

Human Resources Management

Strategic Plan Fiscal Years 2012 - 2016



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Table of Contents

- 1. Introduction..... 2
 - 1.1 Purpose..... 2
 - 1.2 Scope of the HRM Strategic Plan 2
 - 1.3 HRM Strategic Plan Organization 2
 - 1.4 HRM Functions..... 3
- 2. HRM Mission, Vision, Goals, and Priorities 3
 - 2.1 HRM Mission..... 3
 - 2.2 HRM Vision..... 3
 - 2.3 HRM Goals 4
 - 2.4 Strategic Management Plan (SMP) Goals 6
- 3. Target Environment 6
 - 3.1 HRM Portfolio Management (PfM)..... 8
 - 3.2 HRM System Portfolio 9
 - 3.3 HRM Lines of Business 10
 - 3.4 HRM Leading Practices 13
- 4. DoD Core Business Mission Areas 13
- 5. HRM Action Planning and Implementation 14
 - 5.1 HRM Annual Performance Planning 14
 - 5.2 HRM Transition Planning..... 15
 - 5.3 Next Steps 15
 - 5.4 Appendix A: HRM Stakeholders A1
 - 5.5 Appendix B: HRM High Priority Initiatives..... B1
 - 5.6 Appendix C: HRM Capabilities Mapped to Lines of Business C1
 - 5.7 Appendix D: HRM Leading Practices Table D1
 - 5.8 Appendix E: HRM Capabilities, with Definitions, related to H2R Level 1s..... E1
 - 5.9 Appendix F: Acronyms..... F1

List of Figures

- Figure 3-1 Investment Priority Management 9
- Figure 3-2 HRM Lines of Business (LoB) 11
- Figure 5-1 Strategic Performance Planning..... 15



1. INTRODUCTION

1.1 Purpose

This document presents an integrated plan for Human Resources Management (HRM). The HRM Strategic Plan for 2012 to 2016 is an update, not a major revision, intended to support and help achieve the current goals and objectives listed in the Strategic Plan of the Under Secretary of Defense for Personnel and Readiness (USD(P&R)). The USD(P&R) 2012 - 2016 Strategic Plan is available at:

http://www.prim.osd.mil/Documents/FY2012-16_PR_Strategic_Plan.pdf

1.2 Scope of the HRM Strategic Plan

The HRM Strategic Plan provides context linkages between the Deputy Chief Management Officer Strategic Management Plan (SMP) FY 2012 – FY 2013 business priorities, the Office of the Under Secretary of Defense for Personnel and Readiness (OUSD(P&R)) Strategic Plan, and the strategic planning efforts of the Civilian HRM, Military Health System (MHS), and Military and Other HRM Sub-Mission Areas. The USD(P&R) Strategic Plan is a high-level, working document that provides an overview of the policy oversight context for the HRM Functional Strategy (FS). Both documents aid planners in articulating the HRM mission, vision, goals, objectives, and capabilities while formulating HRM-related Information Technology (IT) solutions. These solutions will support the USD(P&R) policies and programs addressing the three overarching USD(P&R) focus areas: Total Force Readiness; Care for Our People; and Culture of Relevance, Effectiveness, and Efficiency. Future versions of the HRM Strategic plan will include findings that come from performance measures and other sources.

1.3 HRM Strategic Plan Organization

The HRM Strategic Plan follows the strategic planning methodology accepted throughout the Department of Defense (DoD).

The plan contains six sections as follows:

Section 1: **Introduction** – Provides HRM Strategic Plan purpose, scope, and organization.

Section 2: **HRM Mission, Vision, Goals, and Priorities** - Defines the organizational structure, mission, vision, strategic goals, and the strategic initiatives for HRM within a hierarchical framework.

Section 3: **Target Environment** - Documents the forward-looking view for HRM capabilities as leverage toward meeting the goals and objectives defined in Section 2.

Section 4: **Business Mission Areas** – Discusses HRM and the other DoD enterprise-level business mission areas (BMA).

Section 5: **HRM Action Planning and Implementation** – Presents the specific events and



steps to reach the desired strategic goals and objectives.

1.4 HRM Functions

HRM is the collection of functions that falls under the auspices of USD(P&R). To support the DoD business transformation initiative, the Business Enterprise Architecture (BEA), and oversight of HRM systems, USD(P&R) has defined three HRM sub-mission functional areas. These are:

- Military Health System (MHS) (<http://www.tricare.mil/tma/default.aspx>)
- Civilian Human Resources Management (<http://www.cpms.osd.mil/>)
- Military and Other Human Resources Management (<http://www.prim.osd.mil/>)

2. HRM Mission, Vision, Goals, and Priorities

2.1 HRM Mission

The USD(P&R) is responsible for leading HRM in the Department with a focus on ensuring that the right people are recruited, trained, capable, motivated and ready to respond to the broad continuum of emergent threats both now and in the future.

HRM encompasses all functional processes required to acquire, train, manage, pay, and provide benefits to the military and civilian personnel in the DoD (throughout their careers and beyond), as well as support family members, veterans, retirees, volunteers and contractors. A primary objective of the HRM Core Business Mission (CBM) portfolio is to provide to decision makers accurate human resources information such as numbers, competencies (occupations, skills, education and training), reception accounting, individual readiness, patient accountability and status reporting, individuals' unit and location, and assigned duty within organizations. This mission includes ensuring that Combatant Commanders have access to timely and accurate data on personnel that includes their skill sets and competencies. The Under Secretary of Defense for Personnel and Readiness (USD(P&R)) is responsible for the HRM business area and is the certification authority, pursuant to title 10 U.S. Code section 2222, for all defense business systems within this functional area. Key HRM initiatives are designed to directly impact and improve personnel management and readiness throughout DoD. The goal is to improve and transform business practices and information systems to facilitate seamless integration and provide better support to DoD military personnel, DoD civilian personnel, non-DoD personnel, and other human resources customers within a Total Force approach.

2.2 HRM Vision

The HRM vision is to promote DoD as an employer of first choice, attracting and retaining our nation's finest people to provide world-class support to the warfighter and other DoD customers. To support this vision, the OUSD(P&R) will review how resources are focused on automation transformation efforts most closely aligned to the Personnel and Readiness goals intended to further DoD mission objectives.



2.3 HRM Goals

HRM Goals are based on the appropriate portions of the Quadrennial Defense Review (QDR), dated February 2010, and are operationally articulated in the OUSD(P&R) Strategic Plan, dated February 2011:

- QDR Strategic Goals and Objectives related to HRM
 - DoD Strategic Goal 4 – Preserve & Enhance the All-Volunteer Force
 - DoD Strategic Objective 4.1.2M: Provide top-quality physical and psychological care to wounded warriors, while reducing growth in overall healthcare costs.
 - DoD Strategic Objective 4.2.2P: Ensure the Department has the right workforce size and mix, manage the deployment tempo with greater predictability, and ensure the long-term viability of the Reserve Component.
 - DoD Strategic Objective 4.3.2R: Better prepare and support families during the stress of multiple deployments.
 - DoD Strategic Objective 4.4.2T: Train the Total Defense Workforce with the right competencies.
 - DoD Strategic Goal 5 – Implement the Reform Agenda
 - Objective 5.5-2U/2V: Increase efficiencies in headquarters and administrative functions, support activities, and other overhead accounts.
- P&R Goals
 - **Goal 1 - Provide the right policies coupled with state-of-the-art practices and tools to attract, train, educate, shape, sustain, and retain diverse talent to anticipate and meet the requirements of the 21st Century Total Force.** The major emphasis of this goal is determining the capacity of the Total Force (right numbers and mix of military, DoD civilians, and contract services), plus supporting the Services' efforts to shape, recruit, train, educate, and retain a diverse workforce--civilian and military--to successfully execute current and future missions. While fully realizing this goal will represent a generational culture shift, actions to move towards success include developing policies to guide requirements determination, enhancing force-shaping tools, and engaging with educational institutions to shape the development of the pool of potential Total Force members. Although robust measures of effectiveness and performance will be developed in the portfolio of initiatives (POI), when P&R is successful with this goal, clearly defined policies will be in place resulting in the Services having enough of the right skills to meet mission requirements, with a focus on Combatant Command (COCOM) total readiness levels. When the goal is fully attained, a talent management system that is based upon finding the right skill to fill validated requirements--regardless of personnel category or seniority--will be in place.
 - **Goal 2 - Strengthen individual and mission readiness and family support, and promote wellbeing.** This goal promotes the wellbeing of the Total Force, including individuals, their families, and communities by building resiliency and preparedness. Executing this goal requires actions to increase the customer-focus



of services, optimize and leverage the full-spectrum of quality of life and family support programs, strengthen civilian personnel career pathways, and enhance support and care for Wounded Warriors. Success in this goal will be evident when Service members are confident that, when deployed, they will have the skills and support systems to overcome the stress of warfighting and family separation, and that their families have the resources needed to meet their daily and future needs and overcome their deployment-related stressors.

