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# STRATEGIC PLAN

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## BACKGROUND

**The Defense Human Resources Activity (DHRA)** is a Department of Defense Field Activity under the authority, direction, and control of the Under Secretary of Defense (Personnel and Readiness) (USD (P&R)). The USD (P&R) is the Director of DHRA and the Deputy Under Secretary of Defense (Program Integration) is the Deputy Director.

The Field Activity was established in 1996 to give the USD P&R greater oversight and flexibility in coordinating the work of several components that directly support Personnel and Readiness through the administration of personnel policies, maintenance of comprehensive manpower and personnel databases, and a variety of civilian education and research programs.

- **The Civilian Personnel Management Service - CPMS** manages and administers the Department's corporate level civilian human resources program, provides personnel policy support through research and interpretation, provides associated information management, and civilian personnel administrative and program management services to the DoD Components at all operating levels.
- **The Defense Manpower Data Center - DMDC** is the central repository of the DoD Human Resource Information, both current and historic. Its mission is to collect, provide and utilize this information for the benefit of decision makers of the DoD and other government agencies and the members of the DoD. The Personnel Identity Protection (PIP) Program develops and enhances identity protection, and physical and logical access.
- **Joint Requirements and Integration Office - JR&IO** supports the DUSD (PI)'s role as executive leader for all human resource acquisition activities, including portfolio management, encompassing both military and civilian systems. JR&IO also leads Business Process Reengineering for the military human resources community both internal to DoD and in information exchange with other Federal Agencies. JR&IO is responsible for Information Management/Information Technology (IM/IT), Data



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Administration, and CIO policy issues within the Office of the Under Secretary of Defense (Personnel and Readiness) (OUSD (P&R)).

- **The Defense Personnel Security Research Center - PERSEREC** supports DoD Components and members of the Intelligence Community by performing personnel security research analysis as well as evaluating improvements in personnel security procedures, programs, and policies.
- **Employee Support of the Guard and Reserve – ESGR** The mission of ESGR is to gain and maintain support from all public and private employers for the men and women of the National Guard and Reserve as defined by demonstrated employer commitment to employee military service. This headquarters provides policy, guidance, oversight, and financial and logistics support to a nationwide network of over 4200 volunteers organized in to 55 state and territory Committees carrying out the ESGR mission at the local level.
- **DACOWITS The Defense Advisory Committee on Women in the Services – DACOWITS** provides DoD with advice and recommendations on matters and policies relating to the recruitment and retention, treatment, employment, integration, and well-being of women in the Armed Forces. The Committee also provides advice and recommendations on family related issues.
- **The Office of the Actuary** The DoD Office of the Actuary provides actuarial expertise on all matters relating to military compensation and benefits. It performs annual valuations of the military retirement system, education benefits under the Montgomery G. I. Bill, health care for the military retired population, and the Voluntary Separation Incentive program. These valuations include projecting personnel, pay and benefits, and calculating annual DoD contribution costs, as well as determining program unfunded liabilities and their amortizations. The Office also responds to requests for cost estimates of proposed changes in benefits from DoD, other government agencies, military service support groups, and private industry.
- **Federal Voting Assistance Program - FVAP** Administers the Uniformed and Overseas Citizens Absentee Voting Act, 42 USC 1973ff (UOCAVA).



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The Act covers the voting rights of all members of the Uniformed Services, merchant marine, their family members and all other U.S. citizens outside the United States. Management of the Program requires coordination with Executive Branch Departments and Agencies, the Congress, State and Local Governments, political parties, U.S. Companies, national organizations and international organizations. The Program conducts national and international “Get Out the Vote” campaigns and maintains the automated Voting Information Center. It administers portions of the National Defense Authorization Act of FY 02, the Help America Vote Act of 2002 and the National Defense Authorization Act of FY 05, as they pertain to voting by citizens covered by the UOCAVA and the National Voter Registration Act of 1993, which designates Armed Forces Recruiting Stations as Voter Registration Agencies.

