

Defense Human Resources Activity



Strategic Plan

FY 2022-2028

Overview, Approach, & Base Plan

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Message from the Director



William H. Booth
Director, DHRA

The Secretary of Defense, the Honorable Lloyd Austin, released a message to the Force on March 4, 2021. In that message, the Secretary outlined three priorities for the Department of Defense (DoD): defend the Nation, take care of our people, and succeed through teamwork.

Taking care of people has always been the focus of the Defense Human Resources Activity (DHRA). Over the last 25 years, the Department has increasingly relied on DHRA to execute an expanding portfolio of people-focused programs. Today, DHRA manages 22 DoD programs, providing worldwide services across six areas: personnel analytics, civilian personnel management, personnel data and systems, diversity management, prevention and resilience, and broad defense support services.

Our mission is to execute and enhance DoD programs. To enhance our programs in a fiscally constrained environment, we will return to the basics. **Our focus will be on three priorities: (1) enriching our culture of service; (2) reinforcing our enterprise; and, (3) maturing our programs.**

Culture is what makes us, us. Ours is a culture of service grounded in a shared commitment to our vision and values. We endeavor to foster an environment of respectful collaboration, barrier-free communication, and work-life balance. Because we are more than our jobs, we will continue to deepen our focus on the total person.

We will reinforce our enterprise by maximizing communication and collaboration, minimizing friction in our internal shared services, and continuing to build synergy across our strategy, programs, and organizational structure.

To mature our programs and safeguard continued success, we will review programs through a common lens to inform future initiatives focused on: (1) credible, discoverable, predictable, and simple processes; (2) modern, secure, user-friendly technology; and, (3) fully trained and professionally developed people.

I am proud of the work DHRA does to support the DoD, humbled by the dedication of DHRA's workforce, and thankful to be part of the DHRA family. I look forward to working alongside you as we continue to serve the Department, our customers, and one another.

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William H. Booth
Director, DHRA

Our Value to the Department of Defense

DHRA has been executing and enhancing high-impact, people-focused programs spanning DoD since 1996. DHRA delivers world-class services through disciplined business acumen, tightly optimized processes, and secure personnel data and systems. For over 25 years, DoD has continued to expand its reliance on DHRA through the transfer or centralization of key Department-wide programs. Today, every member of the DoD is supported by DHRA's services.

Examples of Our Services

Data & Systems

- Civilian HR systems
- Eligibility for DoD benefits and TRICARE enrollment
- Identity credential management (e.g., Common Access Cards)
- Personnel data privacy and security

Civilian Personnel

- Recruitment and retention of civilians
- Benefits and compensation
- Executive resource management
- Labor Employee Relations

Support Services

- Absentee voting assistance
- Commercial travel
- Language, regional expertise, and culture
- Military-Civilian transition
- Non-traditional education
- Support of the Guard and Reserve



Diversity Management

- Cultural awareness
- Diversity, equity, & inclusion
- Equal employment opportunity
- Women in the Armed Forces

Sexual Assault Prevention

- Assessments
- Prevention operations
- Safe helpline
- Victim assistance

Suicide Prevention

- Policy and advocacy
- Suicide prevention strategy
- Data and surveillance
- Outreach and education

Personnel Analytics

- Annual valuations for military retirement and Montgomery G.I. Bill
- Housing and cost of living allowances
- Market research for recruiting

The Field Activity supports policy development by 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.

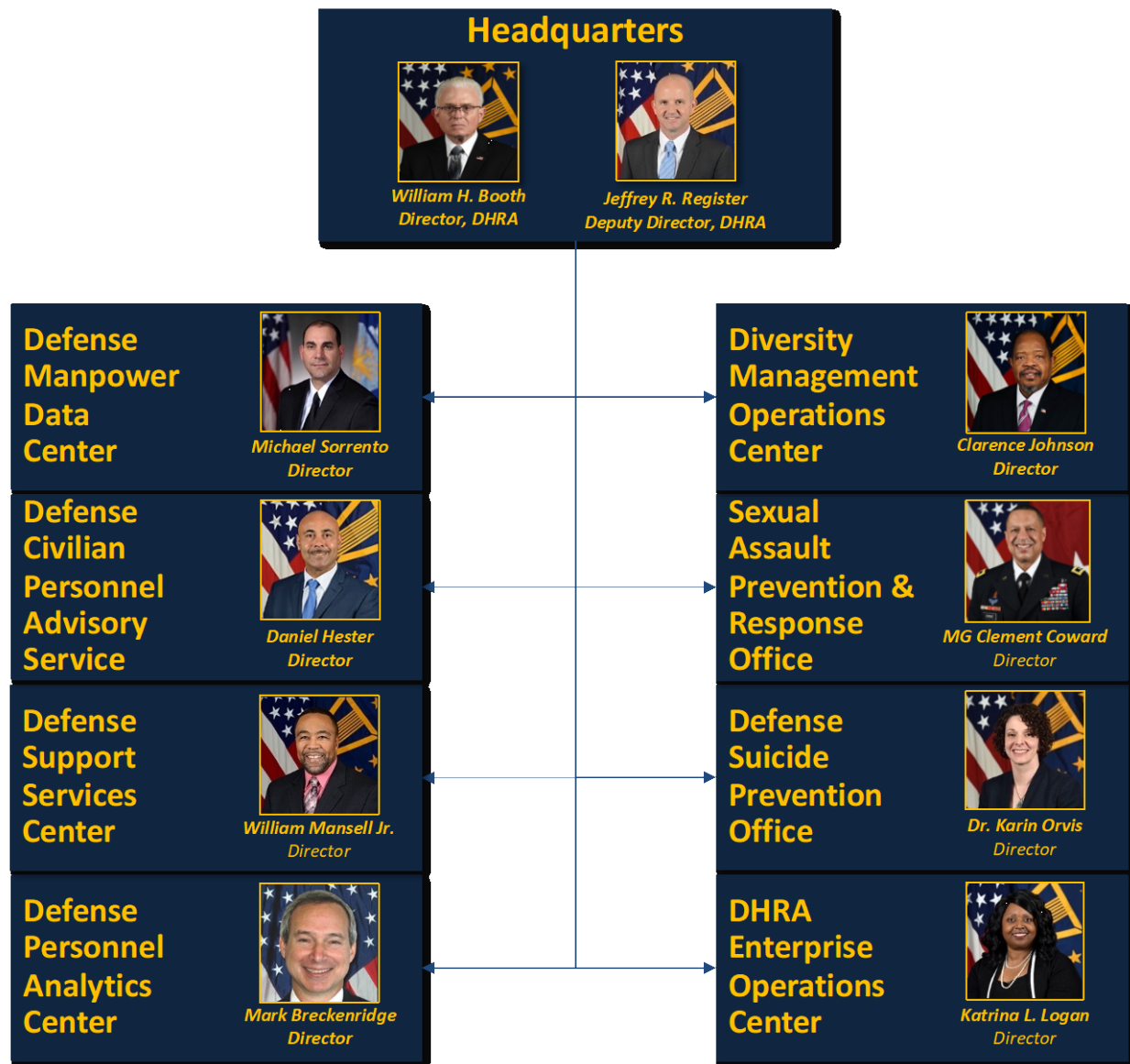
Beyond its own workforce, DHRA supports a broad network of highly valued Service members, DoD civilians, and volunteers who work in partnership with DHRA to achieve mission success.