- **Goal 3 - Deliver quality health care at an affordable cost while improving medical readiness.** This goal emphasizes medical and dental readiness (Active and Reserve Components and the civilian expeditionary workforce), promoting physical and mental wellness of the Total Force, and delivering accessible, quality health care at a reasonable cost with a benefit that is portable. Successful attainment of this goal will be evident when the Active and Reserve Components are medically ready for deployment. Also, MHS will provide an overall quality health care experience leading to reduced generators of ill health by encouraging healthy behaviors, thereby decreasing the likelihood of illness through focused prevention and development of increased resiliency. Success in this goal will also be evident when MHS per capita costs increase at a rate of one percent less than civilian health insurance increases.
- **Goal 4 - Strengthen the way that P&R works to create a high-performance culture and organization.** P&R will achieve a mindset, structure, business discipline, and tools to shift towards a relevant, effective, and efficient organization. Attaining an overall end-state of a more collaborative, customer-focused, and results-driven way of thinking and working is central to P&R's long-term success. We must actively maintain awareness of the changing environment to produce relevant and timely responses to our customers' needs.¹ Thus, P&R will continue to explore opportunities with internal and external partners to address cross-cutting and collaborative initiatives such as the Office of Management and Budget's (OMB) high-priority goals, which for P&R are currently Hiring Reform and the Virtual Lifetime Electronic Record (VLER). A balanced POI that links to strategic objectives will be reviewed quarterly to provide the actionable information needed for P&R to respond quickly to rapidly evolving changes, create efficiencies, and maintain unity with our customer's needs. When P&R is successful with this goal, creative thinking, task organization, collaboration, and continuous process improvement will permeate our high-performance culture and organization.
- **Goal 5 - Communicate with "one-voice."** Consistent messaging across P&R entities, DoD, and with external stakeholders is critical to promote clarity and unity of effort. Achievement of this goal is a central component to P&R's ability to attain success in meeting its stated priorities, goals, values, and

¹ In order to lay the ground work for this goal and to ensure that P&R is providing the right guidance to the U.S. Congress, the Secretary, the Services, and the COCOMs in the upcoming planning, programming, and budget cycle, a P&R Cost Assessment and Program Evaluation (CAPE) capability will be established immediately.



accomplishments. In addition to delivering a consistent message, P&R will develop a “feedback loop” to provide an on-going conduit to exchange ideas and gain regular feedback from internal and external customers at all levels. Success will be evident when P&R employees and customers share a common understand of P&R’s mission, vision, values, and products, and when there are not multiple answers to the same questions.

2.4 Strategic Management Plan (SMP) FY 2012 – FY 2013 Goals

The SMP sets priorities and provides strategic direction for Departmental business operations to enable business transformation within the DoD. The HRM BMA is cross-cutting and aligns to the congressionally mandated Deputy Chief Management Officer (DCMO) SMP Business goals #1 & #6 with the listed P&R priorities, as follows:

- SMP Goals
 - Business Goal 1: Strengthen and right-size the DoD Total Workforce mix (military, civilian, and contracted support) to accomplish the DoD mission and sustain superior performance in a time of constrained resources
 - Business Goal 6: Re-engineer/use end-to-end business processes to reduce transaction times, drive down costs, and improve service.
- P&R Priorities
 - Sustain the Total Force and employ it in the most cost-effective manner possible.
 - Develop and manage the force – military and civilian.
 - Take care of our Wounded Warriors.
 - Provide the best possible quality of life for families, through fiscal responsibility.
 - Validate and defend resource requirements.
 - Address rising military health care and Total Force personnel costs through reinvention of systems, processes, and policies.
 - Develop tomorrow’s leaders.

3. TARGET ENVIRONMENT

The target environment is where Total Force visibility and readiness objectives have been achieved and the related HRM automation infrastructure has been transformed according to the warfighter and HRM community needs.

This target environment for oversight of HRM information systems and resources will be attained through a combination of the congressionally-mandated system of Pre Certification Authorities (PCA), a central Investment Review Board (IRB) and DoD’s implementation of Portfolio Management (PfM) (DoD Instruction (DoDI) 8115.02, October 30, 2006). Details of the HRM target environment will be enumerated for consistency across the HRM portfolio. These details will be captured in terms of HRM Enterprise Standards (HRM ES) and Common Human Resources Information Standard (CHRIS).

HRM ESs are encapsulations of policy, documented terms and definitions, business rules, business processes, and information needs relative to a specific functional area. Each CHRIS, a key element of an HRM ES, is an encapsulated view of a business information need conveying context in a semantic manner.



End to End (E2E) models are being built as a form of “road map” to context process models where the HRM ES Business Rules (BRs) are related to illustrative depictions of functional processes. The span of HRM functionality has been summarized within twenty four HRM capabilities. The BEA 10.0 Hire to Retire (H2R) E2E model has sixteen HRM capabilities identified as HRM H2R Level 1s are listed below and the related definitions are in Appendix F:

- Manage Organization
- Manage Recruiting and Accession
- Manage Human Resources Information
- Manage Personnel Development
- Manage Identity Credential
- Manage Benefit Programs
- Manage Assignment and Transfer
- Account for Personnel
- Manage Performance
- Manage Adverse Actions
- Manage Compensation and Reimbursements
- Manage Personnel Retention
- Administer Grievance Process
- Manage Physical Evaluation Process
- Manage Human Resources Interaction
- Manage Separation and Retirement

Some HRM functional groupings were not addressed in the H2R model but will be addressed in future architecture work on the E2E models.

The following eight HRM Capability E2E “gaps” were not resolved in BEA 10.0:

- Manage Military Health Services
- Manage Quality of Life
- Manage Security Services
- Manage Travel
- Manage Law Enforcement
- Administer Legal Personnel Programs
- Manage Workforce Occupational Safety Analysis
- Manage Human Resources Management Policy and Guidance



3.1 HRM Portfolio Management (PfM)

The PfM instruction (DoDI 8115.02) specifies that the BMA “ensures that the right capabilities, resources, and materiel are reliably delivered to our warfighters....”² Architecture is used as a toolset to help communicate how systems relate to the requirements of HRM mission execution. HRM efforts to implement Portfolio Management include on-going efforts to formulate definitions of HRM Business Capability Areas to promote transition planning for a portfolio of core systems and the integration of industry and Government leading practices into the culture of the HRM structure. An HRM Portfolio Management Concept of Operations (ConOps) is available at:

http://www.prim.osd.mil/Documents/HRM_PfMConOps.pdf

Achieving the goals of the Department of Defense requires a fundamental change in the way IT is managed in the Department. Historically, IT resources have been managed and acquired as stand-alone systems rather than as integral parts of a net-centric capability. This has had the effect of allowing duplicative investment in systems or platforms that deliver the same or similar capabilities, limiting the ability to share information or fully incorporate Doctrine, Organization, Training, Materiel, Leadership, Personnel, and Facilities (DOTMLPF) factors. Managing portfolios of capabilities aligns IT with the overall needs of the warfighter, as well as the intelligence and business activities which support the warfighter. In support of Enterprise, Mission Area, and Sub-Portfolio concepts, goals, measures, and integrated architectures, this instruction [DoDI 8115.02] describes the fundamental concepts necessary to align information technology (IT) with National Security and defense outcomes.”³

HRM Portfolio Management will use the information captured during the IRB process—from Defense Information Technology Portfolio Repository (DITPR), Select and Native Programming Data Collection-Information Technology (SNaP-IT), Architecture Compliance and Requirements Traceability (ACART), Planning, Programming, Budgeting, and Execution (PPBE), Joint Capabilities Integration and Development System (JCIDS), Business Capability Lifecycle (BCL), and other applicable authoritative sources—as a foundation. The process will then probe what alternatives will produce the best mix of investments to best meet the Department’s needs within the overall HRM business sub-portfolio of Enterprise and Component systems.

DoDI 8115.02 also indicates that consistent with OMB Capital Planning and Investment Control (CPIC) guidance under OMB Circular No. A-130, “Management of Federal Information Resources,” as amended, DoD will use four continuous integrated activities to manage its portfolios—analysis, selection, control, and evaluation. The overall process is iterative, with results being fed back into the system to guide future decisions. Figure 3-2 shows the major investment priority management activities, their key products and outcomes, and their relationships to the DoD decision processes.

