VA BRM (Business Reference Model)

December 15, 2016

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The VA BRM model hierarchically depicts the comprehensive set of categories, capabilities, functions (top three levels) and business functions at levels 4 and below that are owned and defined by the Administrations and Staff Offices.

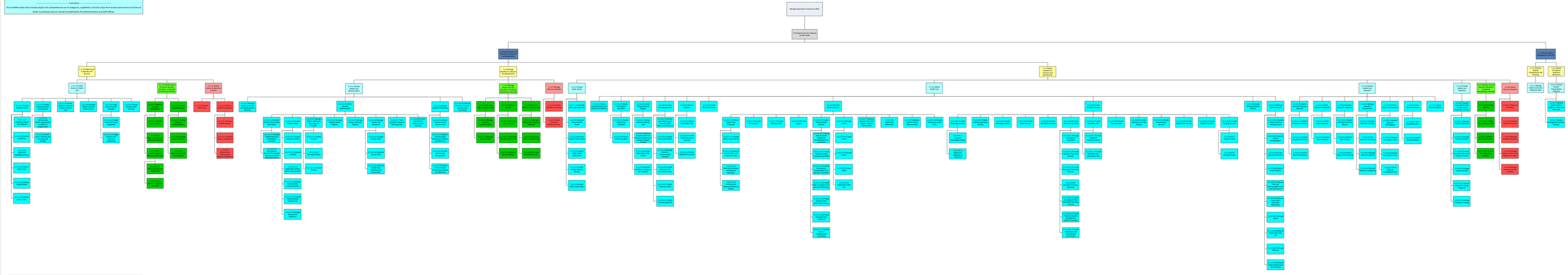
VA BRM (Business Reference Model)

Category 1

December 15, 2016

—Colorized—

The VA BRM model hierarchically depicts the comprehensive set of categories, capabilities, functions (top three levels) and business functions at levels 4 and below that are owned and defined by the Administrations and Staff Offices.


Manage Department of Veterans Affairs
1 Provide Services for Veterans and the Public
1.0 Provide Benefits and Services
1.1 Provide Access to Health Care Services
1.1.1 Provide Primary Care
1.1.1.1 Provide Primary Care Capability
1.1.1.2 Provide Primary Care Guidelines
1.1.1.3 Provide Primary Care Services
1.1.1.4 Provide Diagnostics
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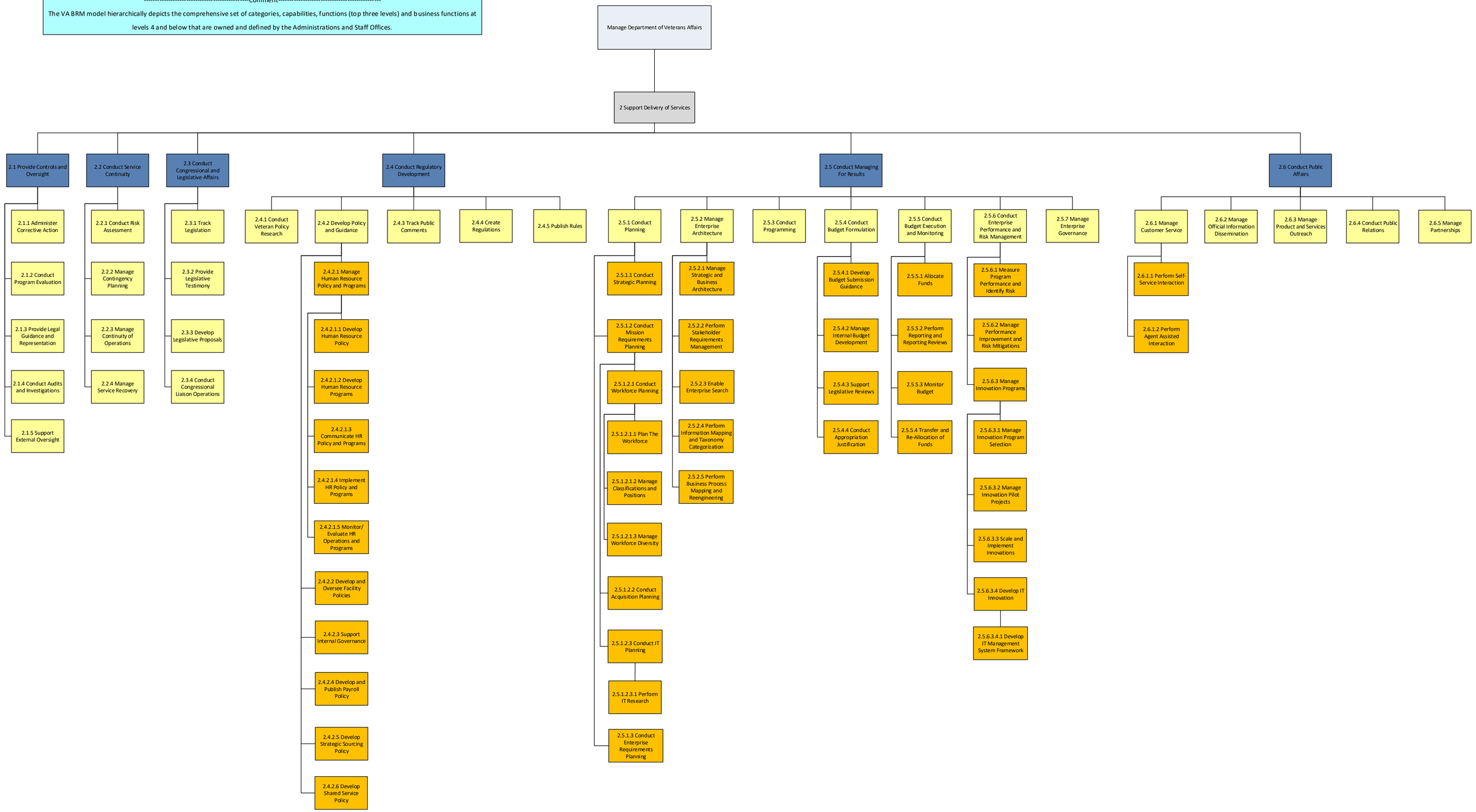
VA BRM (Business Reference Model)