Providing friction-free services so customers can stay focused on their missions

Field Activity Overview

Leadership and Structure

DHRA is a Field Activity of the Under Secretary of Defense for Personnel & Readiness, serving as an intermediate headquarters responsible with executing people-focused programs on behalf of DoD.



The Headquarters is supported by eight subordinate organizations.

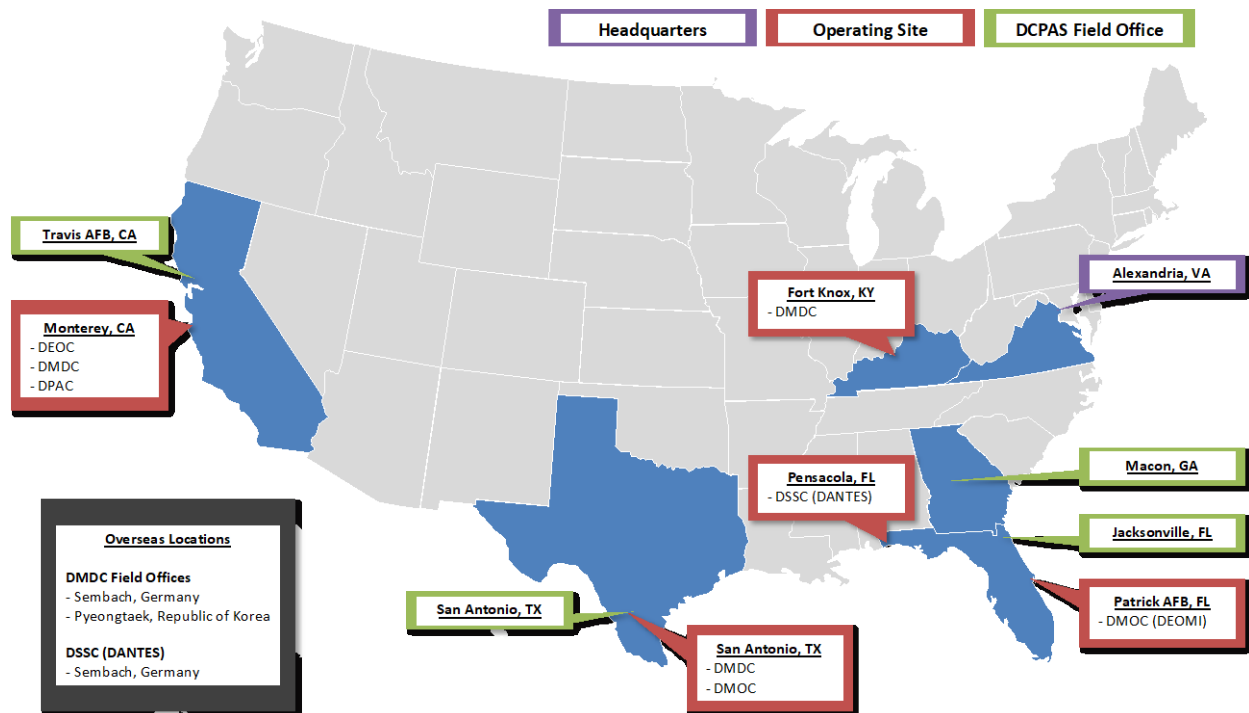
- Defense Civilian Personnel Advisory Service (DCPAS)
- Diversity Management Operations Center (DMOC)
- Defense Manpower Data Center (DMDC)
- Defense Personnel Analytics Center (DPAC)

- Defense Suicide Prevention Office (DSPO)
- Defense Support Services Center (DSSC)
- Sexual Assault Prevention and Response Office (SAPRO)
- DHRA Enterprise Operations Center (DEOC)

Posture

DHRA is postured worldwide to provide timely services to its stakeholders and customers.

Operating Locations



Mission

Execute and enhance diverse programs supporting the Department of Defense under the direction of the Under Secretary of Defense for Personnel and Readiness.

Vision

Deliver consistently exceptional strategic services to our diverse customer base.