² Per DoDI 8115.02, October 30, 2006

³ Per DoDI 8115.02, October 30, 2006

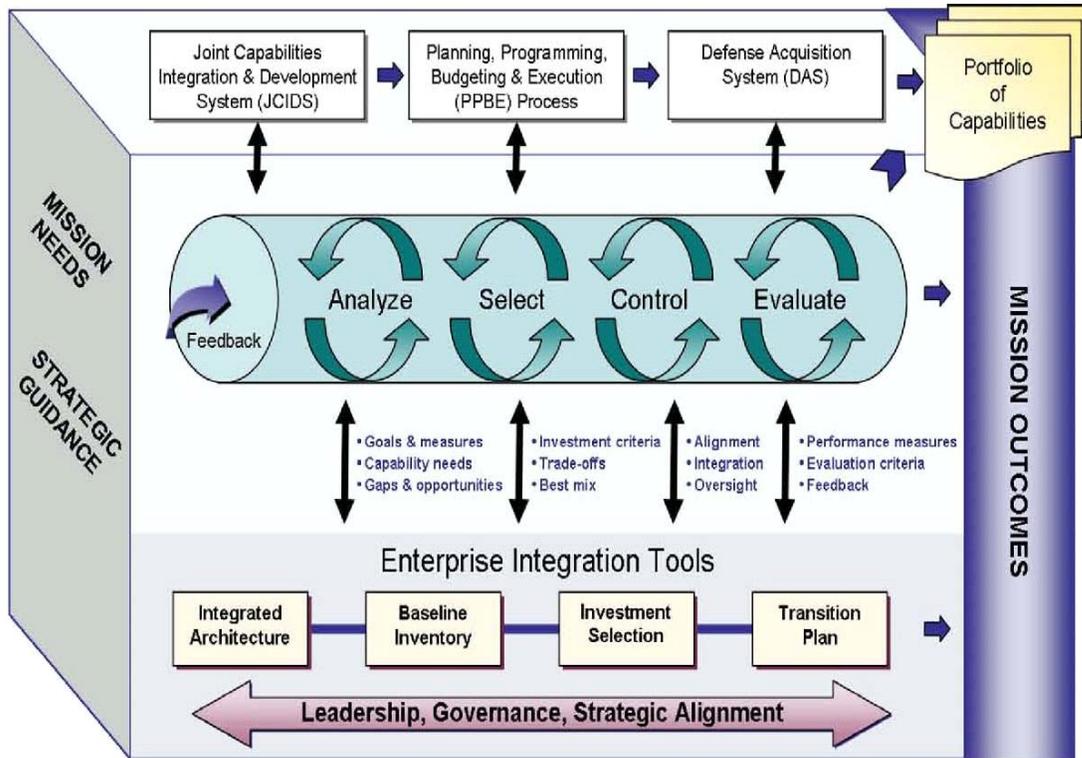


Figure 3-1 Investment Priority Management

Additional information can be found in the HRM PfM ConOps.

3.2 HRM System Portfolio

The HRM community works to fulfill its mission by developing and fielding more than 700 systems (as recorded in DITPR) to support the Total Force. Major systems and initiatives include:

- [Defense Civilian Personnel Data System \(DCPDS\)](#) - DCPDS is an automated, web-based human resources system that standardizes civilian human resources processes and promotes efficient service delivery across DoD. It contains more than 800,000 employee records and more than 1.5 million position records. DCPDS is the vehicle for implementing the National Security Personnel System (NSPS) capabilities for performance-based HR evaluation, development, and compensation.
- [Integrated Personnel and Pay Systems \(IPPS\)](#) - The Defense Integrated Military Human Resources System (DIMHRS) effort has been terminated. Addressing the related DoD requirements is in transition from a single enterprise DoD-wide system to multiple dedicated Service-Specific IPPS. The Joint Enterprise Change Management Board (JECMB) will provide DoD-wide personnel, finance, and accounting standards for current and future personnel and pay systems. The IPPS implementations will utilize DIMHRS previous deliverables to the maximum extent practical as determined by the new Service program offices.
- [Defense Travel System \(DTS\)](#) - DTS is a secure, web-based travel system that provides official travel services to the DoD Active Duty, Guard, Reserve, and civilian personnel.



It will interface with more than thirty-five financial management systems, including accounting, disbursing, entitlement, and pay systems; a secure electronic archive; DoD's Public Key Infrastructure; government card vendors; and four Global Distribution systems.

- [United States \(US\) Military Entrance Processing Command \(MEPCOM\) United States Integrated Resource System \(USMIRS\)](#) - USMIRS is the official accession reporting system for DoD. It reports accession data for new recruits to the Services' headquarters' personnel systems. Data includes applicants' physical, mental, moral, and security qualifications. USMIRS also sends identification information for members and their dependents to the Defense Manpower Data Center (DMDC). USMIRS is the first Joint-Service system.
- [TRICARE Online \(TOL\)](#) - TOL is the MHS online portal for Active Duty and retired uniformed Service members and their families. It provides easy access to available health care services and information.
- [Armed Forces Health Longitudinal Technology Application \(AHLTA\)](#) - Formerly known as the Composite Health Care System II (CHCS II), AHLTA is the military's Internet-based electronic health record that when fully deployed will support 9.1 million TRICARE beneficiaries.
 - DoD and the Department of Veterans Affairs (VA) are anticipating an integrated approach for electronic health record programs by creating a new system or upgrading current systems to meet combined organizational needs, while pursuing bridging mechanisms for data sharing. For more information on this effort, please refer to the memorandum in Appendix D, dated February 14, 2011.

3.3 HRM Lines of Business

The HRM Lines of Business (LoB) represent groupings of highly interrelated activities that are critical to the overall HRM mission. The LoB are used by DoD executives as an introduction to the more granular representations of the HRM Capabilities. Figure 3-2 presents the fourteen (14) HRM LoB.



Figure 3-2 HRM Lines of Business (LoB)

Detailed description of each HRM LoB:

Assignments/Placement/Transfer – All activities associated with assigning, placing against positions (e.g., planning and identifying placement requirements, determining candidate eligibility and suitability, providing placement advisory services, processing placement actions), and/or transferring DoD members and employees.

Benefits Management – All activities associated with the management of benefits to include indirect compensation, wage supplements, and indirect payments. This includes: medical, dental, life, and long-term insurance; pension/retirement; flexible spending; disability benefits; entitlements; benefits eligibility, enrollment and termination; tracking of health care administrators; savings management (Thrift/Bonds); and benefits reporting.

Interagency Support – All activities associated with responding to policy, procedural and process issues and requirements with outside agencies that have an impact on the benefits, entitlements, and well-being of human resources.

Law Enforcement – All activities associated with the protection of people, places, and things from criminal activity resulting from non-compliance with US laws. This includes patrols, undercover operations, response to emergency calls, as well as arrests, raids, and seizures of property.

Legal Affairs – All activities associated with resolution facilitation and the administration of adverse actions (judicial and non-judicial). Resolution facilitation refers to those activities outside a court of law, such as mediation and arbitration that may be used in an attempt to settle a dispute between two or more parties (government agency, citizen, or corporation). Adverse



actions can be based upon misconduct, unacceptable performance, or both and can lead to legal actions and non-disciplinary actions such as medical inability to report for duty, separation, or furlough that can lead to administrative actions.

Military Health Services Management – Provide direction, resources, health care providers, eligibility, enrollment and other means necessary to promote the health of the DoD TRICARE beneficiary population. This includes developing and promoting health awareness issues to educate customers, discovering and resolving environmentally-based health threats, providing health services, including preventive care and problem intervention, and improving the means and methods for maintaining the health of the beneficiary population by constantly evaluating the performance of the health care services system.

Personnel/Pay Management – All activities associated with managing human resources. This includes the performance of personnel actions necessary to support DoD members and employees, determining eligibility for pay and deductions, executing payroll, certifying and building of a pay file for disbursing, reporting taxes, providing information to support mission planning, personnel and pay oversight and financial reporting.

Personnel Development – All ongoing activities related to enhancing an employee's or member's personal and professional skills including functions that support managing careers, training and education management, competency development, evaluations, promotions, and recognition programs (e.g., incentives, bonuses, awards).

Human Resources Information Security – All activities associated with ensuring employees, contractors, and other designated persons have been approved and issued badges to enter federal buildings, utilize federal services, and serve in positions requiring certification of personal reliability. This activity also includes determining and tracking individual personnel security clearances as well as supporting the National Industrial Security Program.

Position Management – All activities associated with developing, analyzing, and implementing position plans and managing strength levels against those plans. This includes integrating force structure requirements into personnel functions, thus enabling proper utilization of DoD human resources through structuring organizations validating organizations against budgetary constraints, establishing and allocating positions, and managing programs required to support strategic goals.

Quality of Life/MWR Management – All activities associated with maintaining or improving personnel's quality of life and individual dignity/rights. This includes managing and administering labor relations; providing for workforce communications; and supporting morale, welfare, and recreation (MWR), family support, casualty assistance and social action programs.

Recruiting and Accessions – All activities associated with recruiting, identifying, evaluating, and selecting candidates to fill a position or organizational requirement; and hiring/accessing, transferring, assigning, or placing DoD members and employees against positions (e.g., planning and identifying placement requirements, determining candidate eligibility and suitability, in-processing selected candidate, and accepting individuals into the DoD).

