



# DHRA STRATEGIC MANAGEMENT PLAN

Fiscal Years 2024-2030



v1: 2023-09-22  
v2: 2023-12-07  
v3: 2024-05-08

# A Message from the Director, DHRA

If you are associated with the United States Armed Forces or the Department of Defense (DoD), you have been supported by the services of the Defense Human Resources Activity (DHRA). DHRA services span the military life cycle, from the ASVAB test when entering the military to the Transition Assistance Program when leaving uniform. Additional services range broadly from issuing common access cards, to enabling official commercial travel, to facilitating absentee voting, to delivering civilian leadership development programs among many others. DHRA has operated in the background to support Service members, their families, and the DoD for nearly 30 years.

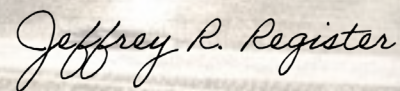
This Strategic Management Plan and its supporting plans unify and focus DHRA on its vision to deliver exceptional services across the DoD on behalf of the Under Secretary of Defense for Personnel and Readiness (P&R). Every level of DHRA's planning is designed to meet the following priorities:

Deepen Relationships and Enhance Communication. The cornerstone of DHRA's success is deeply rooted in its relationship with the broader Personnel and Readiness (P&R) team. DHRA is committed to understanding P&R's strategic priorities and providing the best analysis and recommendations to achieve them. More broadly, DHRA continues to engage its stakeholders and customers to foster open communication, to reaffirm its commitment to supporting them, and to better understand their priorities and challenges.

Optimize and Reinforce Corporate Processes. Delivering world-class services depends on DHRA's internal processes being efficient, predictable, responsive, and auditable. DHRA staff continues to leverage industry-standard management principles to deliver practical, cost-effective solutions. DHRA leaders and supervisors resist bureaucracies that stifle speed, agility, and trust while, at the same time, ensuring we have the appropriate controls and data available to minimize the occurrence of fraud, waste, and abuses of resources and aid decision making in compliance with applicable policies.

Enrich DHRA's Culture of Service. The DHRA team is bonded by shared values and a steadfast commitment to the mission. DHRA continues to foster a culture and climate that embraces each team member as a total person with meaningful contributions to the mission. As a team, we challenge each other to embody DHRA's values of accountability, empathy, flexibility, optimism, respect, and trust.

I am honored and humbled by the opportunity to lead the DHRA team as we continue to execute and enhance DoD programs in support of the Nation and the Department.

