fx Natl Grd/FEMA - National Guard and Federal Emergency Management
Agency (FEMA)

fx OMB - Office Of Management And Budget (OMB)

fx OSD - Office Of the Secretary of Defense (OSD)

fx Pblc Afr - Public Affairs

fx Prcrmt - Procurement

fx Pyrl - Payroll

fx Scrtty - Security

fx Sfty - Safety

**CIM CIVILIAN HUMAN RESOURCES MANAGEMENT
FUTURE EXTERNAL INTERFACES**

- fx Social Svc Agncy - Social Service Agencies (Social Security, Employment Assistance, Rehag Agencies)
- fx Spcl Intrst Grp - Special Interest Groups (Churches, Civil Rights, Chamber Of Commerce, Military Wives Club, Fraternal Organizations, Special Emphasis Program, Community Groups, etc.)
- fx Svc Schl - Service Schools (Basic Entry Training Through Senior Service College, e.g. War College, ALMC, AMEC, DMET, MIL and CIV)
- fx Trvl/Trnsprttn Ofc - Travel And Transportation Offices
- fx Union - Unions
- fx US Dept Of State - United States Department Of State
- fx US Dept Of Vet Afr - United State Department Of Veterans Affairs
- fx US OPM - United States Office Of Personnel Management (OPM)
- fx Vndr/Cntrctr/Prvt Indstry - Vendors And Contractors And Private Industry
- fx White House - THE White House

**CIM CIVILIAN HUMAN RESOURCES MANAGEMENT
FUTURE PRODUCTS**

fp Admnstrtv Spprt - Administrative Support
fp Agrmnt - Agreements
fp Bdgt - Budget
fp Crs Mat - Course Materials
fp File - Files
fp Form - Forms
fp Gdlr - Guidelines
fp Ntfctn - Notification
fp Pblcty - Publicity
fp Plcy - Policy
fp Prgrm Evltn - Program Evaluation
fp Refrl - Referral
fp Rprt - Reports
fp Rqst/Prpsl - Requests And Proposals
fp Rspns - Responses
fp Srvy - Surveys
fp Tstmny - Testimony

**CIM CIVILIAN HUMAN RESOURCES MANAGEMENT
FUTURE SERVICES**

fs Admnstrtn - Administration

fs Advc/Asstnc/Cnslg - Advice And Assistance And Counseling

fs Career Dvlpmt - Career Development

fs Coordtn - Coordination

fs Instrctn - Instruction

fs Mediation/Negotiation - Mediation And Negotiation

fs Mgt - Management

fs Rcrtg - Recruiting

fs Rprsntn - Representation

**CIM CIVILIAN HUMAN RESOURCES MANAGEMENT
FUTURE FUNCTIONAL ACTIVITY/CUSTOMER RELATIONAL MATRIX**

	fa Orgnztnl Cmpstn	fc Plcmt	fe Wrk Force Reltn	fg Cmpstn	fi Empl Dvlpmt	fk Hmn Reltn	fm Info Resrc Mgt
fce Empl			✓	✓	✓	✓	✓
fce Fmr Empl			✓		✓		
fce Retiree			✓				
fcm Cmndr (All Svcd)	✓	✓	✓	✓	✓	✓	✓
fcm Mgt	✓	✓	✓	✓	✓	✓	✓
fcp Aplcnt		✓				✓	✓
fcp Fmly Of Fdrl Empl			✓	✓		✓	

**CIM CIVILIAN HUMAN RESOURCES MANAGEMENT
 FUTURE FUNCTIONAL ACTIVITY/INTERNAL INTERFACE RELATIONAL MATRIX**

	fa Orgnztnl Cmpstn	fc Plcmt	fe Wrk Force Reltn	fg Cmpnstin	fi EmPLY Dvlpnt	fk Hmn Reltn	fm Info Resrc Mgt
fi Cmpnnt HQ	✓	✓	✓	✓	✓	✓	✓
fi Cvlv HRM Fncnl Staff	✓	✓	✓	✓	✓	✓	✓
fi FM&P/ CPP	✓	✓	✓	✓	✓	✓	
fi Othr Cvln HRM Ofc	✓	✓		✓	✓	✓	✓

