

Business Operations Plan



Defense Human Resources Activity

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Alexandria, VA 22350



Message from the Director



While we continue to add new organizations and execute a diverse portfolio of programs on behalf of the Under Secretary of Defense for Personnel and Readiness (OUSDP&R), **we remain one Enterprise with a singular focus on delivering exceptional strategic services to our customers.**

To provide exceptional services, DHRA must continue to refine its people, capabilities, and processes. Our business transformation focuses on the following priorities:

- Structure our business operations plan to stabilize our long-term strategic direction, while remaining adaptable to changing strategic, political, and operating environments.
- Align our initiatives into an integrated framework that reinforces our oneness.
- Strengthen our corporate governance by implementing meaningful performance measures and holding ourselves accountable to the results we promised.
- Transform our Components from mission-focused to mission-optimized organizations.
- Instill a continuous process improvement mindset and capability.
- Advance our culture of mutual respect, opportunity, and excellence amongst the DHRA leadership and staff.

While our employees have always been central to the mission at DHRA, I am elevating our focus on people. In addition to creating a focus area dedicated to people initiatives, I have added an advisor for People Dynamics and Organizational Culture. I want to ensure we have an environment in which people are able to take risks, face new challenges, and achieve grand things.

I thank each of you for your leadership, commitment, and adaptability as we continue to evolve to meet the needs of our current and past Warfighters and their families.