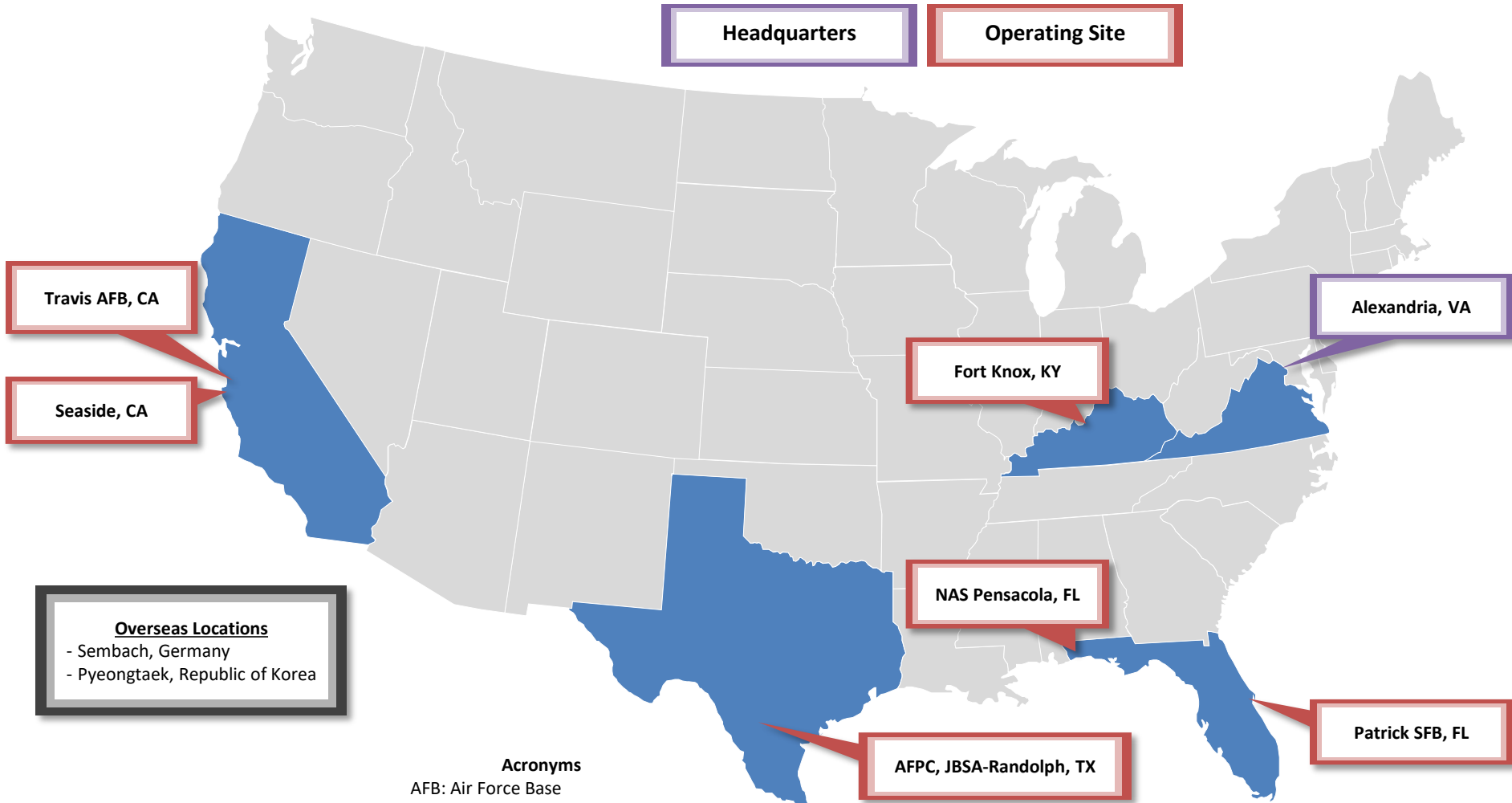


Jeffrey R. Register  
Director, DHRA





# Operating Locations



## Acronyms

- AFB: Air Force Base
- AFPC: Air Force Personnel Center
- JBSA: Joint Base San Antonio
- NAS: Naval Air Station
- SFB: Space Force Base

# Senior Leadership & Organizational Structure



**Jeffrey R. Register**  
Director, DHRA



**Michael Sorrento**  
Deputy Director, DHRA

## Defense Civilian Personnel Advisory Service



**Daniel Hester**  
Director



**Jose Conejo**  
Deputy Director

## Defense Manpower Data Center



**Sam Yousef**  
Director



**Katie Griffin**  
Deputy Director

## Defense Support Services Center



**Alex Baird**  
Director

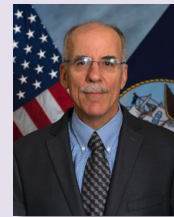


**Joe Waite**  
Acting Deputy Director

## Defense Personnel Analytics Center



**Mark Breckenridge**  
Director



**Peter Zouras**  
Deputy Director

## Defense Suicide Prevention Office



**Dr. Liz Clark**  
Director

## Sexual Assault Prevention & Response Office



**Dr. Nathan Galbreath**  
Acting Director

## Defense Equal Opportunity Management Institute



**Colonel Michelle Nash**  
Commandant



**Dr. Daniel McDonald**  
Deputy to the Commandant

# DHRA Strategic Management Framework

Goals

Strategic Objectives

**1: Strategic Human Capital Management**

**1.1: Skilled and Ready Future Civilian Workforce**

**2: Data & Systems**

**2.1: IT Business Service Delivery**

**2.2: Data Advantage**

**3: Defense Support Services**

**3.1: Distributed Learning**

**3.2: Improved Travel Services**

**4: Personnel Analytics**

**4.1: Scientific Assessments**

**4.2: Market Research & Outreach**

**5: Equal Opportunity Management**

**5.1: Center of Excellence**

**6: Prevention & Resilience**

**6.1: High Competence in Victim Assistance**

**6.2: Defense Suicide Prevention Program**

## Mission

Execute and enhance diverse programs supporting DoD under the direction of USD(P&R)

## Vision

Deliver consistently exceptional strategic services to our diverse customer base

## Values

- Accountability
- Empathy
- Flexibility
- Optimism
- Respect
- Trust

## Priorities

- Deepen Relationships & Enhance Communication
- Optimize & Reinforce Corporate Processes
- Enrich Our Culture of Service





# Goal 1

## Strategic Human Capital Management

Provide Enterprise Strategic Human Capital Management for the DoD civilian workforce through HR leadership, policy, programs, advisory guidance, tools and solutions to strengthen mission readiness



**Daniel Hester**  
Director, DCPAS



**Jose Conejo**  
Deputy Director, DCPAS

## Strategic Objective 1.1

**Title:** Shape and Retain an Appropriately Skilled and Ready Future Civilian Workforce

**Description:** Ensure a resilient, diverse, technologically-advanced and highly-skilled civilian workforce capable of advancing the Department's strategy for readiness and competitive advantage to achieve national security objectives. Adopt policies, processes and platforms that provide timely, relevant, and effective civilian human capital and personnel management products and services.

