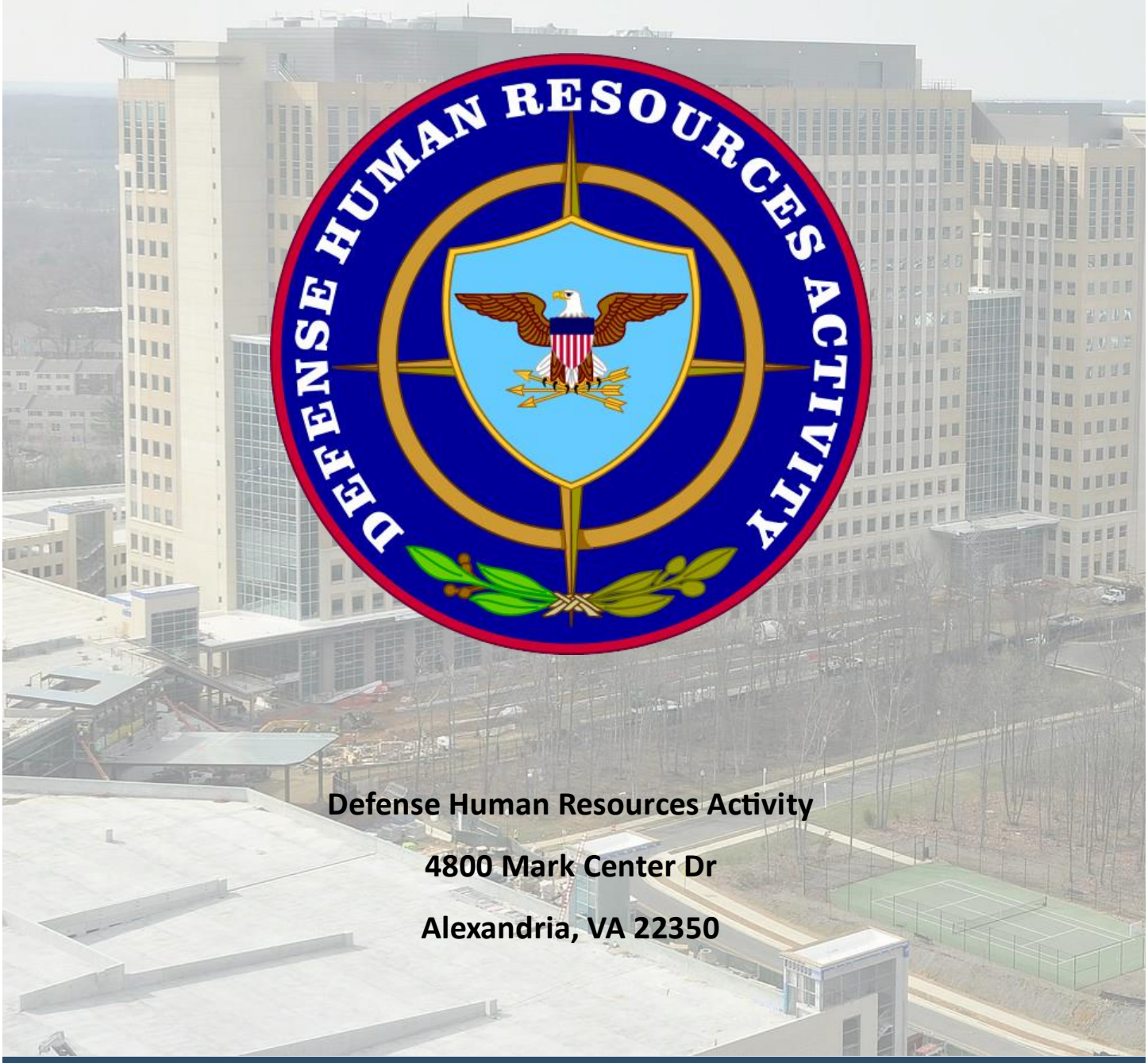
Strategic Plan



Defense Human Resources Activity

4800 Mark Center Dr

Alexandria, VA 22350

Message from the Director

The DHRA Strategic Plan FY21-27 builds upon the existing framework of the DHRA Business Operations Plan FY20-26's focus areas, concentrating on the refinement of current initiatives to address the full planning horizon.