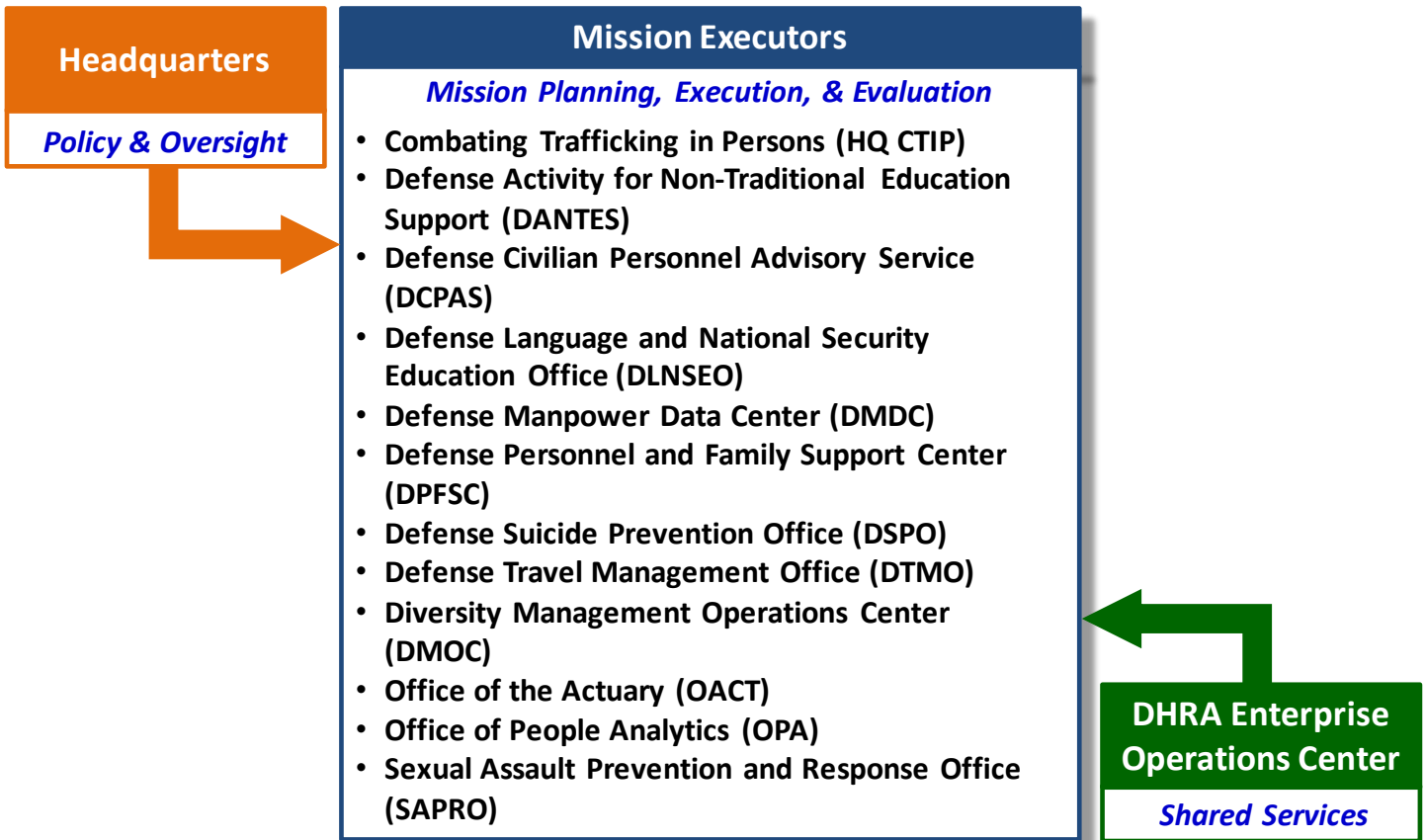
William H. Booth
Director, DHRA

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



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

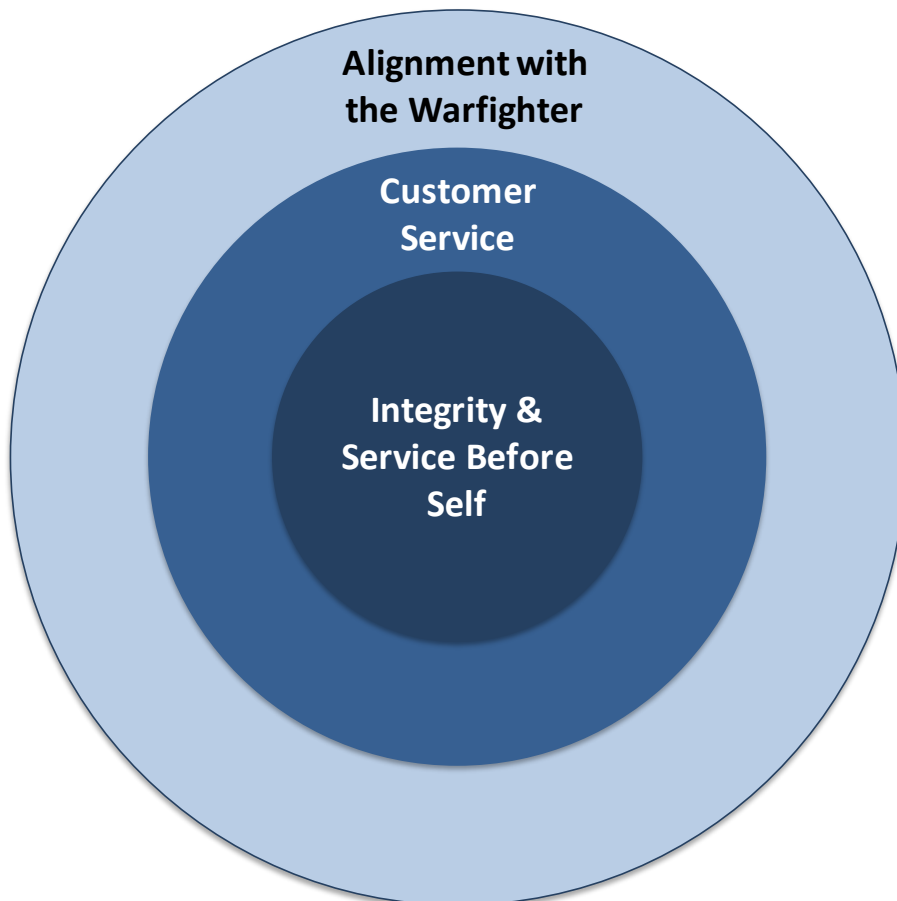
Mission

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).