Values & Commitments

Our Values

- Accountability. Responsibility for the actions and performance of one another, individually and collectively.
- Empathy. Ability to understand and share the feelings of another.
- Flexibility. Ability and willingness to adjust one's thinking and behavior.
- Optimism. Tendency to look on the positive side regarding conditions and likely outcomes.
- Respect. Esteem or a sense of one another's worth.
- Trust. Reliance on the integrity and ability of one another.

As leaders and supervisors, we are committed to:

- Achieving mission success by setting clear, achievable expectations for our teams and affording them the flexibility to adapt to changing guidance, priorities, and circumstances
- Holding ourselves accountable for our team's performance and conduct, while allowing them to make mistakes and learn
- Communicating authentically with our teams, listening and acting on their recommendations and concerns, and treating everyone with respect
- Mentoring and supporting the professional development of our team members
- Maintaining high team morale by supporting work-life balance
- Recognizing members of our teams who embody our culture of service

As individuals, we are each committed to:

- Sustaining high performance and conduct, maintaining a positive attitude, and holding ourselves accountable
- Communicating genuinely with our colleagues, even if the topic is difficult
- Collaborating regularly with our colleagues
- Listening to our colleagues with respect and empathy, seeking to understand
- Remaining flexible and adapting to an ever-changing environment
- Being trustworthy, always

Strategic Approach

Assumptions

This strategy is based on the following assumptions, which should be periodically reevaluated and updated.

- (1) DHRA's mission and portfolio will remain largely consistent with the current portfolio.
- (2) Realignment of programs into or out of DHRA will include associated resources.
- (3) Resourcing will show zero real growth and could be further constrained by DoD cost-cutting measures.
- (4) Challenges regarding the value of centralized versus decentralized services will persist.
- (5) DHRA will face ongoing competition for skilled talent from the commercial sector.

Priority 1: Enrich Our Culture of Service

DHRA has delivered exceptional services to warfighters, their families, and the DoD for 25 years. Our success is deeply rooted in our people and DHRA's culture, which are sustained by common values and an unwavering commitment to serving our customers and one another. Culture is what makes us...us. *Ours is a culture of service.* We strive to get to "yes" whenever someone asks for our help, inside or outside the organization.

Enriching our culture is our highest priority. The better we care for our people, the better our people will care for our customers. We will foster an environment that unlocks the full potential of our people, enabling them to achieve peak performance, adapt to emerging challenges, and feel a deep sense of service to something greater than themselves.

This plan will focus on three essentials relative to our people and culture:

- Get internal people support services right.
- Create the conditions for cohesive interpersonal connections at every level.
- See and embrace each employee as a total person.

Priority 2: Reinforce Our Enterprise

DHRA was once considered a confederation of self-contained Components, loosely managed by an intermediate headquarters. At its most diffuse, DHRA had 14 subordinate organizations. DHRA has since streamlined itself to eight highly integrated and specialized Centers/Offices. Mirroring its shared services model for the Department of Defense, DHRA now leverages internal shared services to maximize cost effectiveness and optimize performance.

Although DHRA has made several advancements, more work remains to be done. We will continue this work by focusing on five key areas.

- Maximize communication and collaboration at all levels and across all organizations from governance to program management.

- Achieve friction-free enterprise processes to elevate support to our Centers/Offices.
- Utilize enterprise services to prototype processes and technology enhancements to inform potential improvements to our strategic services.
- Continue seeking synergy across our strategy, programs, and organizational structure.
- Shore up our newest Centers, ensuring each has the necessary support to thrive.

Priority 3: Mature Our Programs

DHRA's mission is to execute and *enhance* DoD programs. The first step toward developing an enterprise approach to enhancing our programs is to develop a common lens through which we assess program maturity. Our program maturity model will address four common dimensions: business, processes, technology, and people. Examples of areas addressed within each dimension include:

- **Business functions:** planning, policy, governance, resourcing, posture, scaling, procurement.
- **Processes:** discoverability, ease of use, predictability, responsiveness.
- **Technology:** acquisition, accreditation, architecture, data management, security, usability.
- **People:** skillsets, communication, people networks, effective engagement.

While we will strive to standardize this model, we will tailor it as appropriate to ensure the best understanding of a program's maturity. The maturity model is a tool and is not intended to constrain the operational freedom of the Center Directors.

Operating Imperative: Optimize

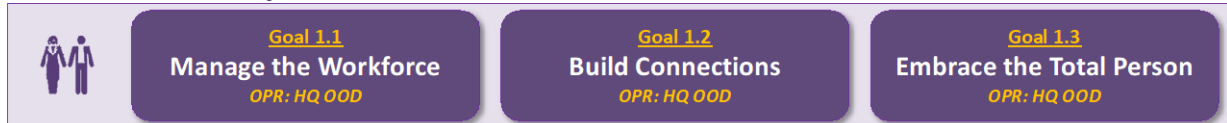
Given our financial constraints and our ongoing mission to enhance DoD programs, we must focus on optimizing every aspect of our services if we are to provide the greatest benefit to our customers, the Department of Defense, and the Nation. Optimization is not about perfection but about doing our very best within our operational constraints.

We should answer this question for every enterprise or strategic service we provide: "If this was easy, how would it look?" We will keep this question in mind as we design our program maturity model, assess our maturity levels, and consider future initiatives.

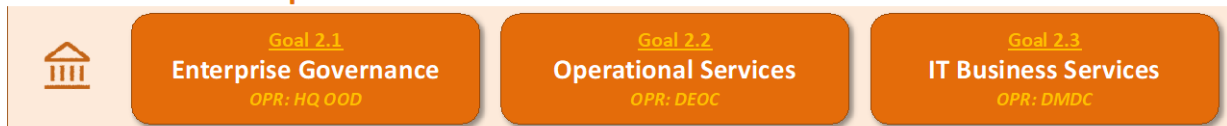
Base Plan

This plan is based on five primary elements: focus areas, goals, programs, measures, and initiatives. Focus areas broadly group goals into three primary efforts: (1) people; (2) enterprise (i.e., internal) services; and, (3) strategic services. The goals further delineate our efforts within a focus area. Programs with steady-state measures are then aligned to each goal, establishing the foundation for the programming phase. Finally, initiatives represent discrete efforts to enhance our programs.

