



HCBRM Map

The HC Business Reference Model (HCBRM) functional framework defines Federal Human Capital Management. This map represents the 15 Functions and 54 Sub-functions in the HC lifecycle.

Government-Wide					Enabling		Employee Lifecycle					Supporting		
F1 Federal Human Capital Leadership	F2 Federal Oversight and Evaluation	F3 Federal Vetting	F4 Federal Benefits	F5 Federal Retirement	A1 Agency HC Strategy, Policies, and Operation Plan	A10 Agency Human Capital Evaluation	A2 Talent Acquisition	A3 Talent Development	A4 Employee Performance Management	A5 Compensation and Benefits	A6 Separation and Retirement	A7 Employee Relations and Continuous Vetting	A8 Labor Relations	A9 Workforce Analytics and Employee Records
F1.1 Federal Human Capital Regulation and Policy	F2.1 Human Capital Strategic and Operational Oversight	F3.1 Vetting Standards and Oversight	F4.1 Benefit Program Administration and Oversight	F5.1 Pre-Retirement Activities	A1.1 Workforce Planning	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	A8.1 Labor Management Relations	A9.1 Employee Inquiry Processing
F1.2 Human Capital Service Delivery Management	F2.2 Human Capital Evaluation	F3.2 Suitability and Fitness	F4.2 Benefits Enrollment	F5.2 Retirement Case Processing	A1.2 Human Capital Strategy		A2.2 Candidate Sourcing and Recruitment	A3.2 Talent Development and Training	A4.2 Recognition Management	A5.2 Work Schedule and Leave Management	A6.2 Retirement Planning and Processing	A7.2 Employee Accountability for Performance	A8.2 Negotiated Grievances and Third-Party Proceedings	A9.2 Employee Research
	F2.3 Human Capital Agency Guidance and Evaluation	F3.3 Credentialing	F4.3 Agency Benefits Counseling	F5.3 Post-Retirement Customer Service	A1.3 Position Classification and Position Management		A2.3 Candidate Assessment and Selection	A3.3 Learning Administration	A4.3 Performance Appraisal System Certification for SES and SL/ST	A5.3 Benefits Management		A7.3 Administrative Grievances and Third-Party Proceedings	A8.3 Collective Bargaining	A9.3 Workforce and Performance Analytics
		F3.4 Background Investigation Operations	F4.4 Miscellaneous Benefits		A1.4 Diversity and Inclusion		A2.4 Applicant Screening, Reciprocity, Investigation Request			A5.4 Work-Life Wellness / Employee Assistance Programming		A7.4 Reasonable Accommodations		A9.4 Workforce and Performance Reporting
					A1.5 Employee Engagement		A2.5 Vetting Adjudication					A7.5 Continuous Vetting		A9.5 Employee Records Recordkeeping
							A2.6 New Hire In- processing and Onboarding							A9.6 Employee Records Disclosure

F: OPM-specific functions
A: Agency-specific functions

*Federal Talent Management is defined as the employee lifecycle.