Travel Management – This activity authorizes and documents all types of official travel (e.g., initial hire/first duty station travel, temporary duty travel, and permanent change of station (PCS) travel). This includes verifying a travel authorization, required documentation, and traveler's



eligibility and credentials (e.g., security clearance, passport, visa, foreign area clearance); initiating and finalizing travel requests and authorizations; gathering information necessary to create a travel authorization for individual or group travel; verifying funds availability; arranging travel accommodations (e.g., airlines, rental car, lodging); estimating travel costs; and completing and issuing travel authorizations to the traveler and accounting to obligate funds.

Retirement/Separation – Consists of activities associated with discharging, dismissing, retiring, and resigning DoD members and employees. In addition, this includes managing the military retiree for recall and their retention/retired pay and military annuitant pay requirements and operations (which contain payments to retirees, annuitants, victims of abuse, former spouses, forgotten widows, etc.).

Some HRM capabilities are unique to specific LoB, while others are shared in common by multiple LoB. Appendix C depicts the mapping of HRM capabilities to their respective LoB.

3.4 HRM Leading Practices

The definition and adoption of HRM leading practices is a key factor in reaching the “To-Be” environment. Implementation of leading practices will position DoD as an employer of choice and facilitate effective, mission-based HR development. DoDI 8115.02 specifies that “priority shall be given Global Information Grid (GIG) Enterprise Services and commercial-off-the-shelf (COTS) software solutions that embed leading practices and processes.” As DoD defines and adopts leading practices, a self-maintaining and process improvement environment will be facilitated. HRM leading practices defined to date are presented in Appendix E. These practices range in scope and focus—some being strategic in nature (e.g., a single human resource profile) and some being operational but having a large impact on the business operations.

4. DoD BUSINESS MISSION AREAS

USD(P&R) has the leadership responsibility for developing key initiatives for the HRM BMA that directly impact the enterprise-level priorities depicted in the DCMO Strategic Management Plan and other documents. These priorities will significantly improve personnel management throughout DoD.

The other four DoD BMAs are:

- Real Property and Installation Lifecycle Management (RPILM)
- Weapon System Lifecycle Management (WSLM)
- Financial Management (FM)
- Material Supply and Service Management (MSSM)



There are four key HRM enterprise initiatives identified as high impact because they significantly improve the manner in which the Department performs the HRM core capabilities and will enable enhanced Personnel and Financial Visibility. These initiatives include:

- VLER – Virtual Lifetime Electronic Record
- DTS – Defense Travel System
- DCPDS – Defense Civilian Personnel Data System
- AHLTA – Armed Forces Health Longitudinal Technology Application

The USD(P&R) provides functional standards for these initiatives to improve and transform business practices and systems. These systems and business practices:

- Support a diverse, cohesive, and rapidly tailorable force structure
- Deliver quality health services and travel management that meet the readiness needs of the Department

The DoD HRM architecture's activities, processes, and capabilities are all mapable to the major functional groupings depicted in the President's OMB Federal Enterprise Architecture (FEA). All of the DoD HRM functionality can therefore be federated to the FEA. Federal wide HRM within the FEA does not include some DoD HRM functions such as law enforcement but these functions are available for DoD federation in other portions of the FEA beyond the federal level boundaries for HRM.

5. HRM ACTION PLANNING AND IMPLEMENTATION

5.1 HRM Annual Performance Planning

The specifics of measuring HRM strategic performance indicators and their corresponding higher and lower level links are presented in the HRM Functional Strategy. The higher level links include mapping to Strategic Goals and Objectives. The more granular links include mappings to the appropriate HRM Architecture views. As the HRM systems become designated as strategic support systems, their performance metrics and measures will be mapped to the HRM Strategic Goals and Objectives and documented in the HRM EA.

The strategic planning and annual performance measurement cycle is keyed to the HRM management meetings and linked with implementation of processes and schedules. The outcomes of implementing each layer of the annual performance planning pyramid include approved HRM input into the DoD Enterprise Transition Plan (ETP), implementing near-term actions, reviewing planning, identifying problems and opportunities, measuring performance, and developing and approving annual report(s).

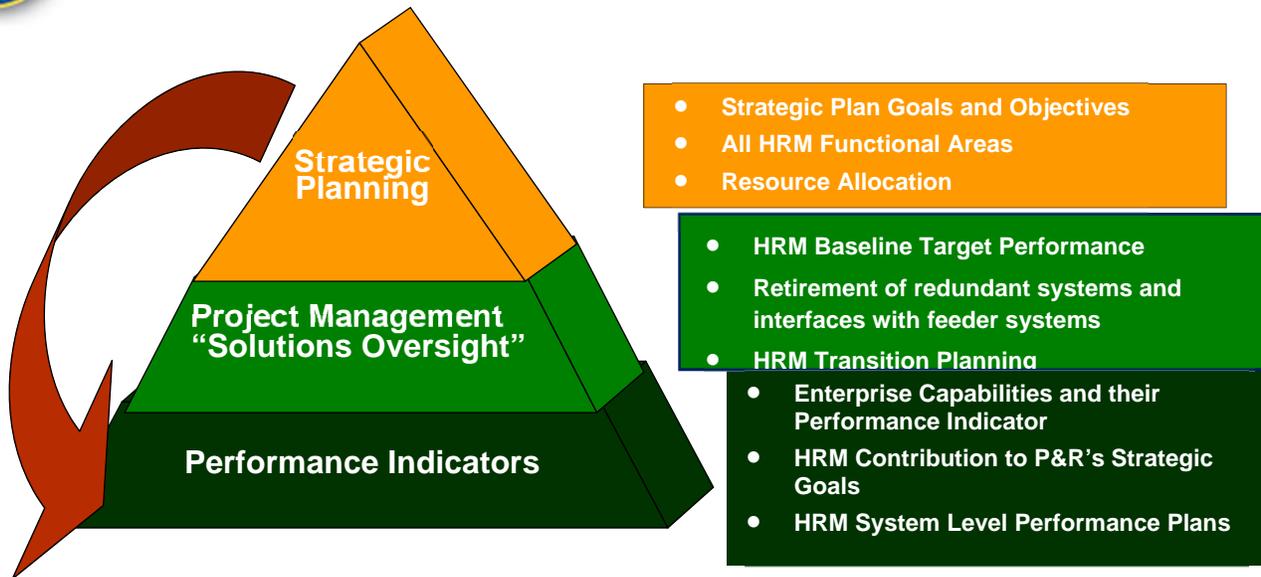


Figure 5-1 Strategic Performance Planning

5.2 HRM Transition Planning

Currently, an overview of the HRM Transition Plan is published within DoD's ETP. The ETP summarizes DoD enterprise business transformation automation efforts with designated sections focused on P&R's efforts supporting HRM's strategic planning. The HRM ETP information presents an integrated enterprise-level depiction of the related HRM sub-mission areas development of migration plans and system action plans related to achieving HRM's Strategic Objectives. The integration among the HRM sub-mission areas is essential in implementing the transition from the existing legacy environment to integrated capabilities within the investment priority guidance of the HRM IRB Certification Authority (i.e., USD(P&R)).

Updates to the ETP will be coordinated with the progress of the HRM EA development efforts federated within DoD's BEA. The plan is produced by the DoD Office of the Deputy Chief Management Officer and is subsequently provided to the Congress. The FY 2012 ETP is updated on a monthly basis and is available at:

<http://dcmo.defense.gov/publications/enterprise-transition-plan/FY2012/home.html>

5.3 Next Steps

The HRM community is developing a structured iterative approach to successfully implement its FYs 2012 - 2016 Strategic Plan. Additionally, based on the performance data, the HRM systems will be periodically reexamined to assess their contribution to HRM's ability to effectively and efficiently execute its mission and meet goals and objectives. The strategic planning process is thus a self-assessing and self-correcting one that drives the organization towards continual improvement in pursuit of providing the warfighter with the right Defense Business Systems support at the right time at the right place and at the right price.