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**CIM CIVILIAN HUMAN RESOURCES MANAGEMENT
FUTURE FUNCTIONAL ACTIVITY/EXTERNAL INTERFACE RELATIONAL MATRIX**

	fa Orgnztnl Cmpstn	fc Plcmt	fe Wrk Force Reltn	fg Cmpnstr	fi Empl Dvlpmnt	fk Hmn Reltn	fm Info Resrc Mgt
fx Acctg/Fnnc Ofc			✓		✓	✓	✓
fx ADP							✓
fx Bdgt Ofc	✓	✓	✓	✓	✓	✓	✓
fx Chrtbl Org			✓			✓	
fx Cong		✓	✓	✓		✓	✓
fx Crt	✓	✓	✓	✓	✓	✓	✓
fx Dept Of Edctn		✓				✓	✓
fx Dept Of HHS				✓			✓
fx Dfns Data Sprt Ctr		✓	✓				✓
fx DMDC		✓	✓	✓			✓
fx DoD Wage Fxg Authrty				✓			
fx DOJ (INS/FBI)		✓	✓				✓
fx DOL		✓	✓	✓			✓
fx DOT (USCG)							✓
fx Edctnl Instttn		✓				✓	✓
fx EEOC			✓			✓	✓
fx Fclty Mgt		✓	✓				
fx Fdrl Exctv Brd			✓				✓
fx Fdrl Rcrd Ctr		✓	✓				
fx FLRA			✓				✓
fx FMCS/Arbtrtr			✓				✓
fx Fmly Sprt Ctr		✓	✓			✓	
fx Fnnci Instttn			✓	✓			✓
fx GAO				✓			✓
fx Govt (Frng/State/Lcl)	✓	✓	✓	✓	✓	✓	
fx Inspctg/Invstgtg Org	✓	✓	✓	✓	✓	✓	✓
fx Insrnc/Bnft Agency				✓			✓

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**CIM CIVILIAN HUMAN RESOURCES MANAGEMENT
FUTURE FUNCTIONAL ACTIVITY/EXTERNAL INTERFACE RELATIONAL MATRIX**

	fa Orgnztnl Cmpstn	fc Plcmt	fe Wrk Force Reltn	fg Cmpnstn	fi Empl Dvlpmnt	fk Hmn Reltn	fm Info Resrc Mgt
fx Law Enfrmnt Agncy		✓	✓				
fx Legal		✓	✓	✓		✓	✓
fx Lgsltv Afr			✓				
fx Hblztn	✓	✓		✓	✓	✓	✓
fx Mdcl	✓	✓	✓	✓	✓		
fx Mgt/Prfsnl Assn		✓		✓	✓		
fx Mil Prsnl Ofc		✓					✓
fx Mnpwr Ofc (Mil/Civ)	✓	✓	✓				✓
fx Morale/Wlfr/Rcrtn Actvty			✓			✓	✓
fx MSPB			✓			✓	✓
fx Natl Grd/FEMA		✓	✓				✓
fx OMB		✓	✓	✓	✓		✓
fx OSD	✓	✓	✓	✓	✓	✓	✓
fx Pblic Afr	✓	✓	✓	✓	✓	✓	
fx Prcrmt		✓			✓		
fx Pyrl		✓	✓	✓			
fx Scerty	✓	✓	✓		✓	✓	✓
fx Sfty	✓	✓	✓	✓	✓	✓	✓
fx Social Svc Agncy		✓			✓		
fx Spcl Intrst Grp		✓	✓	✓	✓	✓	
fx Svc Schl					✓		✓
fx Trvl/Trnsprttn Ofc		✓		✓	✓		✓
fx Union		✓	✓	✓	✓	✓	✓
fx US Dept Of State	✓	✓	✓	✓	✓		✓
fx US Dept Of Vet Afr		✓	✓		✓		✓
fx US OPM	✓	✓	✓	✓	✓	✓	✓
fx Vndr/Cntrctr/Prvt Indstry		✓	✓	✓	✓		
fx White House		✓	✓		✓		