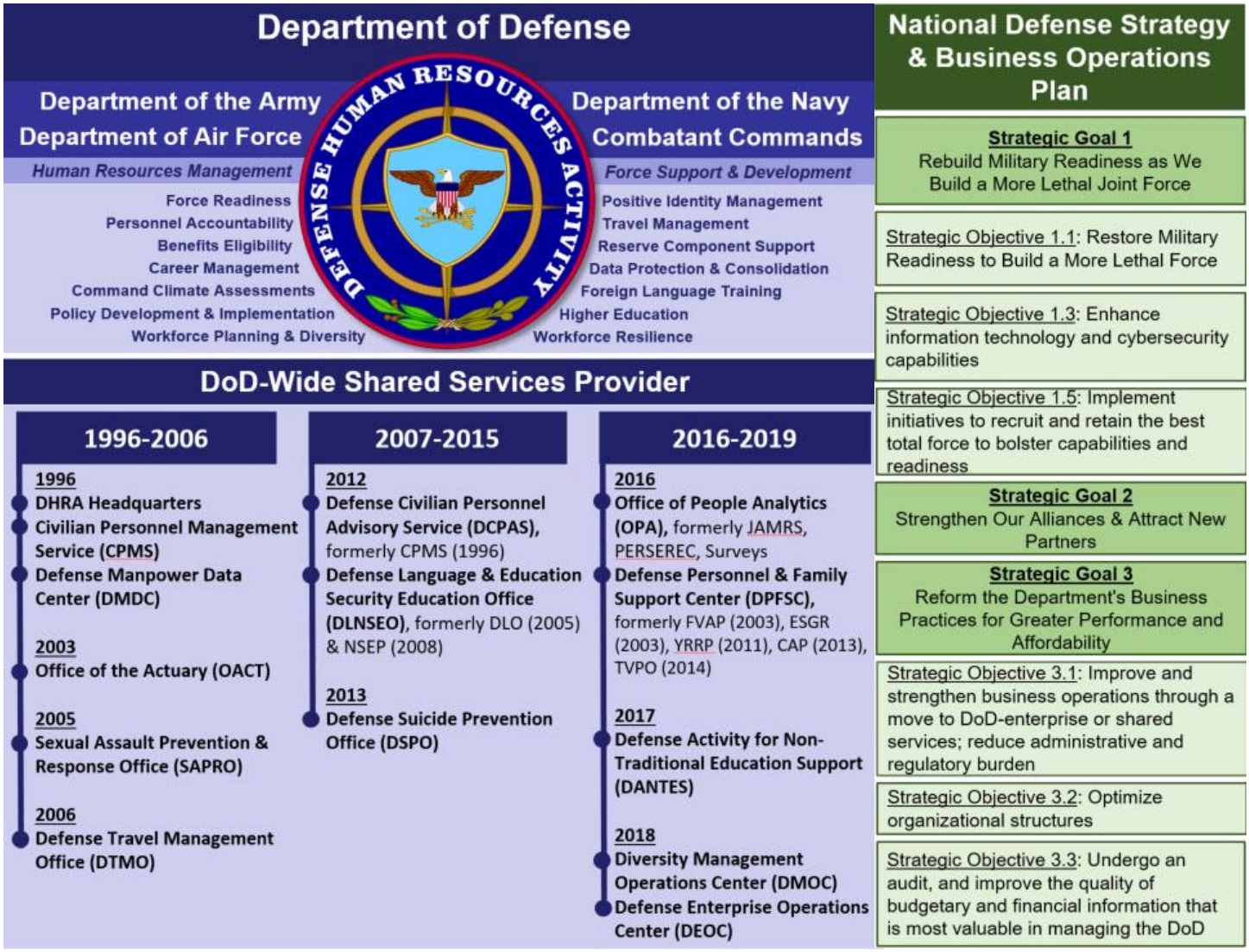
The Enterprise continues to evolve to successfully operate DHRA's diverse portfolio of programs on behalf of the Office of the Under Secretary of Defense for Personnel and Readiness (OUSD(P&R)). While adjusting to new operating environments, we remain committed to meeting the growing needs of our customers. Our people, and their ability to adapt to an ever-changing environment, will continue to play a larger role in delivering exceptional strategic services to our diverse customer base.