5.4 Appendix A: HRM Stakeholders

STAKEHOLDER CATEGORY	STAKEHOLDER GROUP(S)	INSIGHTS/ADDITIONAL INFORMATION
Level of Involvement: Core		
<p>OUSD(P&R) Leadership</p>	<p>OUSD(P&R) Under Secretary of Defense for Personnel and Readiness Assistant Secretary of Defense for Health Affairs (HA) Assistant Secretary of Defense for Reserve Affairs Deputy Under Secretary of Defense for Readiness Deputy Under Secretary of Defense for Military Personnel Policy (MPP) Deputy Under Secretary of Defense for Civilian Personnel Policy (CPP) Deputy Under Secretary of Defense for Military Community and Family Policy (MC&FP) Deputy Under Secretary of Defense for Wounded Warrior Care Director, Enterprise Services</p>	
Level of Involvement: Tier 1		
<p>Services, Components, and Agencies</p>	<p>Joint Staff Combatant Commands Department of the Army Army National Guard Army Reserve Department of the Air Force Air Force Reserve Air National Guard Department of the Navy US Marine Corps Marine Corps Reserve Naval Reserve Coast Guard Reserve Service members and dependents Inspector General Defense Information Systems Agency (DISA) Defense Intelligence Agency (DIA) Defense Logistics Agency (DLA) Defense Finance and Accounting Service (DFAS) Defense Security Service (DSS) Uniformed Services University of Health Sciences Homeland Defense</p>	<p>OUSD(P&R) performs Certification and investment prioritization for HRM systems for the following: Army, Air Force, Navy, Marine Corps, Air Force Reserve, Air National Guard, Army Reserve, Marine Corps Reserve, Naval Reserve, and Coast Guard Reserve.</p> <p>Defense Information Systems Agency (DISA) is an infrastructure provider (OASD (NII)).</p> <p>In the warfighter area, personnel and organizations are managed in Combat Service Support systems, which execute “focused logistics” (DLA).</p> <p>HRM pay interface to DFAS disbursements is a key area of work.</p> <p>HRM encompasses the organizations conducting security background investigations (DSS).</p> <p>Uniformed Services University of Health Sciences is part of the</p>



STAKEHOLDER CATEGORY	STAKEHOLDER GROUP(S)	INSIGHTS/ADDITIONAL INFORMATION
	National Security Agency (NSA) Defense Commissary Agency (DeCA) DoD Education Activity (DoDEA) Defense Civilian Personnel Advisory Service (DCPAS)	MHS Sub-Mission Area and under Training Capability—also involved in inputs to credentialing. HRM under quality of life (QOL)/morale, welfare, and recreation (MWR) manages commissaries and other non-appropriated fund operations (DeCA).
DoD Leadership	Office of the Secretary of Defense Office of the Deputy Chief Management Officer Office of the Under Secretary of Defense (Comptroller) Office of the Under Secretary of Defense (Acquisition, Technology, and Logistics) Office of the Assistant Secretary of Defense for Networks and Information Integration (OASD (NII)) Office of the Director for Program Analysis and Evaluation (PAE)	PAE conducts independent analysis for and provides independent advice to the Secretary and Deputy Secretary of Defense.
BMA Transformation Partners	Financial Management Material Supply and Service Management Real Property and Installation Lifecycle Management Weapon System Lifecycle Management	
Non-DoD Partners	Department of Veterans Affairs (VA) Department of Homeland Security National Archives and Records Administration (NARA) Department of Labor National Oceanic & Atmospheric Administration (NOAA) Public Health Service (PHS) North Atlantic Treaty Organization (NATO) Southeast Asia Treaty Organization (SEATO) Australia, New Zealand, United States Security Treaty (ANZUS)	
Non-Government Support Organizations	United Service Organizations (USO) American Red Cross	OUSD(P&R) assumes responsibility for health, welfare, and safety of USO and Red Cross employees, etc., when they are sent into theaters.



STAKEHOLDER CATEGORY	STAKEHOLDER GROUP(S)	INSIGHTS/ADDITIONAL INFORMATION
Level of Involvement: Tier 2		
Legislative/Oversight Bodies	Congress Congressional Budget Office Government Accountability Office Office of Personnel Management Office of Management and Budget	
Other Non-DoD Partners	Department of State Social Security Administration Federal Bureau of Investigation All 50 state governments Territorial governments District of Columbia Department of Justice	
Level of Involvement: Tier 3		
Foreign Organizations	Foreign governments Foreign military organizations	
Media	Local media National media Trade media	



5.5 Appendix B: HRM High Priority Initiatives

Initiative	Description/ Objective	Impacted Capabilities	Approach	Expected Benefits
<p>AHLTA Armed Forces Health Longitudinal Technology Application</p>	<p>AHLTA is the military medical and dental clinical information system that will generate and maintain a comprehensive, life-long, computer-based patient record for each MHS beneficiary.</p>	<ul style="list-style-type: none"> • Manage Military Health Services • Manage Human Resources Information 	<ul style="list-style-type: none"> • AHLTA will be deployed to the DoD over an eight year period. • Initial deployment training began in July 2004. 	<ul style="list-style-type: none"> • Reduce the number of lost medical records • Eliminate the need for the member or beneficiary to hand carry records. • Allow for real time entry and visibility of medical entries. • Improve medical care by eliminating the need for handwritten notes that must be transcribed. • Provide for more efficient patient check-in. • Track patients <p>Allow for more accurate diagnostic coding.</p>
<p>DTS Defense Travel System</p>	<p>DTS transforms what is currently a paper-based, labor-intensive travel process into a fully automated and web-based system that will support official travel.</p>	<ul style="list-style-type: none"> • Manage Travel 	<ul style="list-style-type: none"> • DTS is currently operational at 4450 DoD sites. • During FY05, DTS was deployed to service and agency Phase II sites. • Award Small Business Commercial Travel Office (CTO) contracts. • Award Full and Open CTO contract while consolidating the existing DoD travel service contracts under one management entity. 	<ul style="list-style-type: none"> • At FOC, DTS will provide DoD with a seamless, paperless TDY travel system. • Reduce cost to the Department that is associated with arranging, documenting and reimbursement processes associated with official government travel. • Shorten the time between requesting and receiving reimbursement for travel. • Reduce delinquent travel card payments by allowing split disbursement, scheduling partial payments, and providing a charge card vendor interface. <p>Provide visibility of DoD personnel preparing for, executing, or completing official government travel.</p>



Initiative	Description/ Objective	Impacted Capabilities	Approach	Expected Benefits
<p>DCPDS Defense Civilian Personnel Data System</p>	<p>DCPDS is a single, web-based Human Resources (HR) system that standardizes civilian HR processes and promotes efficiency of HR service delivery. The system uses a standard, easy-to-follow user interface to provide HR specialists, managers, and administrative specialists HR information at their fingertips. DCPDS is also the largest automated HR system in the world, containing over 800,000 civilian employee records and over 1.5 million position records. DCPDS replaced nine legacy civilian HR systems, and supports all targeted DoD civilian employees and organizations.</p>	<ul style="list-style-type: none"> • Manage Personnel Sustainment • Manage Assignment and Transfer • Manage Human Resources Information • Manage Human Resources Organizational Infrastructure Support 	<ul style="list-style-type: none"> • The DCPDS reached FOC on September 27, 2002. Defense Civilian Personnel Advisory Service (DCPAS) managed DCPDS development and deployment, and currently administers the operation, maintenance, and sustainment of DCPDS through a contract with Lockheed Martin Information Technology (LMIT). The sustainment phase includes the addition of system enhancements, to add new functionality or enhance existing capabilities. The migration of DCPDS from a client-server to a web-based environment was completed in 2003, upgrading the application software to the newest release. With the upgrade to this web-based version, users access the DCPDS application via a standard web browser, taking advantage of internet technology and improved system navigation. 	<ul style="list-style-type: none"> • Support all targeted DoD civilian employees and organizations. • Transform civilian HR processes and HR service delivery. • Replace nine legacy civilian HR systems • Process civilian personnel transactions, generates reports and maintains employee history. • Provide web-based access. • Provide interface with the DoD automated payroll system. • Provide personnel management information to supervisors' and managers' desktop computers. • Provide corporate civilian workforce information to senior DoD leaders. • Save DoD over \$200 million per year during the systems' 15-year life cycle.



Initiative	Description/ Objective	Impacted Capabilities	Approach	Expected Benefits
<p>VLER Virtual Lifetime Electronic Record</p>	<p>VLER enables sharing of administrative and medical information for Service members, Veterans and their dependents and beneficiaries with approved personnel providing health care or benefits using the National Health Information Network framework. Implementation will focus on sharing medical information for health care services. It will ensure health information is shared with the strictest and most rigorous standards of privacy and security under the Health Insurance Portability and Accountability Act and the Privacy Act. Service member, veteran and dependent.</p>	<ul style="list-style-type: none"> • Manage Military Health Services • Manage Human Resources Information • Manage Interagency Support 	<ul style="list-style-type: none"> • The VLER initiative launched following President Obama's April 9, 2009, direction to the DoD and the Department of Veterans Affairs (VA) to create a unified lifetime electronic health record for members of our Armed Services. VLER will contain administrative and medical information for Service members, recording information from when they first join the Service throughout their lives. In FY11, three pilots in different locations in the U.S. will be deployed – each adding an increasing number of data elements. Over the next five years, VLER will expand to additional locations and increase data availability for each Service member, veteran and dependent. 	<ul style="list-style-type: none"> • Service members and veterans can share comprehensive administrative and health benefits information with their care providers and benefits administrators. • Eliminates the need to bring paper copies of medical records from one medical facility to the next. • Result in: better informed clinicians, and service and care providers; improved continuity and timeliness of care; enhanced awareness among all involved parties; and elimination of gaps in a patient's record.