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**CIM CIVILIAN HUMAN RESOURCES MANAGEMENT
FUTURE FUNCTIONAL ACTIVITY/PRODUCT RELATIONAL MATRIX**

	fa Orgnztnl Cmpstn	fc Plcmt	fa Wrk Force Reltn	fg Cmpnstn	fi Empl Dvlpnt	fk Hmn Reltn	fm Info Rsrc Mgt
fp Admstrtv Spprt			✓		✓	✓	✓
fp Agrmnt		✓	✓		✓	✓	
fp Bdgt	✓			✓	✓		✓
fp Crs Mat	✓	✓	✓	✓	✓	✓	✓
fp File	✓	✓	✓	✓	✓	✓	✓
fp Form	✓	✓	✓	✓	✓	✓	✓
fp Gdln	✓	✓	✓	✓	✓	✓	✓
fp Ntfcn	✓	✓	✓	✓	✓	✓	✓
fp Pblcty		✓	✓	✓	✓	✓	
fp Plan	✓	✓	✓	✓	✓	✓	✓
fp Plcy	✓	✓	✓	✓	✓	✓	✓
fp Prgrm Evltn	✓	✓	✓	✓	✓	✓	✓
fp Refrl		✓			✓		
fp Rprt	✓	✓	✓	✓	✓	✓	✓
fp Rqst/Prpsl	✓	✓	✓	✓	✓	✓	✓
fp Rspns	✓	✓	✓	✓	✓	✓	✓
fp Srvy		✓	✓	✓	✓	✓	
fp Tstnry	✓	✓	✓	✓	✓	✓	✓

**CIM CIVILIAN HUMAN RESOURCES MANAGEMENT
FUTURE FUNCTIONAL ACTIVITY/SERVICE RELATIONAL MATRIX**

	fa Orgnztnl Cmpstn	fc Plcmt	fe Wrk Force Reltn	fg Cmpnstn	fi EmPLY Dvlpmt	fk Hmn Reltn	fm Info Resrc Mgt
fs Admnstrtn	✓	✓	✓	✓	✓	✓	✓
fs Advc/Asstnc/Cnslg	✓	✓	✓	✓	✓	✓	✓
fs Career Dvlpmt		✓	✓		✓		
fs Coordtn	✓	✓	✓	✓	✓	✓	✓
fs Instrctn	✓	✓	✓	✓	✓	✓	✓
fs Mediation/Negotiation			✓			✓	
fs Mgt	✓	✓	✓	✓	✓	✓	✓
fs Rertg		✓			✓		✓
fs Rprsntn			✓			✓	

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**CIM CIVILIAN HUMAN RESOURCES MANAGEMENT
CUSTOMER/PRODUCT RELATIONAL MATRIX**

	fce Empl	fce Frmr Empl	fce Retiree	fcu Cnndr (All Svcd)	fcu Mgt	fcu Aplcnt	fcu Emly Of Fdrl Empl
fp Admstrtv Spprt					√	√	
fp Agrmnt	√	√			√	√	√
fp Bdg						√	
fp Crs Mat	√	√	√	√	√	√	√
fp File	√	√	√	√	√	√	√
fp Form	√	√	√	√	√	√	√
fp Gdn	√				√	√	
fp Ntfctn	√	√	√	√	√	√	√
fp Pblcty	√	√	√	√	√	√	√
fp Plan					√	√	
fp Plcy					√	√	
fp Prgrm Evltn					√	√	
fp Refrl	√	√	√				√
fp Rprt	√	√	√	√	√	√	√
fp Rqst/Prpsl					√	√	
fp Rspns	√	√	√	√	√	√	√
fp Srvy	√	√	√	√	√	√	√
fp Tstny					√	√	