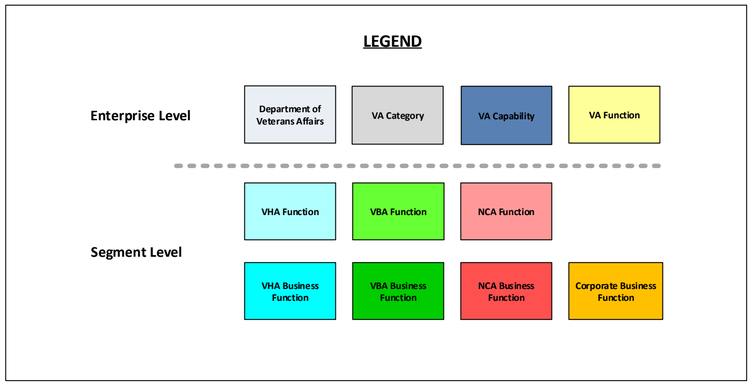
Category 2

December 15, 2016

----------Comment----------

The VA BRM model hierarchically depicts the comprehensive set of categories, capabilities, functions (top three levels) and business functions at levels 4 and below that are owned and defined by the Administrations and Staff Offices.





VA BRM (Business Reference Model)

Category 3

December 15, 2016

----------Comment----------

The VA BRM model hierarchically depicts the comprehensive set of categories, capabilities, functions (top three levels) and business functions at levels 4 and below that are owned and defined by the Administrations and Staff Offices.