### **Outcome(s):**

- Improved Strategic Workforce Planning and Functional Management (**OPR:** DCPAS; **OCRs:** DMDC, OPA; **Suspense:** 09/30/2025)
- Improved Recruitment and Hiring (**OPR:** DCPAS; **OCR:** DMDC; **Suspense:** 09/30/2025)
- Improved Workforce Retention, Capabilities, and Performance (**OPR:** DCPAS; **OCR:** DMDC; **Suspense:** 09/30/2025)
- Improved Workplace and Work-life Culture and Environment (**OPR:** DCPAS; **OCR:** DHRA HQ, OPA; **Suspense:** 09/30/2025)
- Integrated and Improved HR Capabilities and Technological Solutions (**OPR:** DCPAS; **OCR:** DMDC, OPA; **Suspense:** 09/30/2025)

### **Strategic Link(s):**

- DoD SMP 2022-2026: Strategic Priority 4 (Take Care of Our People and Cultivate the Workforce We Need); Strategic Objective 4.1 (Cultivate Talent Management)
- DoD HCOP 2022-2026: Objective 1 (Manage People); Objective 2 (Cultivate a Culture of Engagement and Inclusion); Objective 3 (Advance HR)



# Goal 2

## Data and Systems

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



**Sam Yousef**  
Director, DMDC



**Katie Griffin**  
Deputy Director, DMDC

## Strategic Objective 2.1

**Title:** IT Business Service Delivery

**Description:** Provide effective IT business services to DHRA stakeholders and promote modern software practices.

**Outcome(s):**

- Modernized DHRA Cybersecurity (**OPR:** DMDC; **Suspense:** 12/31/2024)
- Integrated IT PPBE Portfolio Management (**OPR:** DMDC; **Suspense:** 06/30/2025)
- Delivered IT Services cloud environments (**OPR:** DMDC; **Suspense:** 09/30/2025)
- Improved product usability (**OPR:** DMDC; **Suspense:** 09/30/2024)

**Strategic Link(s):**

- DoD SMP 2022: Strategic Priority 1 (Transform the Foundation of the Future Force); Strategic Objective 1.3 (Deliver and optimize the Department's Enterprise, Information, and Technology infrastructure to drive efficiencies)
- DoD SMP 2022: Strategic Priority 5 (Address Institutional Management Priorities); Strategic Objective 5.2 (Optimize budget to execution and foster a high integrity funds control environment)





# Goal 2 Data and Systems

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



**Sam Yousef**  
Director, DMDC



**Katie Griffin**  
Deputy Director, DMDC

## Strategic Objective 2.2

**Title:** Create a Data Advantage

**Description:** Provide effective data and systems products and services to stakeholders through partnerships across OUSD(P&R), the DoD, the Federal Government, and beyond.

**Outcome(s):**

- Modernize DEERS eligibility and enrollment capabilities (**OPR:** DMDC; **Suspense:** 09/30/2026)
- Transform data management practices to aligned with industry best practice (**OPR:** DMDC; **Suspense:** 12/31/2028)
- Deliver Digital Credentials to Dependents and Retirees (**OPR:** DMDC; **Suspense:** 09/30/2025)

**Strategic Link(s):**

- DoD SMP 2022: Strategic Priority 2 (Make the Right Technology Investments); Strategic Objective 2.3 (Leverage technology innovation to build enduring performance advantage)
- DoD SMP 2022: Strategic Priority 5 (Address Institutional Management Priorities); Strategic Objective 5.3 (Modernize DoD Business Systems); Strategic Objective 5.4 (Accelerate the adoption of trusted data and analytics across the Department)
  - Deputy Secretary of Defense “Creating a data advantage” memorandum
  - Maximize data sharing and rights for data use as all DoD data is an enterprise resource
  - Publish data assets in the DoD federated data catalog along with common interface specifications
  - Implement industry best practices for secure authentication, access management, encryption, monitoring, and protection of data at rest, in transit, and in use



# Goal 3

## Defense Support Services

Provide effective defense support services to stakeholders



**Alex Baird**  
Acting Director,  
DSSC



**Joe Waite**  
Acting Deputy  
Director, DSSC

## Strategic Objective 3.1

**Title:** Distributed Learning

**Description:** Modernize DoD's digital learning systems by implementing federated digital architectures that use enterprise-wide data-driven methods, while concurrently improving acquisition and maintenance processes for digital learning products and services.