5.6 Appendix C: HRM Capabilities Mapped to Lines of Business

Capabilities	Lines of Business
Manage Organization	Position Management
Military Recruiting and Accessions	Recruiting and Accessions
Manage Human Resources Information	Interagency Support and the other LoBs
Manage Personnel Development	Personnel Development
Manage Identity Credential	Human Resources Information Security
Manage Benefit Programs	Benefits Management
Manage Assignment and Transfer	Assignments/Placement/Trans
Account for Personnel	Personnel/Pay Management
Manage Performance	Personnel/Pay Management
Manage Adverse Actions	Personnel/Pay Management
Manage Compensation and Reimbursement	Personnel/Pay Management
Manage Personnel Retention	Personnel/Pay Management
Administer Grievance Process	Personnel/Pay Management
Manage Physical Evaluation Process	Personnel/Pay Management
Manage Human Resources Interaction	Personnel/Pay Management
Manage Separation and Retirement	Retirement/Separation
Manage Military Health Services	Military Health Services Management
Manage Quality of Life	Quality of Life/MWR Management
Manage Security Services	Human Resources Information Security
Manage Travel	Travel Management
Manage Law Enforcement	Law Enforcement
Administer Legal Personnel Programs	Legal Affairs
Manage Workforce Occupational Safety Analysis	Personnel/Pay Management
Manage Human Resources Management Policy and Guidance	Personnel/Pay Management



5.7 Appendix D: HRM Leading Practices Table

Leading Practice Name	Leading Practice Description	Leading Practice Benefit
Human Resources Total Force Visibility	Viewing human capital as a critical resource and aligning human capital to support the DoD mission and vision. A comprehensive view of the Department's personnel by organization, function, and competencies. Human resources managers, to include warfighters, from a single source, view the human resources pool in aggregate and at varying levels of filtering down to detail on individuals.	This will provide a single view for matching organizations and people, finding specific skill sets, and gaining an overall picture of organization to skill mixes; plan local or department wide development initiatives, and provide alignment with specific missions.
Manage Information Security for HRM Data	Information security management is exercised in the new Net-Centric environment. Information is published consistent with Net-Centric and Community of Interest (COI) objectives while protection of critical data is provided. Published data is considered collectively with an understanding of the possible sensitivities and classifications of filtered and or fused Human Resources Information. Information sources and systems are protected from access/intrusion at multiple levels.	Minimizes the risk of disclosure of sensitive data to other than authorized users and allows publication of data and metadata in the Net-Centric environment. Access is centrally authorized and maintained by functional role.
Human Resources Information Profile	Comprehensive view of an employee's personnel, pay and benefits history that includes skills, competencies, job preferences, duty locations, etc., that are accessible to the supervisor and the employee 24/7 with proper authorization to view and update information.	Organizational benefits include: an ability to account for DoD civilian, military, family members, and contractor personnel especially in wartime; ability to quickly scan employee information profiles for needed skills and competencies; and alleviate fragmented personnel and pay records that cause difficulty in tracking information such as, status change (active, guard, reserve), pay, benefits, and credit for service.



Leading Practice Name	Leading Practice Description	Leading Practice Benefit
Employee Self-Service	Employees, retirees, and family members can view and interact with the organization holistically anytime, anywhere, at a single “point of contact” utilizing technology (e.g., portal or telephony).	Members and employees will be given electronic access to all personal data that they control (pay statement to either view or print, health care open enrollment, new hire selections, goal setting, performance review process, training courses, etc.). Employee Self-Service reduces overall human resource costs, speeds overall HRM processing, and improves service and employee/member satisfaction.
Integration of Personnel and Pay Functions	Single point of entry for reporting and access of all personnel/payroll information.	Members/employee benefits include access to their personnel and pay voucher/travel reimbursement. This gives both members/employees and the organization a “one stop shop” for personnel pay/travel information, reporting, and error correction. Implementation of a single personnel/payroll/travel processing activity has the potential to increase process efficiency and decrease costs by providing a standardized approach to member/employee notification of the organization’s personnel/pay/travel policies and pay cycles.
Shared Service Center	A single, centralized service center concept is utilized to consolidate and integrate the human resources, payroll, and benefits functions.	Employees, retirees, and authorized annuitants will be able to access pay and personnel information from a single point of contact. From an organizational perspective, this minimizes the high cost of servicing members and employees from different location. Benefits include: standard and consistent servicing of employees; elimination of redundant data captures; and increasing consistency and accuracy of data. The integration of these functions allows for holistic management of the employee life cycle from the entry to the organization to the separation from the organization and all processes, such as pay management; benefits management, and organizational development.



Leading Practice Name	Leading Practice Description	Leading Practice Benefit
Competency Management	Enterprise management of skills, abilities, and behaviors related to human resources and the related position will help align competencies with organizational goals and objectives.	Competency Management is a pivotal element for aligning organizational core values with individual goals and career plans. It can take the guesswork out of predicting future on-the-job performance and behavior and gives hiring managers the information they need to make an informed hiring decision or recommendation. It allows for more effective and efficient identification and placement of resources.
Automate Travel Reservations, Authorizations, and Payments	From their desktop, travelers will be able to create an electronic travel authorization with access to real-time availability of air, domestic rail, hotel, and rental car information subject to approved DoD business rules. Travel requests will be routed electronically for approval. Expense reporting will be filed electronically and routed to proper approving officials. Payments for approved travel expenses will be made immediately to the charge card company with the remainder paid by electronic funds transfer to the traveler. All financial transactions will be directed to appropriate DoD systems without human intervention and all records will be electronically archived. The travel process will maximize use of web technology and will be done in an electronically secure environment.	Provides on-line travel and expense reporting, such as individual billing of airfares, which allows the traveler access to information and control of his/her own itinerary. This empowerment results in increased employee satisfaction. Travel authorization either is reduced or eliminated as the automated system can check for certain travel requirements, and only certain ones are sent to management for approval. Cash advances replaced by employee charge card program, which allows for more organizational accountability and security of funds. Travelers receive corporate-sponsored cards that include features such as cash withdrawals and make the employee more accountable for travel monies used.
Electronic Health Record	The Armed Forces Health Longitudinal Technology Application (AHLTA) is the military Electronic Health Record (EHR). Medical and dental records are maintained in an electronic form, stored in a centralized Clinical Data Repository (CDR). This centralized data storage allows medical data to be accessed by authorized users 24 hours a day from anywhere in the world.	An electronic record provides a continuous record of medical care without the storage requirements of maintaining a paper-based record. Electronic records offer greater accountability through the maintenance of an electronic "audit trail". Electronic storage of clinical information allows rapid aggregation of medical data and an unprecedented capability for medical surveillance of the military population. Information can be entered once and read throughout the system, relieving the current need for multiple recording of the same information.



Leading Practice Name	Leading Practice Description	Leading Practice Benefit
<p>Computerized Physician Order Entry (CPOE)</p>	<p>Military health care providers utilize CPOE to electronically order lab tests, request radiology exams, issue prescriptions, and record diagnostic and treatment codes. The orders become part of the patient’s permanent medical record. The orders are immediately transmitted to the proper laboratory, radiology section, or pharmacy. Once laboratory or radiological studies are completed, they can be viewed by authorized users on-line.</p>	<p>CPOE enhances patient safety by helping physicians to issue clear orders efficiently and effectively and prescribe medications as safely as possible. Health care workers no longer have to rely on the previous system of hand written paper laboratory and radiological study requests and pharmacy orders, hand carried to the proper destination, and paper laboratory and radiological reports, hand carried back to the requestor. Practitioners will no longer have to contend with the problem of ensuring that each of those paper requests, reports, and medication orders is attached to the proper page of the proper paper medical record. Rapid, electronic access to diagnostic and treatment data will speed and improve medical treatment and allow physicians to make better use of their clinical time.</p>
<p>Joint Medical Asset Visibility</p>	<p>The Joint Medical Asset Repository (JMAR), established in 1997, is designated by the Joint Total Asset Visibility (JTAV) Program as the single source to acquire, manage, and provide timely and accurate medical asset visibility information to the Quad-Service medical logistics community on the location, movement, status and identity of medical equipment, supplies and blood. Managed by the Defense Medical Logistics Standard Support (DMLSS) system Program Office.</p>	<p>Provides the ability to quickly locate needed medical supplies, equipment, or blood, regardless of the owning Service. In the case of an FDA recall of a particular lot of a drug, medical logisticians can rapidly determine what facilities have the drug, what lot numbers they have, how much they have on hand, and the nearest facility that can supply replacements. Future builds of the system will link with federal medical logistics databases, allowing this same level of asset visibility for all federal medical entities. This is especially relevant for Homeland Security and Emergency Management.</p>