- Manage Department of Veterans Affairs
  - 3 Manage Government Resources
    - 3.1 Conduct Administrative Management
      - 3.1.1 Manage Facilities, Fleet, and Equipment
        - 3.1.1.1 Manage Facilities
          - 3.1.1.1.1 Manage Architectural Artifacts
          - 3.1.1.1.2 Perform Facilities Management and Maintenance
          - 3.1.1.1.3 Manage Grounds
        - 3.1.1.2 Manage Fleet
        - 3.1.1.3 Manage Equipment
      - 3.1.2 Manage Help Desk Services
      - 3.1.3 Manage Physical and Personnel Security
      - 3.1.4 Manage Travel Services
        - 3.1.4.1 Perform Permanent Change of Station Moves
        - 3.1.4.2 Manage Temporary Duty (TDY) Assignments
      - 3.1.5 Manage Workplace Policy
      - 3.1.6 Manage Correspondence
      - 3.1.7 Manage VA Asset Sales
    - 3.2 Conduct Financial Management
      - 3.2.1 Manage Accounting
        - 3.2.1.1 Manage Obligations
        - 3.2.1.2 Manage Accruals
        - 3.2.1.3 Manage Leases
        - 3.2.1.4 Account for Property, Plant and Equipment
        - 3.2.1.5 Perform Agent Cashier
        - 3.2.1.6 Manage Inter/Intra Governmental Activity
        - 3.2.1.7 Develop and Publish Financial Policy
      - 3.2.2 Manage Payments
        - 3.2.2.1 Manage Payroll
        - 3.2.2.2 Manage Government Credit Cards
        - 3.2.2.3 Manage Grants
        - 3.2.2.4 Manage Other Payables
      - 3.2.3 Manage Collections and Receivables
      - 3.2.4 Report Financial Information
        - 3.2.4.1 Conduct Actuarial Liabilities
        - 3.2.4.2 Manage Financial Audits and Reviews
        - 3.2.4.3 Provide Conference Reporting
      - 3.2.5 Perform Cost Accounting/ Performance Measurement
      - 3.2.6 Manage Debt Collection
      - 3.2.7 Administer Internal Controls Program
        - 3.2.7.1 Conduct Internal Controls Program Management
        - 3.2.7.2 Conduct Oversight on Internal Controls Over Operations
        - 3.2.7.3 Conduct Oversight on Internal Controls Over Financial Reporting
    - 3.3 Conduct Human Resource Management
      - 3.3.1 Manage Staffing and Recruiting
        - 3.3.1.1 Assess Staffing Needs
        - 3.3.1.2 Recruit Candidates
        - 3.3.1.3 Evaluate Candidates
        - 3.3.1.4 On-Board Employees
      - 3.3.2 Manage Employee Compensation and Benefits
        - 3.3.2.1 Administer Benefits Programs
        - 3.3.2.2 Process Benefit Actions
        - 3.3.2.3 Administer Pay Structures
      - 3.3.3 Administer Employee Performance Management
        - 3.3.3.1 Manage Employee Performance and Outcomes
        - 3.3.3.2 Implement Performance Management and Awards
        - 3.3.3.3 Monitor and Evaluate Performance and Award Programs
      - 3.3.4 Manage Employee Relations
        - 3.3.4.1 Manage Employee Issue Resolution
        - 3.3.4.2 Manage/ Administer Reasonable Accommodation
        - 3.3.4.3 Manage Labor Relations
        - 3.3.4.4 Manage Grievances
        - 3.3.4.5 Execute Third Party Proceedings
      - 3.3.5 Manage Human Resource Development
        - 3.3.5.1 Plan Workforce Development Requirements
        - 3.3.5.2 Build Human Resource Development Mechanisms
        - 3.3.5.3 Communicate Human Resource Development Requirements/ Opportunities
        - 3.3.5.4 Deliver Human Resource Training and Development
          - 3.3.5.4.1 Conduct Finance Training
          - 3.3.5.4.2 Conduct Procurement Training
        - 3.3.5.5 Monitor/ Evaluate Development Results/Approach
      - 3.3.6 Perform Separation Management
      - 3.3.7 Manage Volunteers
    - 3.4 Conduct Information Technology Management
      - 3.4.1 Provide Networks and Telecommunications
        - 3.4.1.1 Monitor Systems and Networks
        - 3.4.1.2 Manage Voice Communications
        - 3.4.1.3 Manage Audio/Video Conferencing Services
        - 3.4.1.4 Manage Email Services
        - 3.4.1.5 Manage Data Exchanges
      - 3.4.2 Provide Platforms and Storage
        - 3.4.2.1 Manage Web Infrastructure
        - 3.4.2.2 Monitor Systems Resource Usage
        - 3.4.2.3 Manage Data Warehouse
        - 3.4.2.4 Provide Data Recovery Services