**Outcome(s):**

- DoD organizations delivering efficient, high-quality distributed learning that supports enterprise-wide data-driven training/education (**OPR:** DSSC/ADL; **Suspense:** 09/30/2027)

**Strategic Link(s):**

- DoD SMP 2022-2026: Strategic Priority 4 (Take Care of Our People and Cultivate the Workforce We Need); Strategic Objective 4.1 (Cultivate Talent Management)
- P&R Big Plays 2023: Priority 3 (Cultivate Talent Management); Goal 3.1 (Reimagine the DoD workforce considering emerging practices and standards for: time to hire, onboarding new employees, use of technology to enable work particularly remote and hybrid work, practices for developing and tracking talent)

## Strategic Objective 3.2

**Title:** Improved Travel Services

**Description:** Pursue innovative ways to enhance the customer travel experience by providing user-friendly, value-added travel products and services to DoD travel customers and stakeholders.

**Outcome(s):**

- Improved delivery of travel services with easy-to-use travel solutions that drive high compliance and customer satisfaction while optimizing cost effective travel (**OPR:** DSSC/DTMO; **Suspense:** 9/30/2027)

**Strategic Link(s):**

- DoD SMP 2022-2026: Strategic Priority 5 (Address Institutional Management Priorities); Strategic Objective 5.3 (Modernize DoD Business Systems)



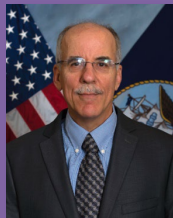
# Goal 4

## Personnel Analytics

Provide effective personnel analytical and actuarial products and services to stakeholders



**Mark Breckenridge**  
Director, DPAC



**Peter Zouras**  
Deputy Director, DPAC

## Strategic Objective 4.1

**Title:** Scientific Assessments

**Description:** Utilize a diverse collection of data and methodologies to perform research and analytics to enable informed decision making of stakeholders.

**Outcome(s):**

- An enterprise-wide collaborative data environment (**OPR:** DPAC; **OCRs:** DMDC, DCPAS; **Suspense:** 9/30/2024)

**Strategic Link(s):**

- DoD SMP 2022: Strategic Priority 5 (Address Institutional Management Priorities); Strategic Objective 5.4 (Accelerate the Adoption of Trusted Data and Analytics Across the Department)

## Strategic Objective 4.2

**Title:** Market Research and Outreach

**Description:** Targeted research and outreach efforts to elevate perception and consideration of a military career among young adults and their influencers.

**Outcome(s):**

- FY24 youth media campaign content based on assessment of prior years' content (**OPR:** DPAC; **Suspense:** 2/28/2024)

**Strategic Link(s):**

- DoD SMP 2022: Strategic Priority 4 (Take Care of Our People and Cultivate the Workforce We Need); Strategic Objective 4.1 (Cultivate Talent Management)



## Strategic Objective 5.1

**Title:** Center of Excellence (CoE)

**Description:** Transform the Defense Equal Opportunity Management Institute (DEOMI) into a DoD CoE for human relations training and education. Beyond equal opportunity efforts, the CoE will develop, test, and promulgate research-backed knowledge and evidence-based best practices for diversity, inclusion, and prevention.

**Outcome(s):**

- Enhanced diversity and inclusion, equal opportunity, equal employment opportunity, and human relations in support of the total force. (**OPR:** DEOMI; **Suspense:** 09/30/2029)
- Ensure DEOMI Training/Education is evidence-based, theoretically sound, tested, and validated in support of DoD requirements. (**OPR:** DEOMI; **Suspense:** 09/30/2027)
- DEOMI establishment as the CoE for MEO, EEO and D&I training. (**OPR:** DEOMI; **Suspense:** 09/30/2029)
- DEOMI leverages external partnerships in order to centralize CoE domain-related programs across the Force. (**OPR:** DEOMI; **Suspense:** 09/30/2028)
- DEOMI is a state-of-the-art Center of Excellence Facility (**OPR:** DEOMI; **Suspense:** 09/30/2029)
- DEOMI is a Knowledge Management hub by which human relations practitioners and other experts collaborate. (**OPR:** DEOMI; **Suspense:** 09/30/2029)