I am proud of the great work being accomplished across the Enterprise and look forward to carrying this positive momentum into FY21 and beyond.

William H. Booth

Director, DHRA

Overview



The Defense Human Resources Activity (DHRA) is located within the Office of the Under Secretary of Defense (Personnel & Readiness) (OUSD (P&R)). The Field Activity executes and enhances a range of dynamic, diverse, and geographically dispersed OUSD (P&R) programs supporting active duty Service members, Reservists, civilians, retirees, and their families. DHRA includes a portfolio of Component activities with core programs that support the Department of Defense and, in some cases, the Federal Government. DHRA supports policy development and performs cutting-edge research, expert analysis, and departmental reengineering efforts.

Organizational Structure

Headquarters

Policy & Oversight

Mission Executors

Mission Planning, Execution, & Evaluation

- Combating Trafficking in Persons (HQ CTIP)
- Defense Activity for Non-Traditional Education Support (DANTES)
- Defense Civilian Personnel Advisory Service (DCPAS)
- Defense Language and National Security Education Office (DLNSEO)
- Defense Manpower Data Center (DMDC)
- Defense Personnel and Family Support Center (DPFSC)
- Defense Suicide Prevention Office (DSPO)
- Defense Travel Management Office (DTMO)
- Diversity Management Operations Center (DMOC)
- Office of the Actuary (OACT)
- Office of People Analytics (OPA)
- Sexual Assault Prevention and Response Office (SAPRO)

DHRA Enterprise Operations Center

Shared Services

DHRA executes program requirements through an organizational structure consisting of a Headquarters and multiple Components. The Headquarters provides strategy, policy, and oversight. Each Component focuses on executing discrete or related programs. The DHRA Enterprise Operations Center (DEOC) delivers shared operational services to the DHRA Enterprise. As requirements from OUSD(P&R) change, the DHRA organization adapts to most effectively and efficiently support program execution.