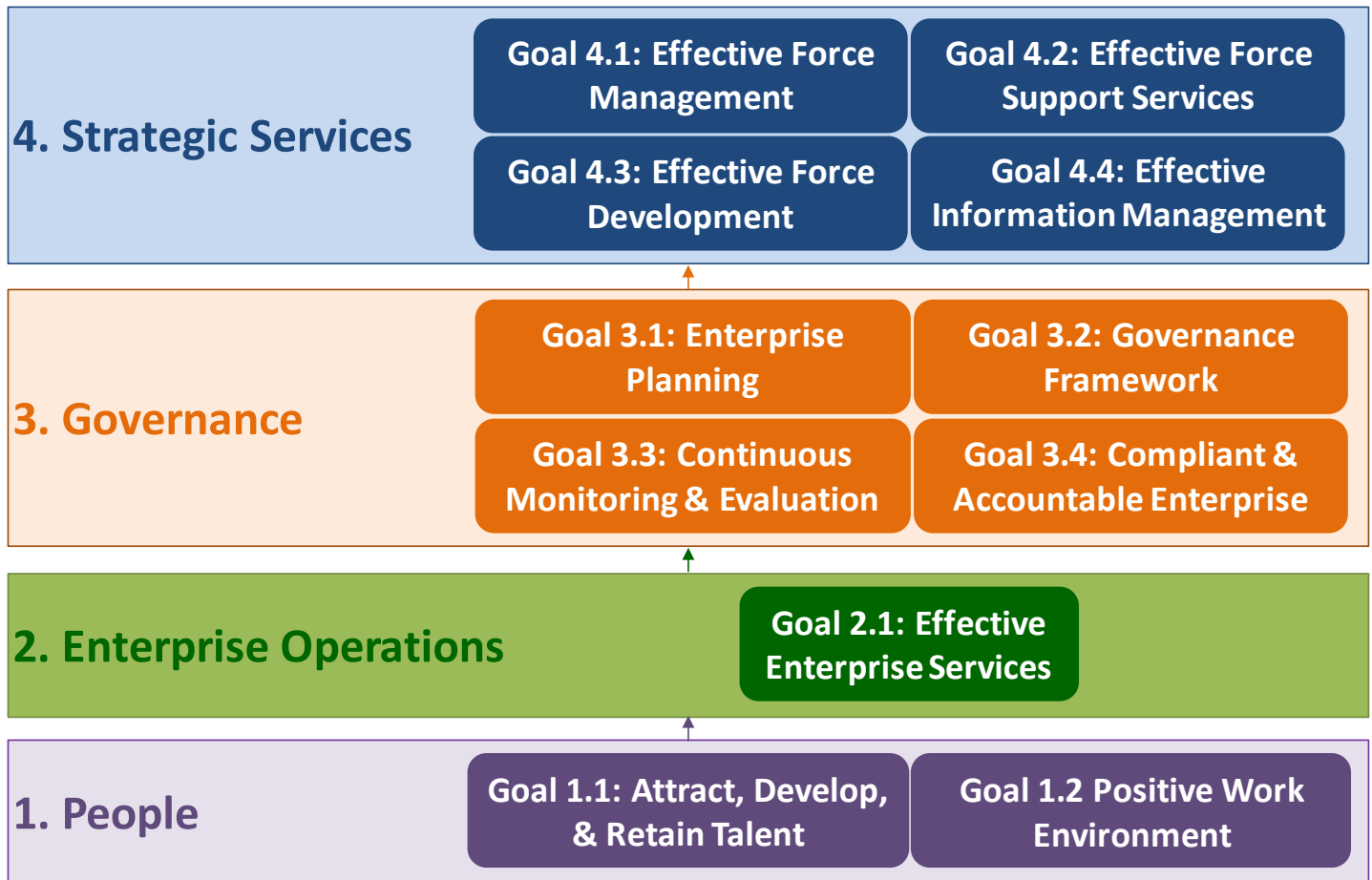
Vision

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

Values



Business Operations 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	<ul style="list-style-type: none"> • 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
Outcomes	<ul style="list-style-type: none"> • DHRA is an employer of choice. • DHRA embraces a diverse workforce. • Supervisors ensure an environment of equal employment opportunity free from discriminatory actions.