**CIM CIVILIAN HUMAN RESOURCES MANAGEMENT
PRODUCT/INTERNAL INTERFACE RELATIONAL MATRIX**

	fp Admnstrtv Spprt	fp Agrmnt	fp Bdgt	fp Crs Mat	fp File	fp Form	fp Gdln	fp Ntfcn	fp Pblcty	fp Plan	fp Plcy	fp Prgrm Evltn	fp Refrl	fp Rprt	fp Rqst/Prpsl	fp Rspns	fp Srvy	fp Tstmny	
fi Cmpnnt HQ	✓		✓		✓	✓	✓						✓	✓	✓	✓	✓	✓	✓
fi Cvlv HRM Fncn! Staff	✓				✓	✓	✓	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓
fi FM&P/PPP	✓		✓		✓	✓	✓	✓	✓	✓			✓	✓	✓		✓	✓	✓
fi Othr Cvln HRM Ofc	✓				✓	✓							✓	✓			✓	✓	✓

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**CIM CIVILIAN HUMAN RESOURCES MANAGEMENT
PRODUCT/EXTERNAL INTERFACE RELATIONAL MATRIX**

	fp Admstrty Spprt	fp Agrmnt	fp Bdggt	fp Crs Mat	fp File	fp Form	fp Gdln	fp Ntfcn	fp Pblcty	fp Plan	fp Pley	fp Prgrm Evltn	fp Refrl	fp Rprt	fp Rqst/Prpsl	fp Rspns	fp Srvy	fp Tstmnry	
fx Acctg/Fnnc Ofc		✓					✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
fx ADP								✓	✓	✓			✓	✓	✓	✓		✓	✓
fx Bdggt Ofc			✓				✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
fx Chrtbl Org	✓				✓			✓							✓				
fx Cong							✓	✓								✓		✓	✓
fx Crt		✓					✓	✓								✓		✓	✓
fx Dept Of Edctn		✓					✓	✓								✓		✓	✓
fx Dept Of HHS							✓	✓							✓			✓	✓
fx Dfns Data Sprr Ctr							✓	✓								✓		✓	✓
fx DMDC							✓									✓		✓	✓
fx DoD Wage Fxg Authrty	✓						✓	✓		✓	✓	✓				✓	✓	✓	✓
fx DOJ (INS/FBI)								✓								✓		✓	✓
fx DOL							✓	✓								✓		✓	✓
fx DOT (USCG)										✓									

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**CIM CIVILIAN HUMAN RESOURCES MANAGEMENT
PRODUCT/EXTERNAL INTERFACE RELATIONAL MATRIX**

	fp Admnstrtv Spprt	fp Agrmnt	fp Bdgt	fp Crs Mat	fp File	fp Form	fp Gdln	fp Ntfcn	fp Pblcty	fp Plan	fp Plcy	fp Prgrm Evltn	fp Refr	fp Rprt	fp Rqst/Prpsl	fp Rspns	fp Srvy	fp Tstmny	
fx Edctnl Instttn	✓	✓					✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
fx EEOC	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
fx Fclty Mgt	✓								✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
fx Fdrl Exctv Brd	✓			✓					✓	✓								✓	✓
fx Fdrl Rcrd Ctr					✓	✓												✓	
fx FLRA		✓		✓	✓	✓	✓								✓		✓	✓	✓
fx FMCS/Arbtrtr		✓		✓	✓	✓	✓											✓	✓
fx Fmly Sprrt Ctr	✓	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
fx Fnncl Instttn							✓	✓										✓	
fx GAO					✓	✓											✓	✓	✓
fx Govt (Frngn/State/Lcl)	✓	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
fx Inspctg/Invstgtg Org	✓	✓		✓		✓	✓					✓				✓		✓	✓
fx Insrnc/Bnft Agncy	✓			✓	✓	✓	✓	✓							✓	✓		✓	✓