Mission, Vision, Values

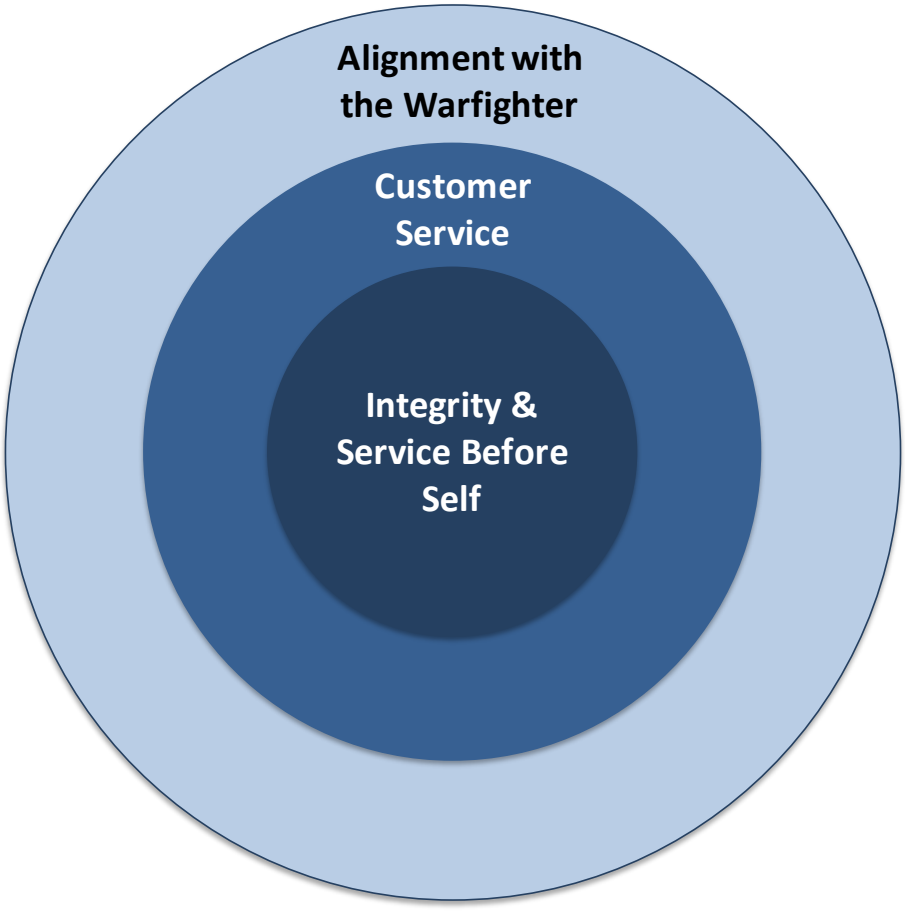
Mission

Execute and enhance diverse programs supporting the Department of Defense under the direction of the Under Secretary of Defense for Personnel and Readiness USD(P&R).