Focus Area 1: People



Focus Area 2: Enterprise Services



Focus Area 3: Strategic Services

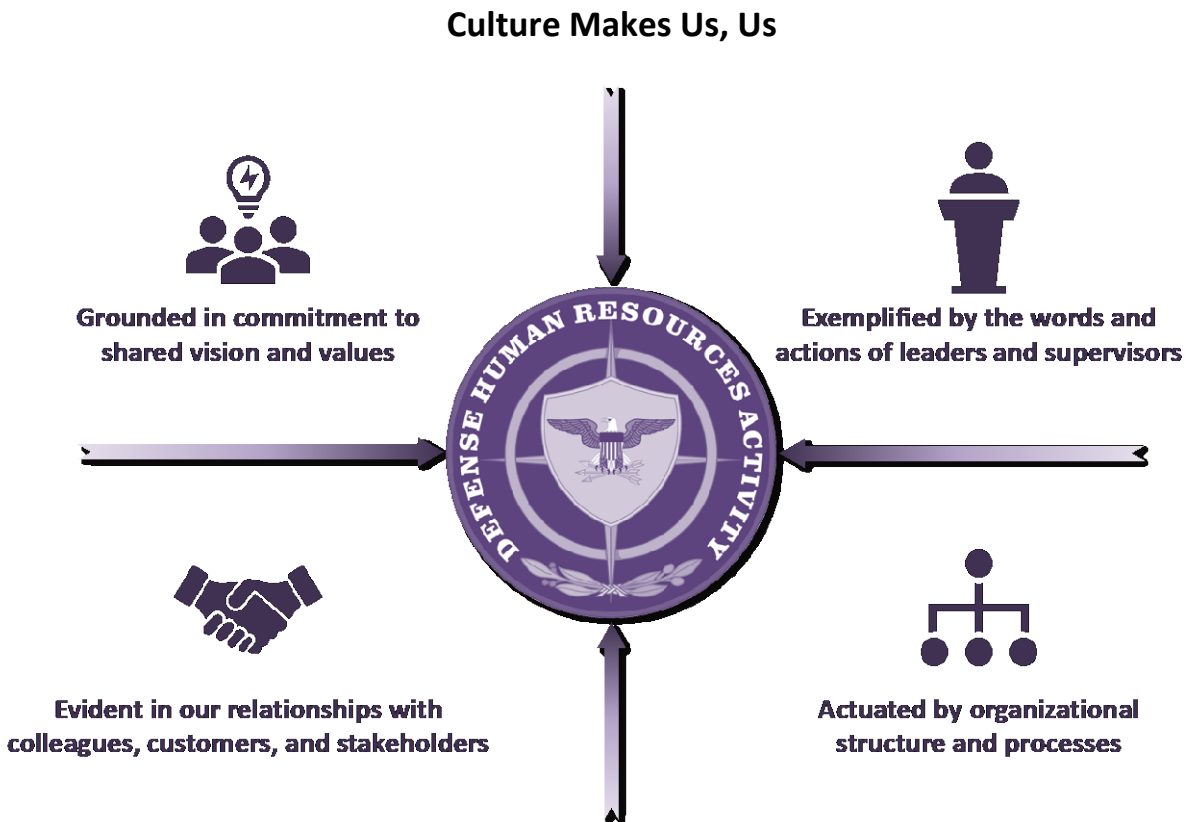


Focus Area 1: People

Our most critical asset as a Department is our people. We remain the preeminent fighting force in the world because of our personnel in and out of uniform, and I have never had more confidence in our ability to meet the security challenges of today and tomorrow. To maintain that advantage, we will build opportunities for growth and development in the Department, invest in training and education, and create new opportunities for advancement that drive promotion and retention for our total workforce - civilian and military. We will focus our efforts on building out a range of skills and capabilities among the workforce and removing barriers that limit our people from realizing their full potential as partners in the work of the DoD. **[DoD Memo from Secretary of Defense Lloyd Austin, Message to the Force, on March 4, 2021]**

DHRA provides high-impact services, and our people are our most valuable assets. Success of the enterprise depends on reinforcing our culture and getting human resources essentials right. When the work is put before our people, there is a risk of burning them out, destroying morale, and creating a toxic work environment. Consequently, the best talent leaves, taking vital experience and knowledge

with them. As a people-focused organization, DHRA has long prioritized its employees, but we are resolved to being a leading employer of choice for the Nation's skilled talent. So, what is organizational culture?

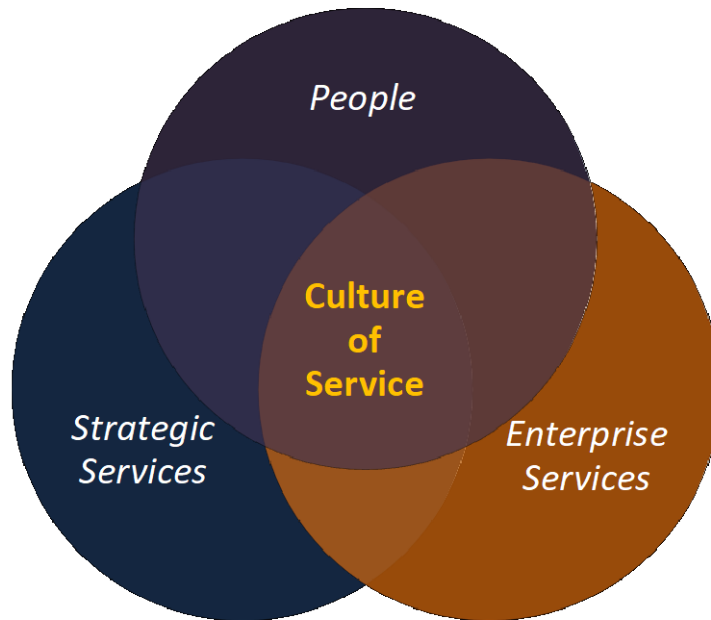


Organizational culture arises from our shared vision and values, is exemplified in our conduct, and is evident in the way we treat one another. Culture is actuated through our organizational structure and processes.