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**CIM CIVILIAN HUMAN RESOURCES MANAGEMENT
PRODUCT/EXTERNAL INTERFACE RELATIONAL MATRIX**

	fp Admnstrtv Spprt	fp Agrmnt	fp Bdggt	fp Crs Mat	fp File	fp Form	fp Gdln	fp Ntfcn	fp Pblcty	fp Plan	fp Plcy	fp Prgrm Evitn	fp Refrl	fp Rprt	fp Rqst/Prpsl	fp Rspns	fp Srvy	fp Tstmny	
fx Law Enfrmnt Agency								✓	✓		✓							✓	✓
fx Legal	✓	✓						✓		✓			✓	✓		✓	✓	✓	✓
fx Lgsltv Afr								✓		✓									✓
fx Mblztn	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
fx Mdcl								✓	✓	✓			✓	✓	✓	✓	✓	✓	✓
fx Mgt/Prfsnl Assn	✓			✓				✓		✓					✓	✓	✓	✓	✓
fx Mil Prsnl Ofc	✓							✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
fx Mnpwr Ofc (Mil/Civ)								✓	✓	✓			✓	✓	✓	✓	✓	✓	✓
fx Morale/Wlfr/Rcrtn Actvty	✓							✓			✓	✓	✓	✓	✓	✓	✓	✓	✓
fx MSPB	✓	✓						✓	✓		✓		✓	✓	✓		✓		✓
fx Natl Grd/FEHA									✓										✓
fx OMB									✓								✓	✓	✓
fx OSD	✓							✓	✓				✓	✓		✓	✓	✓	✓
fx Pblc Afr													✓	✓	✓				✓
fx Prcrnt										✓									✓
fx Pyrl	✓	✓						✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

**CIM CIVILIAN HUMAN RESOURCES MANAGEMENT
PRODUCT/EXTERNAL INTERFACE RELATIONAL MATRIX**

	fp Admnstrtv Spprt	fp Agrmnt	fp Bdgt	fp Crs Mat	fp File	fp Form	fp Gdln	fp Ntfctn	fp Pblcty	fp Plan	fp Plcy	fp Prgrm Evltn	fp Refrl	fp Rprt	fp Rqst/Prpsl	fp Rspns	fp Srvy	fp Tstnny	
fx Scerty								✓	✓	✓	✓		✓	✓	✓		✓	✓	✓
fx Sfty								✓	✓	✓	✓		✓	✓	✓		✓	✓	✓
fx Social Svc Agency	✓	✓		✓				✓	✓	✓	✓	✓		✓	✓	✓		✓	✓
fx Spcl Intrst Grp	✓	✓		✓				✓	✓	✓	✓	✓		✓	✓			✓	✓
fx Svc Schl				✓				✓									✓		✓
fx Trvl/Trnsprttn Dfc		✓						✓									✓		✓
fx Union	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
fx US Dept Of State								✓									✓		✓
fx US Dept Of Vet Afr								✓								✓	✓		✓
fx US OPM	✓	✓			✓	✓							✓		✓		✓	✓	✓
fx Vndr/Cntrctr/Prvt Indstry												✓	✓					✓	✓
fx White House								✓											✓

**CIM CIVILIAN HUMAN RESOURCES MANAGEMENT
CUSTOMER/SERVICE RELATIONAL MATRIX**

	fce Empl	fce Fmr Empl	fce Retiree	fcn Cnadr (All Svcd)	fcn Mgt	fcv Aplent	fcv Emly Of Fdrl Empl
fs Admstrtn	✓	✓		✓	✓	✓	✓
fs Advc/Asstnc/Cnslg	✓	✓	✓	✓	✓	✓	✓
fs Career Dvlpmt	✓				✓	✓	
fs Coordtn				✓	✓		
fs Instrctn	✓	✓	✓	✓	✓	✓	✓
fs Mediation/Negotiation				✓	✓	✓	✓
fs Mgt				✓	✓		
fs Rcrtg	✓	✓	✓		✓	✓	
fs Rprsntn				✓	✓		