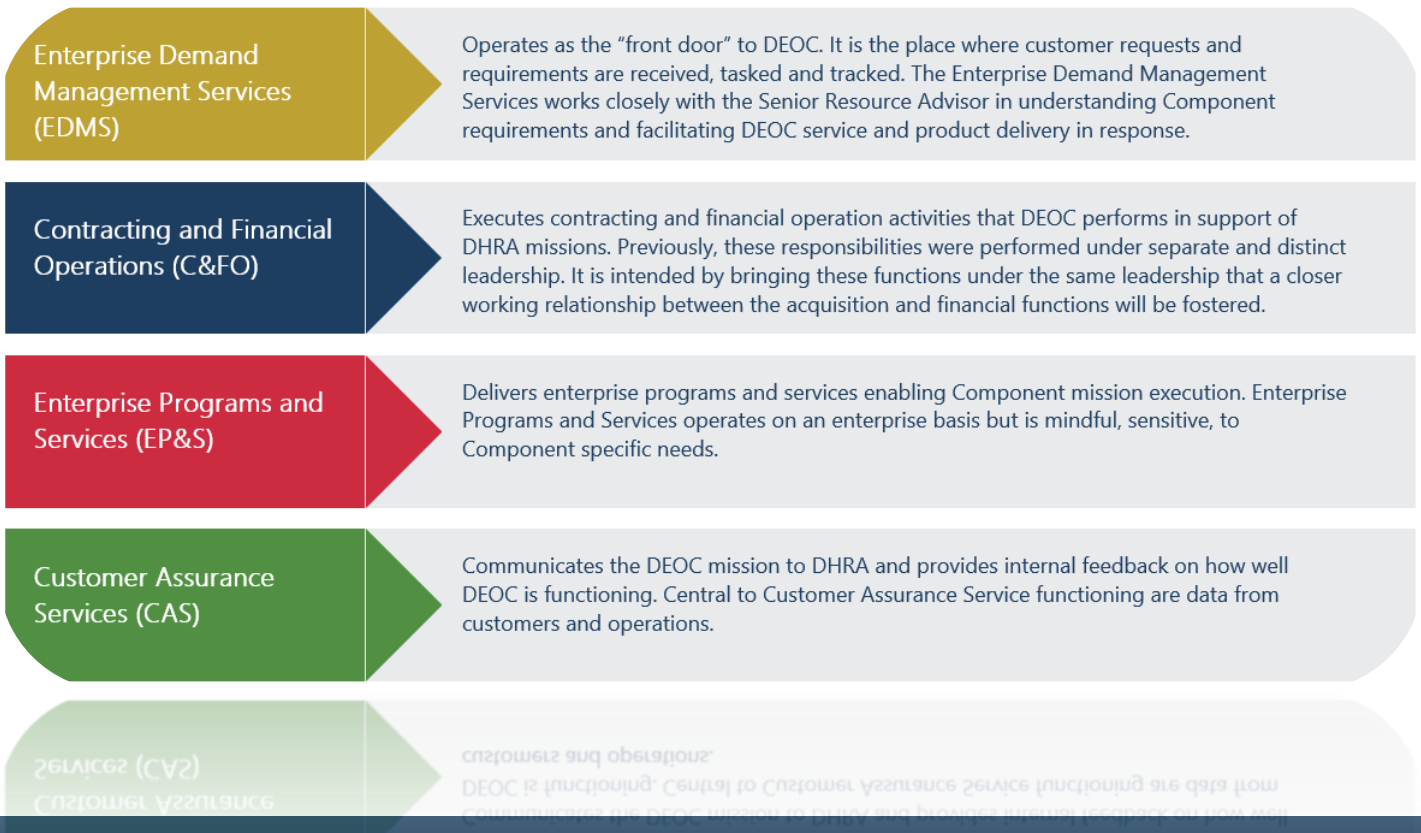


Focus Area: Enterprise Operations

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.



Focus Area: Governance

Goal 3.1	Establish an Enterprise planning capability and supporting processes in order to deliver a relevant Business Operations Plan annually
End State	Enterprise business planning is institutionalized at DHRA and the Business Operations Plan informs Enterprise direction, priorities, and resource allocation.
Outcomes	<ul style="list-style-type: none"> • DHRA establishes an Enterprise planning capability. • Staff maintains a Business Operations Plan. • Business Operations Plan initiatives incorporated into programming process. • Staff understands the Business Operations Plan and their role in supporting it.

Goal 3.2	Define and implement a governance framework
End State	Enterprise governance is accomplished through a well defined and implemented governance framework.
Outcomes	<ul style="list-style-type: none"> • 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 plan-
Outcomes	<ul style="list-style-type: none"> • DHRA has an operating instruction that governs the process for collecting and analyzing credible measures, including procedures for modifying the process. • Business Operations Plan, including goal and initiative measures, captured and reported in an Enterprise dashboard.

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	<ul style="list-style-type: none"> • Mission resources are programmed in accordance with programming controls. • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Establishment of identity for all new DoD population. • DHRA fosters and maintains a culture of privacy and security across information systems. • DHRA increases customer satisfaction. • 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>