Leading Practice Name	Leading Practice Description	Leading Practice Benefit
<p>Consolidated Class VIII Inventory Management and Prime Vendor Support</p>	<p>DMLSS replaces a multitude of aging legacy medical logistics system with a single standard DoD Medical Logistics system. Basic functionality includes stock control, Prime Vendor operations, preparation of procurement documents, research and price comparison among a variety of sources for products, property accounting, biomedical maintenance operations, capital equipment, property management, inventory, and a facility management application that supports the operations of a fixed medical treatment facility physical plant and supports Joint Commission on the Accreditation of Healthcare Organizations (JCAHO) accreditation requirements.</p>	<p>Standardizes the myriad medical logistics systems used by DoD's Uniformed Services Medical Departments. Maximizes the cost savings that can be obtained from shifting to business practices utilized by the commercial community. Increases the ability to share and transfer data within the DoD medical community. Moves medical logistics operations forward toward the customer, making logistics more user friendly, less labor-intensive, and supplies more readily available.</p>
<p>Patient Diagnostic Coding and Claims Processing</p>	<p>The new system will use an integrated suite of products including Coding and Reimbursement, Physician Coding and Reimbursement, Coding Reference Software, All Patient Refined - Diagnosis-Related Group (APR-DRG) Software, Audit Expert Inpatient and Outpatient Software, as well as Health Record Management Software and Care Management System. The system will provide data analysis and reporting tools for every step in the care process, including applications for coding, grouping and editing; reimbursement calculations; patient data abstracting; care management evaluation; and medical necessity review.</p>	<p>The new system will improve the accuracy of clinical information through improved coding accuracy. This is critical in Health Surveillance and Medical Trend Analysis efforts. The system will help ensure correct billing, thus increasing revenue generation. Also, it will reduce the risk for noncompliance and will allow improved care management evaluation.</p>



Leading Practice Name	Leading Practice Description	Leading Practice Benefit
<p>Credential Tracking and Visibility</p>	<p>The Centralized Credentials Quality Assurance System (CCQAS) is a standard DoD system for documenting active duty, reserve, guard, and civilian privileged and non-privileged providers at 540 sites, supporting 1,600 users, and containing 60,000 current and historical records. CCQAS provides a single, web-based, Tri-Service repository containing Military Health System (MHS) direct-care system provider credentials, adverse actions, incident, risk management, disability, and Judge Advocate General Manual (JAGMAN) information. CCQAS is available on-line from any location, at any time, to approved users. CCQAS has been approved by the Joint Commission on Accreditation of Healthcare Organizations as a solution for electronic transfer of prime source verified credentialing data and other related material. The program is also identified as a model under the guidelines of the Federal Health Care Provider Credentialing Initiative led by the Department of Health and Human Services.</p>	<p>CCQAS will significantly improve readiness in the MHS by providing timely access to the credentials and risk management data of thousands of health care practitioners to include all uniformed health care providers and DoD civilians. CCQAS will provide accountability for collecting and tracking this data throughout the MHS, enhancing the deployment readiness of the Department's health care practitioners. Moreover, it will provide a source of accurate information to leaders and planners at service headquarters and operational and peacetime medical treatment facilities.</p>
<p>Patient/Community Health Wellness Outreach</p>	<p>TRICARE Online is the MHS Internet point of entry that provides beneficiaries easy access to available healthcare services, benefits, and information and facilitates portability of benefits. It offers online appointment scheduling, access to over 18 million pages of trusted health information, the ability to check medications for possible adverse reactions, and access to claims information.</p>	<p>Will speed the process of scheduling medical appointments; provide prompts and reminders about appointments; support web-based pharmacy renewals; and facilitate secure patient/provider communication. The provided wellness information will aid the beneficiaries and their families in assessing and maintaining their health. These capabilities will promote efficiencies through automation of processes that formerly required human intervention, increasing MHS staff time available for care delivery and creating opportunities to improve beneficiary satisfaction through availability of online, on demand services.</p>



Leading Practice Name	Leading Practice Description	Leading Practice Benefit
Commercial IT Outsourcing for Help Desk	In April 2003, the GAO conducted a survey of outsourcing projects in the DoD. Specifically, they looked at whether the projects followed 70 leading commercial practices recommended by the GAO in a November 2001 report. For the survey GAO looked at an outsourcing project from each of the Services plus MHS and National Geospatial-Intelligence Agency (NGA). The MHS project was the outsourcing of all call and help desk services for all MHS software applications. The project began in June 2001 and had an approximate value of \$71 million.	Of the five outsourcing projects reviewed, it was determined that the MHS help desk outsourcing project complied with greatest percentage (99%) of the 70 commercial best practices. The ratings of all five projects were from 79% to 99%. The only best practice that the MHS help-desk project did not fully follow was benchmarking and determining baseline productivity of the internal services. The MHS project was able only to make an estimated baseline because adequate historical data was not available.



5.8 Appendix E: HRM Capabilities, with Definitions, related to H2R Level 1s

HRM Capability	Capability Description	H2R Level 1 (yes or no)
Manage Organization	This capability is associated with managing the human resources infrastructure for Department of Defense (DoD) organizations. This capability includes managing the implementation of DoD mission plans by formulating force structure, strength projections, accession targets, and distributing peacetime authorizations and wartime requirements.wartime requirements.	Yes
Manage Recruiting and Accession	This capability is associated with recruiting, identifying, evaluating and selecting applicant(s) to fill a position or organizational requirement and hiring/accessing applicants against positions (e.g., planning and identifying placement requirements, determining applicant's eligibility and suitability, in-processing selected applicants, and accepting individuals into the DoD).	Yes
Manage Human Resources Information	This capability is associated with managing Human Resources Information (i.e., Human Resources Profiles and Human Resources Record). This capability includes the creation, maintenance, use, and execution of disposition actions. This capability also includes distributing and reporting Human Resources Information to support personnel record requests, interagency processes, mission requirements, and sharing of personally identifiable information for identity management purposes, visibility and availability of personnel. Human Resources Information is for limited access to authorized personnel only.	Yes



HRM Capability	Capability Description	H2R Level 1 (yes or no)
Manage Personnel Development	This capability is associated with enhancing a person's personal and professional skills, such as managing personnel classification, competency development, and career path. This capability also includes capturing a person's credential information, identifying training and education eligibility requirements, managing class seat quotas, courses, resources, as well as cataloging and scheduling personnel development resource utilization.	Yes
Manage Identity Credential	This capability is associated with the management of all Department of Defense (DoD) identity credentials (Identity Cards (e.g., Common Access Card (CAC), Personal Identity Verification (PIV) Card, ID tags, unit controlled cards), and the management of information associated with them (e.g., Personal Identification Numbers (PIN) numbers, applets, identity and biometric information)) for Employees, Members, contractors, and dependents. This includes reviewing personnel identification information as well as issuing, maintaining and revoking identity credentials for access control applications.	Yes
Manage Benefit Programs	This capability is associated with developing, maintaining, assessing and delivering benefit programs for Military and Civilian personnel, Veterans and family members. Benefit programs may include (but not be limited to) healthcare (e.g., insurance for medical, dental, vision and long term care), education benefits (e.g., Montgomery GI Bill [MGIB], Tuition Assistance Program, Reserve Education Assistance Program [REAP]), life insurance (e.g., Group Life Insurance, Traumatic Injury Protection), retirement planning (e.g., Thrift Savings Plan [TSP]), survivor benefits (e.g., Survivor Benefit Plan [SBP], Death Gratuity) and miscellaneous benefits (e.g., Military family housing, employment assistance, death and burial benefits, injury and Savings Deposit Plan, Flexible Spending Account Program, Home Owners Assistance Program and relocation	Yes



HRM Capability	Capability Description	H2R Level 1 (yes or no)
	assistance). This capability is also associated with managing the contracted relationship between the Department of Defense (DoD) eligible civilian employee beneficiaries (e.g., employees, family members, and survivors under Federal Employee Health Benefits [FEHB] or similar programs) and various third-party health insurance programs under contract to the Federal government.	
Manage Assignment and Transfer	This capability is associated with assigning or transferring Department of Defense (DoD) Members and Employees to positions. This capability includes administering assignment actions, executing individual assignment, processing inter-Service, intra-Service transfers, transferring Members between military personnel classes, to and from active duty and generating the transfer order.	Yes
Account for Personnel	This capability is associated with accounting for time, absence, and labor, performing leave and absence administration, and managing personnel casualty and Line of Duty (LoD) determination process.	Yes
Manage Performance	This capability is associated with administering the performance evaluation process, personnel grade change (i.e., promotion and demotion), recognition programs, and physical fitness programs.	Yes
Manage Adverse Actions	This capability is associated with validating the alleged offense, determining disciplinary actions, and administering adverse actions results. Adverse Actions can be based upon misconduct and/or substandard performance that result in legal or administrative actions against a Member by an appropriate military authority. Adverse legal actions may include non-punitive, non-judicial, and court-martial proceedings. Penalties may include (but not be limited to) reduction in rank, involuntary discharge, documentation of substandard performance, promotion list removal, or a sentence for confinement.	Yes