**CIM CIVILIAN HUMAN RESOURCES MANAGEMENT
SERVICE/INTERNAL INTERFACE RELATIONAL MATRIX**

	fs Rprsntn	fs Rcrtg	fs Mgt	fs Mediation/Negotiation	fs Instrctn	fs Coordn	fs Career Dvlpmt	fs Advc/Asstnc/Caslg	fs Admnstrtn
fi Cmpnnt HQ	✓		✓		✓	✓	✓	✓	✓
fi Cvlv HRM Fnctnl Staff	✓	✓	✓	✓	✓	✓	✓	✓	
fi FN&P/PPP	✓			✓				✓	
fi Othr Cvln HRM Ofc	✓	✓	✓	✓	✓	✓	✓		✓

**CIM CIVILIAN HUMAN RESOURCES MANAGEMENT
SERVICE/EXTERNAL INTERFACE RELATIONAL MATRIX**

	fs Admnstrtn	fs Advc/Asstnc/Cnslg	fs Career Dvlpmt	fs Coordtn	fs Instrctn	fs Mediat-on/Negotiat-on	fs Mgt	fs Rcrtg	fs Rprsrtn
fx Acctg/Fnnc Ofc					✓		✓		
fx ADP							✓	✓	
fx Bdgt Ofc				✓	✓		✓	✓	
fx Chrtbl Org					✓	✓		✓	✓
fx Cong					✓	✓			✓
fx Crt					✓		✓		✓
fx Dept Of Edctn	✓		✓	✓	✓				
fx Dept Of HHS	✓				✓				✓
fx Dfns Data Sprr Ctr	✓	✓			✓		✓	✓	
fx DMDC							✓		
fx DoD Wage Fxg Authrty	✓				✓		✓	✓	✓
fx DOJ (INS/FBI)	✓				✓				✓
fx DOL	✓				✓		✓		✓
fx DOT (USCG)									
fx Edctnl Instttn	✓	✓	✓	✓	✓				✓
fx EEOC	✓				✓		✓		✓
fx Fclty Mgt					✓				✓
fx Fdrl Exctv Brd	✓		✓	✓	✓				✓
fx Fdrl Rcrd Ctr	✓				✓			✓	
fx FLRA	✓				✓		✓		✓
fx FMCS/Arbtrtr	✓						✓		✓
fx Fmly Sprr Ctr		✓			✓	✓			✓
fx Fnnc'l Instttn	✓				✓				✓
fx GAO	✓							✓	
fx Govt (Frngn/State/Lcl)	✓	✓	✓	✓	✓				✓
fx Inspctg/Invstgtg Org		✓			✓	✓	✓		✓
fx Insrnc/Bnft Agncy	✓				✓				✓

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**CIM CIVILIAN HUMAN RESOURCES MANAGEMENT
SERVICE/EXTERNAL INTERFACE RELATIONAL MATRIX**