### MISSION

DHRA programs support a variety of the USD (P&R)'s requirements regarding policy and guidance for human resources issues. DHRA provides large-scale automated systems reengineering and business process reengineering support. The Field Activity provides information management and administrative services to the DoD Components as well as Department-wide guidance on issues including civilian personnel policy, professional development programs, and personnel security. DHRA is the DoD source for the collection and archiving of manpower data, as well as providing management information based on research and analysis of resources and other related functional area databases for the Department. DHRA is a dynamic organization involved in the implementation of reorganization, reform and restructuring within the Office of the USD (P&R).

### VISION

The Department of Defense has established an operating environment that embraces the development of improved business practices, achieves cost-savings, and provides top-notch client service using the cutting edge of available information technologies. The Defense Human Resources Activity is a recognized leader and provider-of-choice to clients throughout both the Department and the Federal Government. The Field Activity strives to achieve organizational and operating efficiencies to provide better, more cost-effective programs and services to its clients.



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DHRA's challenge is to balance, streamline, and consolidate internal functions without sacrificing the abilities that have led to past success and to recognize the challenges that lay ahead. Organizational planning must include strategies that review and reform existing processes, address workforce planning, integrate budget and performance metrics, and improve existing financial management practices. New and expanding missions and initiatives should take advantage of competitive sourcing opportunities and electronic government expansion.

## CORE VALUES

Core values establish the basic priorities and operational goals within an organization. DHRA has defined the following guidelines that will enable the Field Activity to achieve its vision and accomplish its mission through FY 2007 and beyond:

- Client Service and Satisfaction
- Budget and Performance Integration
- Strategic Workforce Planning
- Quality Assurance
- Improved Financial Management

## GOALS AND STRATEGIES

### **CLIENT SERVICE AND SATISFACTION**

Maintain the highest standards for Client Service and Satisfaction by establishing and clearly defining Client Service and Client Satisfaction goals for DHRA staff in Performance Standards throughout the Activity that include but are not limited to:

- Representing DHRA in a manner that reflects positively on the Field Activity.
- Responding to requirements and requests completely and effectively.
- Providing information and support in a positive manner.
- Identifying best processes for addressing client requirements.
- Resolving complaints or problems in an efficient and effective manner.



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- Educating clients on the products and services available within DHRA.
- Developing and maintaining strong cooperative working relationships with clients.
- Expanding Electronic Government to provide greater services at lower costs to meet public demand.

### **BUDGET AND PERFORMANCE INTEGRATION**

Improvements in workforce planning, competitive sourcing, improved financial management and the expansion of electronic government must be linked to improved results. Performance measures must be clearly defined and integrated into budget submissions as well as operational policies. Performance measures will be used to monitor programs, distribute resources, and increase Program Manager accountability.

- Program Managers must be given control over the use of their resources and the flexibility to use them efficiently.
- Performance goals must be clearly articulated, specific, measurable, achievable, repeatable and timely.
- All Program Managers should understand the purpose or relevance of their program to the Department, engage in long and short term strategic planning, use effective program management tools, and review results and achievements on a recurring basis.
- Information on results should be comprehensive, collected in a timely fashion, and easily accessible.

### **STRATEGIC WORKFORCE PLANNING**

Downsizing efforts are often set in motion without sufficient planning for its effects on performance. Reductions and hiring freezes helped to reduce the number of employees, but they also reduced the influx of people with new knowledge, new energy, and new ideas - depleting the reservoir of future leaders and managers.

- The Field Activity must develop new methods to reward excellence, establish consequences for mediocre performance, and engage in long-range workforce structure analysis and planning.



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- DHRA will create and foster existing mentoring programs to expand the experience and knowledge of the potential future managers and leaders throughout the organization.
- DHRA will explore and engage in all available programs that provide greater flexibility in personnel management and allow for aggressive recruitment and development of skilled, knowledgeable, diverse, and high performance employees.
- The Field Activity will develop programs that provide funding for educational opportunities to develop its best performers.
- Core competencies will be identified and decisions will be made to either build the civilian workforce or contract for services in the private sector.