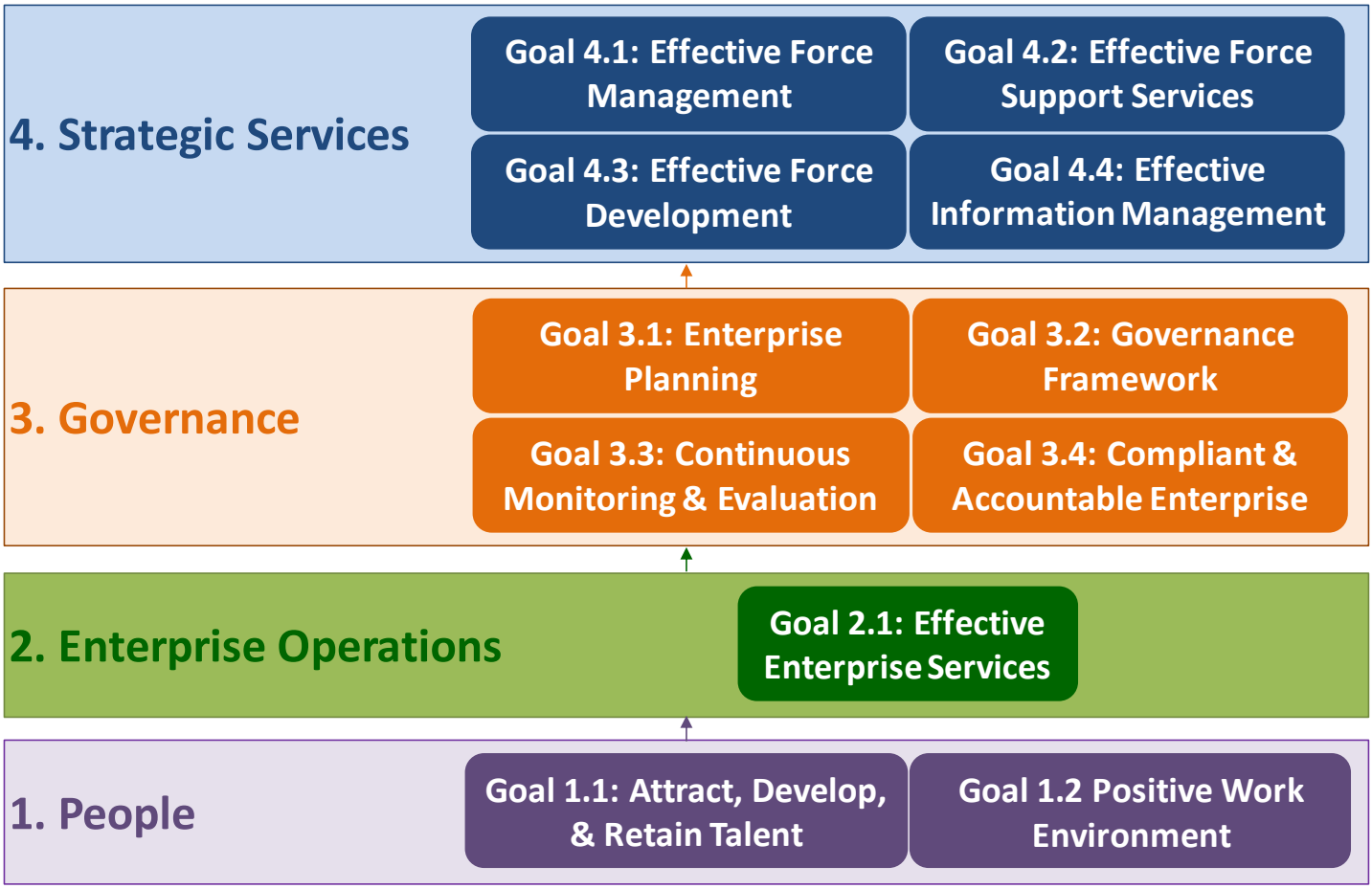
Vision

To deliver consistently exceptional strategic services to our diverse customer base.

Values



Strategic Plan Framework



DHRA views the approach to achieving its vision from four perspectives. These perspectives ensure the organization balances its efforts to better govern itself, streamline and enhance internal operations, and uplift its people in order to provide world class strategic services to its customers.

Strategic Services: The products and services provided by the Enterprise to support Department of Defense programs.

Governance: The collection of mechanisms, processes, and relations by which DHRA is controlled and operated.

Enterprise Operations: The execution and delivery of shared operational services to the Enterprise.

People: The personnel intentionally organized to accomplish the mission, vision, and goals of the Enterprise.

The governance, enterprise operations, and people focus areas are internally focused. The driving imperative of these focus areas is to transform DHRA into a cohesive and disciplined enterprise in order to deliver cost-effective strategic services.

Focus Area: People

Goal 1.1	Consistently attract, develop, and retain top-level talent
End State	DHRA maintains a highly capable staff that is motivated and appropriately aligned to the mission and culture of the Enterprise.
Outcomes	• DHRA attracts talent. • DHRA develops talent. • DHRA retains talent.

Goal 1.2	Establish a culture of mutual respect, opportunity, and excellence in a positive work environment
End State	DHRA staff operate in a culture of respect, opportunity, and excellence.
Outcomes	• DHRA is an employer of choice. • DHRA embraces a diverse workforce. • Supervisors ensure an environment of equal employment opportunity free from discriminatory actions.

Focus Area: Enterprise Operations

Goal 2.1	Establish and execute improved 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 Components.
Outcome	HQ DHRA and DHRA Components experience improved service facilitating successful mission execution.

An outward and consistent, results-focused service provider recognized for collaboration and strengthened by an agile workforce, achieving outcomes beyond customer expectation.

Enterprise Demand Management Services (EDMS)

Operates as the "front door" to DEOC. It is the place where customer requests and requirements are received, tasked and tracked. Enterprise Demand Management Services delivers on boarding and professional training to the DHRA enterprise; performs strategic planning and communications,program management ,customer evaluation ,data analytics ,service delivery feedback and improvement to enable the DEOC mission."

Contracting and Financial Operations (C&FO)

Executes contracting and financial operation activities that DEOC performs in support of DHRA missions. Previously, these responsibilities were performed under separate and distinct leadership. It is intended by bringing these functions under the same leadership that a closer working relationship between the acquisition and financial functions will be fostered.

Enterprise Programs and Services (EP&S)

Delivers enterprise programs and services enabling Component mission execution. Enterprise Programs and Services operates on an enterprise basis but is mindful, sensitive, to Component specific needs.