	fs Admnstrtn	fs Advc/Asstnc/Cnslg	fs Career Dvlpmt	fs Coordin	fs Instrctn	fs Mediation/Negotiation	fs Mgt	fs Rcrtg	fs Rprsntn
fx Law Enfrcmt Agency	✓				✓				
fx Legal		✓			✓	✓	✓	✓	✓
fx Lgsltv Afr					✓	✓			
fx Mblztn	✓				✓	✓	✓	✓	✓
fx Mdcl	✓				✓	✓			✓
fx Mgt/Prfsnl Assn	✓	✓			✓				✓
fx Mil Prsnl Ofc	✓	✓			✓	✓		✓	✓
fx Mnpwr Ofc (Mil/Civ)	✓				✓	✓	✓	✓	
fx Morale/Wlfr/Rcrtn Actvty	✓				✓	✓	✓	✓	
fx MSPB	✓				✓	✓			✓
fx Natl Grd/FEHA					✓				
fx OMB					✓				
fx OSD	✓				✓	✓			
fx Pblc Afr					✓	✓			✓
fx Prcrmt					✓	✓			✓
fx Pyrl					✓	✓	✓	✓	✓
fx Serty	✓				✓	✓	✓		✓
fx Sfty	✓				✓	✓			✓
fx Social Svc Agency	✓	✓	✓		✓	✓			✓
fx Spcl Intrst Grp	✓	✓	✓		✓	✓	✓		✓
fx Svc Schl	✓				✓	✓	✓	✓	
fx Trvl/Trnsprtn Ofc	✓				✓	✓			✓
fx Union	✓	✓			✓	✓	✓		✓
fx US Dept Of State	✓				✓				
fx US Dept Of Vet Afr	✓		✓		✓				
fx US OPH	✓		✓		✓	✓			✓
fx Vndr/Cntrctr/Prvt Indstry					✓				✓
fx White House	✓				✓				✓

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**CIM CIVILIAN HUMAN RESOURCES MANAGEMENT
IMPACT/TREND RELATIONAL MATRIX**

	i Wk Plc Qlty Of Life/Hlth Iss	i Strct/Mthdlgy Of Dagn/Dvlpnt	i Incrsd Tension/Chngg Need	i Imprv Qlty/Productvty/Plng	i Flxbi Respns Mchnsm	i Dentlzd/Dlgtd/Flxbi Authrty	i Cnsltd/Stndrz For Redcd Force
t Dvrsfcn Of Wrk Force							√
t Focus/Mssn Shft To Thrd Wrld			√				
t Frm/Infrm Refrm Of Cvl Srvc		√					
t Imprvd Reltn Btwn Suprpr	√						
t Incrs Awrns/Chcrn For Envrnmt							√
t Redctn In Rsrc Avlbl				√			
t Tchnlgy Will Cont To Actrt							√

**CIM CIVILIAN HUMAN RESOURCES MANAGEMENT
TREND/VISION ELEMENT RELATIONAL MATRIX**

	t Dvrsfcn Of Wrk Force	t Focus/Mssn Shft To Thrd Wrld	t Frml/Infrml Refrm Of Cvl Srvc	t Imprvd Reltn Btwn Suprpr	t Incrs Awrns/Cncrn For Envrnmt	t Redctn In Rsrc Avblt	t Technlgy Will Cont To Acrlt
v Authrty			✓			✓	✓
v CHRm Profsnlsm			✓			✓	
v EmPLYee	✓		✓			✓	✓
v Info Mgt			✓			✓	✓
v Plcy/Reg	✓		✓			✓	✓
v Plng/Evltn		✓	✓	✓	✓		✓
v Strctr		✓				✓	✓

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**CIM CIVILIAN HUMAN RESOURCES MANAGEMENT
 FUTURE FUNCTIONAL ACTIVITY/VISION ELEMENT RELATIONAL MATRIX**

	fo Orgnztnl Cmpstn	fo Plcmt	fe Wrk Force Reltn	fg Cmpnstr	fi Emplly Dvlpmt	fk Hmn Reltn	fm Info Resrc Mgt
v Authrty	✓	✓	✓	✓	✓	✓	✓
v CHRMs Profsnlsm	✓	✓	✓	✓	✓	✓	✓
v Empllyee	✓	✓	✓	✓	✓	✓	✓
v Info Mgt	✓	✓	✓	✓	✓	✓	✓
v Plcy/Reg	✓	✓	✓	✓	✓	✓	✓
v Plng/Evltn	✓	✓	✓	✓	✓	✓	✓
v Stretr	✓						