Beyond the basics of any good organizational culture, DHRA's culture is rooted in the service. You will find that spirit embedded in everything we do. Service is our great unifier. In service to the Department, our customers, and one another, we focus on three core areas.

- Get internal people support services right.
- Maintain the conditions for cohesive interpersonal connections.
- Embrace each employee as a total person.

Service is in Our DNA



The collection of values and commitments that unite us in common pursuit of service excellence to one another and our customers

Goal 1.1: Manage the Workforce

Executive Sponsor.



Jeffrey R. Register
Deputy Director, DHRA
Headquarters Office of the Director

Goal Statement: Effective management of the DHRA enterprise workforce.

End State: DHRA attracts and maintains a highly capable staff managed through efficient and effective workforce management processes.

Outcome(s).

- O1: Workforce management related processes are discoverable, intuitive, predictable, responsive, trackable, efficient, and effective.

Program(s).

- P1: Headquarters Defense Human Resources Activity (HQ DHRA)

Initiatives.

- DHRA Policy Documentation
- Functional Career Community Development
- Human Resources Essentials

Goal 1.2: Build Connections

Executive Sponsor.



Jeffrey R. Register
Deputy Director, DHRA
Headquarters Office of the Director

Goal Statement: Foster a cohesive workforce equipped with interpersonal skills and tools that is supported by free-flowing communication across the enterprise.

End State: DHRA employees are engaged and operate in a culture of service to one another and the mission.

Outcome(s).

- O1: Employees feel a sense of belonging and connectedness.
- O2: Employees experience shared commitment to the DHRA mission, vision, and values.
- O3: DHRA embraces a diverse workforce.
- O4: Supervisors ensure an environment of equal employment opportunity free from discriminatory actions.

Program(s).

- P1: Headquarters Defense Human Resources Activity (HQ DHRA)

Initiatives.

- Culture of Service Training
- Employee Feedback
- Enterprise Engagement and Interaction
- Internal Communication
- People Skills Training

Goal 1.3: Embrace the Total Person Approach

Executive Sponsor.



Jeffrey R. Register
Deputy Director, DHRA
Headquarters Office of the Director

Goal Statement: Embrace a holistic, Total Person approach to the workforce.

End State: Workforce is empowered, valued, and supported through work-life balance, growth opportunities, and recognized for achievements.

Outcome(s).

- O1: Work-life balance is important to leaders across DHRA and is evident in the lives of employees.
- O2: DHRA embraces, encourages, and demonstrably supports professional development at and for all grade/rank levels.
- O3: Employees are recognized for contributing to DHRA's culture of service as well as mission-related accomplishments.

Program(s).

- P1: Headquarters Defense Human Resources Activity (HQ DHRA)

Initiatives.

- DHRA Recognition Program
- Leadership Development and Executive Coaching

Strategic Linkages.

"Leaders must advance readiness of the total person, from equipping and training service members to ensuring their work environments are free from discrimination, hate, sexual assault, self-harm, harassment, hazards, and fear." **[Defense Planning Guidance FY2023-2027]**

Focus Area 2: Enterprise Services

Enterprise services focuses on governance and internally shared services, such as procurement and information technology, that support the common operational requirement of the Centers/Offices.

Goal 2.1: Enterprise Governance

Executive Sponsor.



Jeffrey R. Register
Deputy Director, DHRA
Headquarters Office of the Director

Goal Statement: Implement collaborative, well-defined governance structures and processes.

End State: Enterprise oversight is managed by collaborative governance bodies and structures that ensure a common strategic direction, cohesive business management, well-managed risk, and full compliance with legal, regulatory, and policy requirements.

Outcome(s).

- O1: Governance bodies are chartered and function in accordance with governance business rules.
- O2: Enterprise business management functions are integrated, streamlined, predictable, and responsive.
- O3: DHRA monitors ongoing efforts, assesses performance and effectiveness, and adjusts future planning to improve Enterprise effectiveness.

Program(s).

- P1: Headquarters Defense Human Resources Activity (HQ DHRA)

Initiatives.

- Enterprise Business Management
- Enterprise Measurement Process
- Enterprise Measurement Training Program

Goal 2.2: Operational Services

Executive Sponsor.



Katrina L. Logan
Director
DHRA Enterprise Operations Center (DEOC)

Goal Statement: Execute and enhance delivery of shared operational services to the DHRA Enterprise.

End State: DHRA standardizes the enterprise delivery model to maximize mission bandwidth and success of its Centers and Offices.

Outcome(s).

- O1: Service delivery is effective and efficient.
- O2: Shared services are integrated and have a uniformity of business operations.
- O3: Enterprise Services strategic decisions are supported with reliable data analysis.

Program(s).

- P1: DHRA Enterprise Operations Center (DEOC)

Initiatives.

- Enterprise Acquisition Management
- Enterprise Facilities Management
- Enterprise Security
- Enterprise Training & Development

Goal 2.3: Information Technology Business Services

Executive Sponsor.



Michael V. Sorrento
Director
Defense Manpower Data Center (DMDC)

Goal Statement: Provide effective IT business services to DHRA stakeholders.