**Strategic Link(s):**

- DoD SMP 2022-2026: Strategic Priority 4 (Take Care of our People and Cultivate the Workforce We Need); Strategic Objective 4.2 (Change the Culture)
- P&R Big Plays 2023: Priority 1 (Change the Culture); Goal 1.2 (Inculcate diversity, equity, inclusion, and accessibility (DEIA) principles across all DoD efforts)

# Goal 5 Equal Opportunity Management

Advance an agile and inclusive Force that values and develops all individuals and thrives on their contributions



Colonel  
Michelle Nash  
Commandant, DEOMI



Dr. Daniel McDonald  
Deputy to the  
Commandant, DEOMI





## Strategic Objective 6.1

**Title:** High Competence in Victim Assistance

**Description:** Ensure installation Lead SARC, SARC, and SAPR VAs execute high competence in victim assistance by professionalizing, strengthening, and resourcing the Sexual Assault Prevention and Response (SAPR) workforce across the enterprise, and by optimizing the response workforce.

**Outcome(s):**

- A strengthened, specialized, and fully professionalized and dedicated sexual assault response workforce that executes exemplary, gender-responsive, culturally-competent, and victim-focused care. (**OPR:** SAPRO; **OCRs:** DCPAS, Military Departments, National Guard Bureau; **Suspense:** 10/01/2027)

**Strategic Link(s):**

- National Defense Strategy Initiatives Task 5.6.1 (Complete implementation of IRC recommendations)
- DoD SMP 2022-2026: Strategic Priority 4 (Take Care of our People and Cultivate the Workforce We Need)
  - Strategic Objective 4.1 (Cultivate Talent Management); Agency Priority Goal 4.1.1 (Shape an Appropriately Skilled and Ready Future Workforce: Improve Recruitment and Retention of the Civilian Workforce)
  - Strategic Objective 4.2 (Change the Culture); Performance Goal 4.2.2 (Prevent Sexual Assault and Sexual Harassment)
  - Strategic Objective 4.3 (Promote the Health, Wellbeing, and Safety of the Force and Families Lead); Performance Goal 4.3.7 (Promote the Mental and Physical Well-Being of Our People)
- P&R Big Plays 2023: Priority 1 (Change the Culture); Goal 1.1 (Promote military readiness by decreasing the prevalence of sexual assault and other readiness-detracting behavior)

# Goal 6 Prevention & Resilience

Provide effective suicide and sexual assault prevention and response products and services to stakeholders



Dr. Liz Clark  
Director, DSPO



Dr. Nathan Galbreath  
Acting Director, SAPRO



## Strategic Objective 6.2

**Title:** Defense Suicide Prevention Program

**Description:** Oversee the strategic development, implementation, centralization, standardization, communication, and evaluation of DoD suicide and risk reduction programs, policies, and surveillance activities. Improve readiness via enterprise-wide suicide prevention activities, ensuring a resilient Force. Integrate DoD-wide and Service suicide prevention data to increase awareness, reduce stigma, and encourage help-seeking. Provide enterprise-wide policy, program evaluation, and data surveillance, ensuring investment in evidence-informed programs with clearly identified measures of effectiveness.

**Outcome(s):**

- Service compliance with the Departmental policy to implement the public health approach to prevent interpersonal violence and self-directed harm (**OPR:** DSPO; **Suspense:** 9/30/2026)
- Identified measure of level of collaboration between DSPO and external stakeholders to promote mental and physical well-being (**OPR:** DSPO; **Suspense:** 9/30/2026)
- Identified measure of number of improvements to promote increasing data and analytic rigor (**OPR:** DSPO; **Suspense:** 9/30/2026)
- Identified measure of engagement with DoD efforts on SPRIRC recommendations (**OPR:** DSPO; **Suspense:** 9/30/2026)

**Strategic Link(s):**

- DoD SMP 2022-2026: Strategic Priority 4 (Take Care of our People and Cultivate the Workforce We Need)
  - Strategic Objective 4.2 (Change the Culture)
  - Strategic Objective 4.3 (Promote the Health, Wellbeing, and Safety of the Force and Families Lead)
- National Strategy for Suicide Prevention 2012 (2024 update pending publication): Full alignment

# Goal 6 Prevention & Resilience

Provide effective suicide and sexual assault prevention and response products and services to stakeholders



Dr. Liz Clark  
Director, DSPO



Dr. Nathan Galbreath  
Acting Director, SAPRO