

DEFENSE HUMAN RESOURCES ACTIVITY

STRATEGIC PLAN



MISSION STATEMENT

Defense Human Resources Activity (DHRA) enhances the operational effectiveness and efficiency of a host of dynamic and diverse programs supporting the Office of the Under Secretary of Defense for Personnel and Readiness. DHRA combines centralized management of operations and administrative oversight with decentralized program guidance. The Field Activity supports policy development performing cutting-edge research and expert analysis, supports readiness and departmental reengineering efforts, manages the largest automated personnel data repositories in the world, prepares tomorrow's leaders through robust developmental programs, supports recruiting and retaining the best and brightest, and delivers both benefits and critical services to warfighters and their families.

VISION STATEMENT

The Defense Human Resources Activity strives to become the premier provider of services to Departmental leaders, civilians, military members, their families, and retirees. To meet this challenge, DHRA will relentlessly pursue new perspectives and insights to provide innovative, targeted solutions and the best, most cost-effective programs and services to our clients.

ORGANIZATIONAL GOALS, STRATEGIES & TACTICS

GOAL 1: Ensure Exceptional Client Service and Satisfaction

STRATEGY:

- 1.1 Conduct formal and informal client assessments
- 1.2 Identify opportunities to share lessons learned and best practices among Components
- 1.3 Leverage existing infrastructures and technologies to respond to emerging requirements

TACTIC/ACTION PLAN:

- 1.1 Use the Biennial Review and other ad hoc feedback mechanisms to measure the success of DHRA Products and Services throughout each fiscal year. Clearly note results in Budget Formulation/Justification submissions as appropriate during the September and January data calls
- 1.2 Establish and maintain listings of key constituencies for products and services

- 1.2.1 Improve internal DHRA communications by conducting monthly and quarterly meetings as needed, and promote content updates on the DHRA website on a quarterly basis.
- 1.3 Identify points of delivery, supporting infrastructure, existing mechanisms, requirements, and the potential for shared resources during budget formulation and justification reviews.

GOAL 2: Complete Budget and Performance Integration at Every Level

STRATEGY:

- 2.1 Annually review budget formulation documents to clearly identify Assessable Units and establish measurable performance criteria for each unit.
- 2.2 Review execution plans and ability to reach targets on a monthly and quarterly basis.
- 2.3 Include integration of budget and performance in performance plans for employees responsible for Assessable Units.

TACTIC/ACTION PLAN:

- 2.1 Clearly identify Assessable Units and formally establish appropriate performance metrics for each unit to measure effectiveness of programs during the September and January data calls.
- 2.2 Component Directors will proactively identify resources that should be made available for internal redirection, or for redirection by OUSD Comptroller as appropriate on a monthly and quarterly basis.
- 2.3 Review execution plans and ability to reach targets on a monthly and quarterly basis and adjust funding if needed.

GOAL 3: Combine Employee Development with Organizational Opportunity in Strategic Workforce Planning

STRATEGY:

- 3.1 Ensure high performers are given career broadening experiences in temporary assignments, details and working groups to take advantage of mission diversity.
- 3.2 Components will maintain adequate funding for training.
- 3.3 Review current workforce structure and identify potential risks and vulnerabilities.
- 3.4 Conduct formal Component reviews of organizational structure and hierarchies.
- 3.5 Identify Component cross-servicing opportunities to improve programs, products or services.

TACTIC/ACTION PLAN:

- 3.1 Establish formal mentoring and cross Component details for high performing employees who receive “Exceptional” performance ratings during FY 2008.
- 3.2 Review training budget and execution rates by Component. Share best practice information on training offerings and programs. Develop standard formula for minimum percentage to be spent on employee development and hold Components to that standard during budget formulation cycles in September and December each year.
- 3.3 Evaluate use of contractors vs civilian and military manpower as part of the Management Control program by establishing Component staff mix ratios by the end of FY 2008.
- 3.4 Review grade structure and promotion potential to identify best practices and organizational opportunities.
- 3.5 Establish working groups during FY 2008 to identify programs with shared characteristics and temporarily exchange high performing staff in 120 day rotations as appropriate to generate innovative ideas and improve communications.

Goal 4: Maintain the Highest Levels of Quality Assurance

STRATEGY:

- 4.1 Develop and promote standards of excellence for implementation throughout the Field Activity.
- 4.2 Continuously examine and improve Quality Assurance and standard operating procedures for work performed.
- 4.3 Conduct reviews of completed work and delivered products and services to share best practices.
- 4.4. Clearly define the importance of Quality Assurance as it relates to risk management.

TACTIC/ACTION PLAN:

- 4.1 Establish and clearly define the commitment to quality and expected performance levels in Performance Standards throughout the Field Activity during the annual performance cycle.
- 4.2 Establish Quality Assurance methodology for each Assessable Unit during 1st QTR 2008 and include data in budget justification documents during the following budget data call.
- 4.3 Include Quality Assurance elements in Annual Customer Satisfaction Assessments conducted during FY 2008.
- 4.4 Include information Quality Assurance programs in Management Control Program Vulnerability Assessment conducted during the 3rd QTR of each Fiscal Year.