End State: DHRA delivers effective IT business services to maximize the availability, performance, compliance and security of IT solutions for DHRA stakeholders.

Outcome(s).

- O1: DHRA Headquarters, Centers, and Offices have enhanced mission success through effective, efficient shared IT business services.
- O2: DHRA fosters and maintains a culture of privacy and security across information systems.
- O3: DHRA enables data driven IT Investment decisions through Portfolio Management and Enterprise Architecture.
- O4: DHRA leverages technology and innovation to provide modern hosting environments and work environments that utilize IT tools effectively.

Program(s).

- P1: Defense Manpower Data Center (All)

Initiatives.

- DHRA Cybersecurity Strategy
- IT PPBE Portfolio Management
- Leverage Technology to Support OUSD (P&R)

Remarks: This goal supports internally focused IT services supporting the DHRA Enterprise: Cyber, Cloud, Portfolio, Architecture, User support / IT Ops, SNOW. Note: These are activities that support all DHRA programs and are not exclusively funded through the EDS program.

Focus Area 3: Strategic Services

Strategic services focus on external services that DHRA provides on behalf of the Department of Defense.

Goal 3.1: Civilian Personnel Management

Executive Sponsor.



Daniel J. Hester
 Director
 Defense Civilian Personnel Advisory Service (DCPAS)

Goal Statement: Provide timely, relevant, and effective civilian human capital and personnel management products and services to stakeholders.

End State: DHRA maximizes the availability, performance, and competency of the DoD civilian workforce.

Outcome(s).

- O1: DHRA civilian personnel policies and Human Resources solutions strengthen DoD mission readiness.

Program(s).

- P1: Defense Civilian Personnel Advisory Service (DCPAS)

Initiatives.

- Improve Civilian Hiring
- Promote Use of Awards
- Promote Work-Life Programs
- Transition to DCHRMS

Remarks: DCPAS manages numerous enterprise-level civilian human resource missions that directly support the development of innovative and fiscally responsible DoD civilian personnel policies, consulting/advisory services, programs, and solutions that directly impact and strengthen DoD mission readiness. Mission programs are representative across the entire spectrum of the civilian human resource lifecycle (attract-recruit-retain-develop-retire).

Strategic Linkages.

“Increase opportunities for talent management, professional military education, and advancement of both civilian and military personnel alike.” **[Defense Planning Guidance FY2023-2027]**

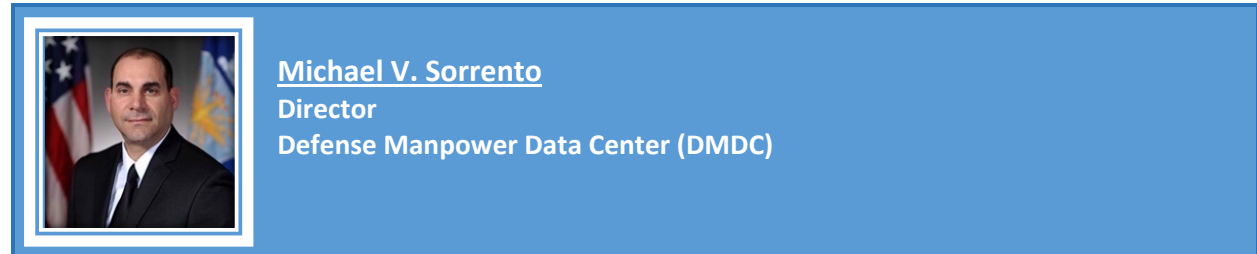
“Remove barriers and enhance/support funding for a civilian workforce that provide diverse, flexible, and innovative talent for a range of skills and capabilities, investing in our national security workforce to inspire a new generation to public service and ensure our workforce represents the diversity of our country.” **[Defense Planning Guidance FY2023-2027]**

“Invest in continuous professional development of the civilian workforce, with particular emphasis on skills to achieve and maintain technical and intellectual superiority, including broadening/rotational opportunities with other departments and agencies and the private sector.” **[Defense Planning Guidance FY2023-2027]**

“Resource incentives for civilians to become more proficient in fields that support the Department’s innovation and moderation goals.” **[Defense Planning Guidance FY2023-2027]**

Goal 3.2: Data & Systems

Executive Sponsor.



Goal Statement: Provide effective data and systems products and services to stakeholders through partnerships across P&R, the DoD, the Federal Government, and beyond.

End State: DHRA maximizes the availability, performance, and security of data and systems to stakeholders.

Outcome(s).

- Q1: Establishment of enterprise personnel and mission partner identity, authentication, and credential management.
- Q2: DHRA is the center of excellence for DoD Human Resources Information Management to enable HRM business operations*, personnel accountability and security, and benefits eligibility and enrollment.
- Q3: DHRA solutions align to DoD Modernization Strategy delivering efficient, modern, and secure capabilities.
- Q4: DHRA enables an interoperable and collaborative data environment with timely, accurate, and authoritative information supporting decisions and analytics.

Program(s).

- P1: Defense Eligibility and Enrollment System (DEERS)
- P2: Enterprise Data Services (EDS)
- P3: Enterprise Human Resources Information Systems (EHRIS)
- P4: Identity Credential Management (ICM)
- P5: Personnel Accountability and Security (PAS)

Initiatives.