Focus Area: Governance

Goal 3.1	Enhance Enterprise planning capability.
End State	Enterprise business planning is institutionalized at DHRA and the Strategic Plan informs Enterprise direction, priorities, and resource allocation.
Outcomes	• DHRA establishes an Enterprise planning capability. • DHRA maintains a Strategic Plan. • Strategic Plan initiatives incorporated into programming process. • Staff understands the Strategic Plan and their role in supporting it.

Goal 3.2	Enhance the governance framework.
End State	Enterprise governance is accomplished through a well defined and implemented governance framework.
Outcomes	• Enterprise has a defined governance structure to make decisions.

Goal 3.3	Institutionalize continuous monitoring and evaluation in support of data informed and evidence based decision-making
End State	DHRA monitors ongoing efforts, assesses performance and outcomes, and adjusts future planning to improve Enterprise effectiveness.
Outcomes	• DHRA has a standard operating instruction (SOP) that governs the process for collecting and analyzing credible measures, including procedures for modifying the process. • Strategic Plan metrics are available for Enterprise-wide analysis.

Goal 3.4	Enhance regulatory, budgetary, and operational controls via a robust Enterprise Risk Management program
End State	DHRA operates as a risk-focused, compliant, and accountable Enterprise.
Outcomes	• Budget is formulated, advocated, and defended such that only undistributed budget reductions are incurred. • Assigned resources are executed in accordance with Congressional mandates. • Resource execution is transparent and conducted in accordance with enterprise governance.

Focus Area: Strategic Services

Goal 4.1	Provide effective Force management products and services to stakeholders and customers
End State	DHRA maximizes the availability, performance, and competency of the DoD workforce through effective policies, analysis, diversity management, and actuarial expertise.
Outcomes	• DHRA civilian personnel policies and Human Resources solutions strengthen DoD mission readiness. • DHRA provides credible actuarial valuations and robust actuarial expertise. • DHRA serves as the DoD's experts for scientific personnel assessments, data analytics, and outreach. • Processing of Equal Employment Opportunity complaint investigations is streamlined. • Develop and deliver world-class education and training to Equal Opportunity and Equal Employment Opportunity professionals.

Focus Area: Strategic Services

Goal 4.2	Provide effective Force support products and services to stakeholders and customers
End State	DoD readiness is improved through implementation of programs and services that enhance personnel quality of life and access to support services.
Outcomes	• Commercial travel within DoD is cost efficient and effectively managed. • Service members in the Reserve Components enjoy supportive work environments. • Well-being of National Guard and Reserve members, their families, and communities are supported throughout their deployment cycle. • 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. • Service members are prepared for transition from active duty to Veterans. • 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. • Optimize Service adoption of the Departmental policy to implement the public health approach (PHA) to suicide prevention. • Systems and programs are in place that bolster SAPR prevention, response, and oversight/ assessment capability/capacity. • Raise awareness of trafficking in persons among DoD's Service members, civilians, and contractors to increase reporting and reduce the number of trafficking in persons cases in the DoD.