        - 3.4.2.5 Provide and Maintain IT Infrastructure
          - 3.4.2.5.1 Provide Availability and Capacity Management
          - 3.4.2.5.2 Perform Service Execution and Service Management
          - 3.4.2.5.3 Perform Configuration Management
      - 3.4.3 Manage Application Technology
        - 3.4.3.1 Provide Assistive Technology Services
        - 3.4.3.2 Manage Business Analytics Services
        - 3.4.3.3 Support IT System Development and Integration
          - 3.4.3.3.1 Perform Planning and Requirements Analysis
          - 3.4.3.3.2 Perform Design
          - 3.4.3.3.3 Perform Development
          - 3.4.3.3.4 Perform Testing
          - 3.4.3.3.5 Perform Implementation
          - 3.4.3.3.6 Manage/ Perform Evolution and Maintenance
      - 3.4.4 Provide IT Systems Management
        - 3.4.4.1 Provide Help Desk Services
        - 3.4.4.2 Manage Enterprise Licenses and Software
        - 3.4.4.3 Manage Web Content
        - 3.4.4.4 Manage Customer Feedback
        - 3.4.4.5 Provide IT Case Management Services
        - 3.4.4.6 Manage Issue Tracking
        - 3.4.4.7 Manage Programs and Projects
          - 3.4.4.7.1 Conduct Project Management
          - 3.4.4.7.2 Perform Release Management
          - 3.4.4.7.3 Conduct Change Management
          - 3.4.4.7.4 Manage IT Systems
            - 3.4.4.7.4.1 Manage Procurement IT Systems
            - 3.4.4.7.4.2 Manage Financial Systems
            - 3.4.4.7.4.3 Manage HRM Technology
              - 3.4.4.7.4.3.1 Manage HRM Information
              - 3.4.4.7.4.3.2 Manage HRM Reporting
          - 3.4.4.7.5 Manage Transformations Programs
          - 3.4.4.8 Perform IT Service Continuity Management
      - 3.4.5 Enable Collaboration and Electronic Workplace
        - 3.4.5.1 Transform and Exchange Information
        - 3.4.5.2 Provide Collaboration Tools
        - 3.4.5.3 Manage Data Mining
    - 3.5 Conduct Information Management
      - 3.5.1 Provide Cyber Information Security Services
        - 3.5.1.1 Manage Data Integrity and Privacy
        - 3.5.1.2 Manage Identification, Authentication and Access
        - 3.5.1.3 Manage Data Protection and Cryptography
        - 3.5.1.4 Respond to IT Security Incidents
        - 3.5.1.5 Monitor IT Security Controls
        - 3.5.1.6 Capture and Analysis of Audit Trails
        - 3.5.1.7 Certify and Accredit IT Systems, Applications and Devices
        - 3.5.1.8 Manage Threats and Vulnerabilities
      - 3.5.2 Manage Knowledge and Information
        - 3.5.2.1 Manage Communities
        - 3.5.2.2 Manage Documentation and Workflow
        - 3.5.2.3 Manage Information Discovery Services
        - 3.5.2.4 Manage Knowledge Capture Services
        - 3.5.2.5 Manage Knowledge Distribution and Delivery Services
        - 3.5.2.6 Perform Enterprise Data Management
          - 3.5.2.6.1 Perform Master Data Management
          - 3.5.2.6.2 Perform Meta Data Management
          - 3.5.2.6.3 Perform Data Analytics
            - 3.5.2.6.3.1 Perform Financial Data Analytics
      - 3.5.3 Manage Government Records
    - 3.6 Conduct Supply Chain Management
      - 3.6.1 Acquire Goods and Services
        - 3.6.1.1 Buy Goods and Services
          - 3.6.1.1.1 Conduct Pre-Planning
          - 3.6.1.1.2 Conduct Solicitation
          - 3.6.1.1.3 Conduct Evaluation
          - 3.6.1.1.4 Conduct Award
          - 3.6.1.1.5 Manage Contracts and Acquisitions
          - 3.6.1.1.6 Conduct Close Out
        - 3.6.1.2 Manage Procurement Policy
        - 3.6.1.3 Provide Procurement Oversight
        - 3.6.1.4 Provide Procurement Administrative Support
          - 3.6.1.4.1 Perform Finance Contract Support
          - 3.6.1.4.2 Provide other Contract Support and Subject Matter Expertise
        - 3.6.1.5 Manage Receipt of Materials
      - 3.6.2 Manage Inventory
      - 3.6.3 Manage Logistics

LEGEND

Enterprise Level	Department of Veterans Affairs	VA Category	VA Capability	VA Function
Segment Level	VHA Function	VBA Function	NCA Function	
	VHA Business Function	VBA Business Function	NCA Business Function	Corporate Business Function