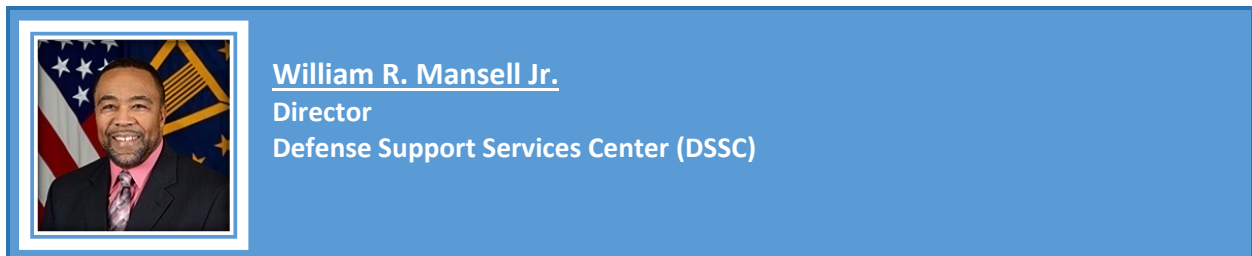
- Transform DMDC Data Sharing
- DCHRMS Acquisition & Implementation
- DoD Identity Management Service Leader
- DoD Travel Modernization

Remarks: *HRM business operations includes civilian HR, personnel manpower, personnel data reporting, and general HRM IT portfolio processes.

Strategic Linkages.

“Innovate and Modernize the DoD. Where necessary, we will divest of legacy systems and programs that no longer meet our security needs, while investing smartly for the future.” **[DoD Memo from Secretary of Defense Lloyd Austin, Message to the Force, on March 4, 2021]**

“Accelerate adoption of enterprise data management and analytics capabilities.” **[Defense Planning Guidance FY2023-2027]**

Goal 3.3: Defense Support Services**Executive Sponsor.**

Goal Statement: Provide effective defense support services to stakeholders.

End State: DHRA maximizes the availability, performance, and competency of support services to stakeholders.

Outcome(s).

- O1: Commercial travel within DoD is cost efficient and effectively managed.
- O2: Service members in the Reserve Components enjoy supportive work environments.
- O3: Well-being of National Guard and Reserve members, their families, and communities are supported throughout their deployment cycle.
- O4: Service members, their eligible family members, and overseas citizens are aware of their right to vote and have the tools and resources to do so.
- O5: Service members are prepared for transition from active duty to Veterans.
- O6: Individuals with disabilities and wounded, ill, and injured personnel throughout the Federal Government are provided appropriate and timely assistive technology and accommodations to support information access and communication technology.
- O7: DoD’s present and future requirements related to language, regional expertise, and culture are met.
- O8: A steady flow of highly qualified, language-proficient candidates into the federal sector are provided through strong strategic partnerships with the U.S. education community.
- O9: Voluntary education programs that professionalize the workforce, raise literacy rates, and facilitate civilian transition aligned with DoD’s talent management strategy.
- O10: DoD organizations deliver efficient, high-quality distributed learning that supports enterprise-wide data-driven training/education.

Program(s).

- P1: Advanced Distributed Learning (ADL)
- P2: Computer/Electronic Accommodations Program (CAP)
- P3: Defense Activity for Non-Traditional Education Support (DANTES)
- P4: Defense Language National Security Education Office (DLNSEO)
- P5: Defense Travel Management Office (DTMO)
- P6: Employer Support of the Guard and Reserve (ESGR)
- P7: Federal Voting Assistance Program (FVAP)
- P8: Military Civilian Transition Office (MCTO)

Initiatives.

- PLA Generation, Acceptance, & Application
- CCMD OPLAN Reflect LREC Requirements
- DLIFLC Students Graduating 2+/2+
- Increase Approved NSEP Federal Service for DoD
- MyTravel
- Integrated Military & Family Support Office
- Enterprise System Consolidation

Goal 3.4: Personnel Analytics

Executive Sponsor.



Mark S. Breckenridge
Director
Defense Personnel Analytics Center (DPAC)

Goal Statement: Provide effective personnel analytical and actuarial products and services to stakeholders.

End State: DHRA maximizes the availability, performance, and competency of personnel analytical and actuarial services to stakeholders.

Outcome(s).

- O1: DHRA provides credible actuarial valuations and robust actuarial expertise.
- O2: DHRA serves as the DoD's experts for scientific personnel assessments, data analytics, and outreach.

- Q3: DHRA collects data, performs analysis, prescribes allowance rates, and maintains oversight for DoD allowance policies.

Program(s).

- P1: Office of the Actuary (OACT)
- P2: Office of People Analytics (OPA)

Initiatives.

- Deliver Test Applications in Cloud
- Enterprise Data-to-Decisions Information Environment (EDDIE)
- Joint Influencer Advertising Recruitment Campaign
- Security Clearance, Suitability, & Credentialing Reform

Remarks: As the DPAC reorganization continues, DHRA's personnel analytics goals and measures may be revised based on policy and/or program decisions.

Goal 3.5: Diversity Management

Executive Sponsor.



Goal Statement: Provide effective diversity management products and services to stakeholders.

End State: DHRA maximizes diversity across the Department of Defense.

Outcome(s).

- Q1: A workplace that advances equity and EO, ensuring freedom from discrimination.
- Q2: Timely complaint processing resulting in factual records that inform decision-making.
- Q3: Avoidance of protracted litigation associated with complaint activity through negotiated settlement agreements that enable parties to refocus on the mission.
- Q4: Trained and skilled EEO/EO Practitioners throughout the Department.
- Q5: Solutions that promote retention and wellbeing for issues that pertain to Women in the Armed Services.
- Q6: A workforce that is diverse, competent, and postured to contribute to its full potential.

Program(s).

- P1: Defense Equal Opportunity Management Institute (DEOMI)/Workforce Recruitment Program (WRP)
- P2: Diversity Management Operations (DMO)

Initiatives.