Focus Area: Strategic Services

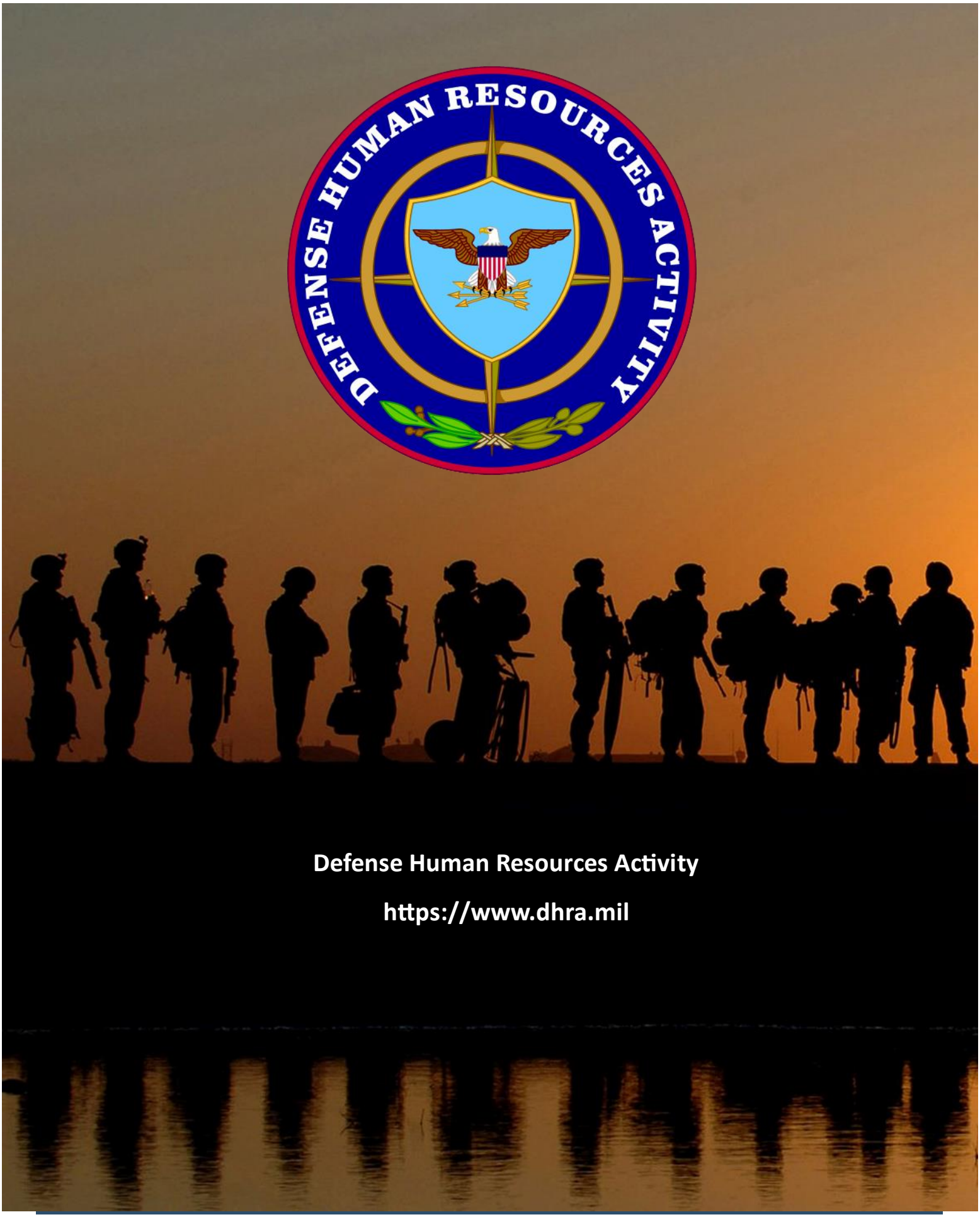
Goal 4.3	Provide effective Force development products and services to DHRA stakeholders and customers
End State	DoD readiness is enhanced through individual education programs and development of regional language and culture experts.
Outcomes	• DoD's present and future requirements related to language, regional expertise, and culture are met. • 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. • Voluntary education programs that professionalize the workforce, raise literacy rates, and facilitate civilian transition aligned with DoD's talent management strategy.

Focus Area: Strategic Services

Goal 4.4	Provide effective information management products and services to DHRA stakeholders and customers
End State	DHRA provides state of the art information management functionality and decision support to DoD.
Outcomes	• Establishment of identity for all new DoD population. • DHRA fosters and maintains a culture of privacy and security across information systems. • DHRA is center of excellence for DoD Human Resources information management to enable decision support.

"Greatness is not a function of circumstance. Greatness, it turns out, is largely a matter of conscious choice, and discipline."

- Jim Collins, Author of 'Good to Great'



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https://www.dhra.mil