### QUALITY ASSURANCE

Develop and maintain standards for excellence to be implemented throughout the Field Activity by establishing and clearly defining DHRA's commitment to quality and expected performance levels in Performance Standards throughout the Activity that include but are not limited to:

- Providing products and services of the highest quality that are accurate and technically sound.
- Continuously examining and improving quality control and standard operating procedures for the work performed.
- Conducting reviews of completed work and delivered products and services to assure continued client satisfaction and provide an opportunity for process improvements in future undertakings.

### IMPROVED FINANCIAL MANAGEMENT

Establish internal procedures that allow for the most effective management of resources while promoting DHRA's Core Values. Establish and clearly define Financial Management goals in Performance Standards throughout the Field Activity that include but are not limited to:

- Identifying opportunities for establishing new internal business processes that improve operations and/or achieve efficiencies within the Field Activity.



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- Maintaining Activity-wide internal control procedures for management of existing resources.
- Maintaining cognizance of major programs throughout the Field Activity and the USD (P&R)'s priorities.
- Maintaining flexibility in the management and distribution of resources to address emerging requirements and new priorities.
- Fulfilling all reporting requirements set forth by Congress and OSD.
- Establishing Activity-wide standard operating procedures for Personnel and Performance Management, Travel and Training programs.

### ENVIRONMENTAL ASSESSMENT

#### STRENGTHS

- Reputation for excellent client service and satisfaction throughout the Department.
- Recognized authority for civilian personnel policy and automated data management.
- Extensive knowledge regarding Information Technologies.
- Experience in implementing reengineering initiatives.
- Consistent achievement of cost-savings goals.
- Flexibility in directing resources to better serve the USD (P&R)'s requirements.
- Experienced leadership.
- Site locations throughout CONUS and major OCONUS installations allow for regionalized and personalized service to clients.
- Excellent internal support systems.
- Extensive experience in establishing new functions to address new missions affecting Personnel and Readiness.
- DHRA has developed a cohesive corporate identity.

#### WEAKNESSES

- No DHRA-wide review and planning process currently exists.
- Some DHRA-wide standard operating procedures are in place, but a comprehensive program is still to be implemented.



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- A comprehensive review of the existing Force Protection and Continuity of Operations Plans is underway

### INTERNAL CONTROLS

DHRA Headquarters develops and maintains overarching policies and procedures as needed to achieve identified goals and objectives and assure effective internal controls are in place. Internal information reporting requirements include workyear execution, end strength levels, funding execution, budgeting, and status reports pertaining to Programs, Projects, and Infrastructure support efforts within the Field Activity. DHRA's Executive Director has the authority to establish internal reporting requirements as needed.

DHRA will achieve a clean audit opinion no later than FY 2007.

### FUTURE CONSIDERATIONS

Over the course of DHRA's development as a Field Activity supporting the OUSD (P&R), it has become evident that the organization's fluidity and adaptability are among its greatest strengths. DHRA offers an effective support network with over many years of corporate knowledge regarding personnel and readiness issues, and a staff with expertise in a multitude of functional areas. New missions and taskings are often unaccompanied by additional funding. The ability to accept and fund new missions by using existing infrastructure and realigning savings achieved through streamlining is invaluable to the Department.

Corporate level reviews and analysis are needed to best implement reorganization and reform to optimize the use of resources. Workforce strategic planning takes place at the component level when DHRA-wide efforts may be able to yield the best results. There are benefits to be gained and potential cost savings to be achieved through corporate level long and short term planning. Identifying high performance programs, through accurate reviews of program performance, will allow DHRA to integrate performance and cost. Using this strategy, high performing programs will be reinforced and non-performing activities can be redirected, reformed or terminated. DHRA must take advantage of the current trend in performance oriented budgeting and management in order to create a well balanced, streamlined, and appropriately funded organization.