- Consolidated Disability Programs
- Defense Culture Institute
- Hiring Individuals with Targeted Disabilities (IWTD)
- Workforce Recruitment Program (WRP) as an NDAA Funded Program
- Centralized DoD Equal Employment Opportunity Complaints Database
- DoD-wide EEO Functional Community (FC) Mission Critical Occupation (MCO) Strategy
- Investigations & Resolutions Directorate
- Outreach and Partnership Engagements

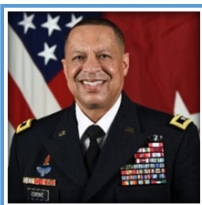
Remarks: Through seven sub-programs, DMOC is designed to be responsive to statutory and regulatory requirements, which impact the Department's Total Force. Effective program management is designed to respond to cyclical, as well as emerging requirements within the respective areas of focus. Practitioners within the various directorates serve as strategic advisors, trainers, investigators and research analysts for the military services and components primarily for compliance purposes.

Strategic Linkages.

"Build Resilience and Readiness. We maintain and enhance force readiness and develop the capabilities we need to protect America when we fully embrace a diversity of backgrounds, experiences, and thought. The Department will lead with our values, building diversity, equity, and inclusion into all aspects of our work and in everything we do. Inclusivity will drive innovative solutions across the enterprise and create a constructive environment in which every person has the space to contribute fully. We will never spare support for our people, and we will protect the safety, health, and welfare of service members and their families, as well as our civilian employees. In addition, we will work closely with the President, the Department of Veterans Affairs, and the interagency to ensure that we properly support our Veterans and their families long after they have served their duty." **[DoD Memo from Secretary of Defense Lloyd Austin, Message to the Force, on March 4, 2021]**

Goal 3.6: Prevention & Resilience

Executive Sponsors.



MG Clement S. Coward
 Director
 Sexual Assault Prevention and Response Office (SAPRO)



Dr. Karin A. Orvis
Director
Defense Suicide Prevention Office (DSPO)

Goal Statement: Provide effective suicide and sexual assault prevention and response products and services to stakeholders. Institutionalize DoD Combatting Trafficking in Persons (CTIP) policy and programs and set conditions for effective prevention, protection, prosecution, and partnering activities in concert with, and supportive of, national efforts.

End State: DHRA maximizes the resiliency of stakeholders through prevention of suicide and sexual assault. Reduce the risk and incidence of trafficking in persons within the DoD.

Outcome(s).

- O1: Service compliance with the Departmental policy to implement the public health approach (PHA) to prevent interpersonal violence and self-directed harm.
- O2: Systems and programs are in place that bolster response capability and resources available for those impacted by interpersonal violence and self-directed harm.
- O3: Oversight of violence prevention and response programs is institutionalized via policy and process.
- O4: CTIP policy compliance by DoD Combatant Commands (COCOMs) and Services improved through virtual meetings.
- O5: Standardize DoD Trafficking in Persons (TIP) data collection.
- O6: Reduce request response time from DoD reporting agencies to CTIP Program Management Office (PMO).

Program(s).

- P1: Defense Suicide Prevention Office (DSPO)
- P2: Sexual Assault Prevention and Response Office (SAPRO)
- P1: Headquarters, DHRA

Initiatives.

- CTIP Policy Compliance
- CTIP Standardized Data Collection
- Data Reporting
- DoD/VA Suicide Prevention Conference Objectives
- Research to Practice
- Sexual Assault Prevention & Response Training & Education Center of Excellence (SAPRTEC)

Remarks.

- Conduct an annual policy compliance review with OSD Components and Military Services/ National Guard Bureau (NGB) to assess alignment with the Department's suicide prevention policies. In addition, evaluate suicide prevention programs holistically as a collective system to combat suicide to measure for effectiveness.

- Develop new guidance (e.g., for DoD-wide process/criteria for selecting and conducting evaluations of individual, Service-level non-clinical suicide prevention programs, and DoD-wide use of standardized suicide-related definitions/terms).
- The CTIP Program Management Office (PMO) is responsible for communicating and promoting DoD's anti-trafficking message and policies to all DoD personnel as well as to contractors. In addition, the CTIP PMO represents the Secretary of Defense at interagency meetings and reports on DoD's efforts to other agencies. This broad coverage allows for flexibility in priorities for the CTIP PMO to implement recommendations such as specialized trainings and auditing based on the publication of new laws and regulations. The CTIP PMO gauges DoD Component actions and awareness through an annual Self-Assessment Report. This proactive measure ensures that DoD members stay abreast of their roles and responsibilities. The depth of subject matter expertise of the CTIP PMO provides a good foundation for expanding and improving DoD's CTIP efforts, policies, and trainings.

Strategic Linkages.

"Ensure Accountable Leadership. Some behaviors are antithetical to our values, undermine our readiness, and put our effectiveness at risk but are alive within our workforce. DoD leaders at every level will be responsible for building a safe environment for our people and guaranteeing that we show swift and clear accountability to anyone who does not act within the highest standards of the Department. In particular, we will not tolerate sexual assault and sexual harassment. Similarly, extremism presents a complex and unique challenge to DoD. We must meet this head-on, working to stamp out extremism among the ranks, permanently. These efforts, among others, will ensure that we provide every member of the Department a safe and supportive place to serve their country - one free from discrimination, hate, harassment, and fear." **[DoD Memo from Secretary of Defense Lloyd Austin, Message to the Force, on March 4, 2021]**

"Develop, implement, and improve metrics and methods to baseline and evaluate programs, policies, and progress focused on improving and increasing command climate accountability with respect to ridding the ranks of corrosive behavior, including sexual harassment/assault, extremism, discrimination, domestic abuse, and substance abuse/misuse." **[Defense Planning Guidance FY2023-2027]**

"Support funding to enhance oversight of violence prevention policy and a program of compliance and quality implementation." **[Defense Planning Guidance FY2023-2027]**

"Resource and institutionalize diversity and inclusion professionals (civilian and military), and programs across the Department's total workforce to strengthen and promote resiliency, readiness, morale, and cohesiveness." **[Defense Planning Guidance FY2023-2027]**