HRM Capability	Capability Description	H2R Level 1 (yes or no)
Manage Compensation and Reimbursements	This capability is associated with determining eligibility for reimbursement or compensation, determining reimbursement amount, earnings and deductions, authorizing reimbursement payments, and certifying the reimbursement expense and payroll information. Compensation and reimbursements may include (but not be limited to) special pays, allowances, Human Resources (HR) entitlements, travel vouchers, pay adjustments, allotments, bonds, garnishments and offsets, as well as payroll and tax withholding reporting (e.g., leave and earnings statement, personal statement of military compensation, W-2 statement of wages).	Yes
Manage Personnel Retention	This capability is associated with processing Members for enlistment extension, reenlistment, involuntary retention, and special category agreements. This capability also includes executing the personnel retention program, providing counseling to thoroughly explain each personnel agreement and corresponding service obligation, ensuring continued eligibility for retention, and finalizing the personnel agreement.	Yes
Administer Grievance Process	This capability is associated with initiating, processing, resolving and documenting a formal complaint related to co-worker/peer or management actions in regard to an Employee or Member (e.g., administrative grievances, sexual harassment complaints and Labor / Union grievances). This capability may include (but not be limited to) determining the type of grievance, and providing a resolution on the grievance.	Yes
Manage Physical Evaluation Process	This capability is associated with conducting Physical Evaluation Board (PEB) or validating the physical evaluation appeal request that results in a physical evaluation disposition of a Member to return to duty or separate/retire.	Yes



HRM Capability	Capability Description	H2R Level 1 (yes or no)
Manage Human Resources Interaction	This capability is associated with managing labor relationships between the agency, its unions and bargaining units, and reviewing, validating and approving all survey requests that require participation of DoD personnel.	Yes
Manage Separation and Retirement	This capability is associated with terminating affiliation with accessed persons (e.g., military, civilian, coalition force members, volunteers, and contract personnel) by the Department of Defense (DoD). This capability may include (but not be limited to) managing voluntary military separations (e.g., resignations, contract completion), managing involuntary military separations (e.g., adverse actions, death), managing military retirements, managing civilian personnel separations/retirements, non-DoD personnel separations, and managing transition assistance programs. Both separations and retirements are implemented through appropriate actions which include issuing and updating checklist items (e.g., tasks and appointments), performing final out-processing functions (e.g., exit interview, travel arrangement), documenting the termination of the specific affiliation, initiating transfer actions where appropriate, and identifying losses which are then used to identify replacement needs.	Yes
Manage Military Health Services	This capability is associated with providing direction, resources, healthcare providers, eligibility, enrollment, and other means necessary to promote the health of the Department of Defense (DoD) TRICARE beneficiary population. This capability also includes developing and promoting health awareness issues to educate customers, discovering and resolving environmentally based health threats, providing health services, providing preventive care and problem intervention, and improving the means and methods for maintaining the health of the beneficiary population by constantly evaluating the performance of the healthcare services system.	No – Relationship to BEA 10.0 E2Es has not been established



HRM Capability	Capability Description	H2R Level 1 (yes or no)
Manage Quality of Life	This capability is associated with maintaining or improving personnel's quality of life. This includes developing policies, future plans, revenue-producing and cost saving initiatives to support Quality of Life programs, providing budget and program related guidance, and policy oversight. Quality of Life needs and the programs and actions to address them, are categorized under two general headings: living conditions and duty environment. Quality of Life programs include support for Morale, Welfare and Recreation (MWR), Family Support Services, Recovery Coordination Program (RCP), Social Action Programs (e.g., equal opportunity programs, voting assistance, drug/alcohol treatment and education, and sexual harassment counseling), and Employee Assistance Programs.	No – Relationship to BEA 10.0 E2Es has not been established
Manage Security Services	This capability is associated with facilitating the personnel security clearance process, clearing industrial facilities, providing related technology implementations, and planning security education and training. This capability includes determining and tracking individual personnel clearances (managing personnel security) as well as supporting the National Industrial Security Program.	No – Relationship to BEA 10.0 E2Es has not been established
Manage Travel	This capability is associated with documenting all types of official travel (e.g., initial hire/first duty station travel, temporary duty [TDY] travel, and Permanent Change of Station [PCS] travel). This capability also includes verifying a travel authorization, verifying required documentation, validating a traveler's eligibility and credentials (e.g., security clearance, passport, visa, foreign area clearance); initiating and finalizing travel requests and authorizations; gathering information necessary to create a travel authorization for individual or group travel; verifying fund availability; arranging travel accommodations (e.g., airlines, rental car, lodging); estimating travel costs; processing obligations for the expenses estimated on the	No – Relationship to BEA 10.0 E2Es has not been established



HRM Capability	Capability Description	H2R Level 1 (yes or no)
	authorization by the traveler; and reimbursing the traveler for expenses incurred by means of a created and approved payment voucher.	
Manage Law Enforcement	This capability is associated with protecting military members, families, and assets of the United States military by enforcing state and federal laws on the installations and have exclusive jurisdiction. Law enforcement capabilities include abilities such as support for House Watch, Child Find, and other applicable programs, maneuver and mobility support operations, area security, police intelligence operations, law and order, and internment/resettlement operations.	No – Relationship to BEA 10.0 E2Es has not been established
Administer Legal Personnel Programs	This capability is associated with managing resolution facilitation and the administration of adverse action (judicial and non-judicial) for persons within Department of Defense's (DoD) legal oversight. Resolution facilitation refers to those person-related capabilities outside of a court of law such as mediation and arbitration that may be used in an attempt to settle a dispute between two or more parties (government agency, citizen, corporation). Adverse actions can be based upon misconduct, unacceptable performance or both that can lead to legal actions and non-disciplinary actions such as medical inability to report for duty, separation, or furlough that can lead to administrative actions.	No – Relationship to BEA 10.0 E2Es has not been established
Manage Workforce Occupational Safety Analysis	This capability is associated with managing human resources information and Environment, Safety and Occupational Health (ESOH) control requirements to develop work and training requirements for a job position.	No – Relationship to BEA 10.0 E2Es has not been established
Manage Human Resources Management Policy and Guidance	This capability is associated with developing and coordinating the Human Resources Management (HRM) policy and guidance and providing a decision on the proposed HRM policy and guidance. This capability is also associated with establishing Human Resources policy and practices, establishing agency performance management strategy, establishing agency Human Resources development	No – Relationship to BEA 10.0 E2Es has not been established



HRM Capability	Capability Description	H2R Level 1 (yes or no)
	management strategy, reviewing laws, regulations, policies, and trends, identifying parity issues, establishing compensation, implementing compensation program, and creating compensation program communications approach and content.	



5.9 Appendix F: Acronyms

Acronym	Definition
ACART	Architecture Compliance and Requirements Traceability
AHLTA	Armed Forces Health Longitudinal Technology Application
ANZUS	Australia, New Zealand, United States Security Treaty
APR-DRG	All Patient Refined – Diagnosis-Related Group
BCL	Business Capability Lifecycle
BEA	Business Enterprise Architecture
BMA	Business Mission Area
CA	Certification Authority
CAPE	Cost Assessment and Program Evaluation
CCQAS	Centralized Credentials Quality Assurance System
CDR	Clinical Data Repository
CHCS II	Composite Health Care System II
CHRIS	Common Human Resources Information Standard
COCOM	Combatant Command
COI	Communities of Interest
ConOps	Concept of Operations
COTS	Commercial Off-The-Shelf
CPIC	Capital Planning and Investment Control
CPOE	Computerized Physician Order Entry
CPP	Civilian Personnel Policy
CTO	Commercial Travel Office
DBSMC	Defense Business Systems Management Committee
DCMO	Deputy Chief Management Officer
DCPAS	Defense Civilian Personnel Advisory Service
DCPDS	Defense Civilian Personnel Data System
DeCA	Defense Commissary Agency
DFAS	Defense Finance and Accounting Service



Acronym	Definition
DIA	Defense Intelligence Agency
DIMHRS	Defense Integrated Military Human Resources System
DISA	Defense Information Systems Agency
DITPR	Defense Information Technology Portfolio Repository
DLA	Defense Logistics Agency
DMDC	Defense Manpower Data Center
DMLSS	Defense Medical Logistics Standard Support
DoD	Department of Defense
DoDEA	Department of Defense Education Activity
DoDI	Department of Defense Instruction
DOTMLPF	Doctrine, Organization, Training, Materiel, Leadership, Personnel and Facilities
DSS	Defense Security Service
DTS	Defense Travel System
E2E	End to End
EA	Enterprise Architecture
EEO	Equal Employment Opportunity
EHR	Electronic Health Record
EO	Equal Opportunity
ETP	Enterprise Transition Plan
FDA	Food and Drug Administration
FM	Financial Management
FOC	Full Operating Capability
FY	Fiscal Year
GAO	Government Accountability Office
GIG	Global Information Grid
H2R	Hire to Retire
HA	Health Affairs
HR	Human Resources



Acronym	Definition
HRM	Human Resources Management
HRM EA	Human Resources Management Enterprise Architecture
HRM ES	Human Resources Management Enterprise Standards
IPPS	Integrated Personnel and Pay System
IRB	Investment Review Board
IT	Information Technology
JAGMAN	Judge Advocate General Manual
JCAHO	Joint Commission on Accreditation of Healthcare Organizations
JCIDS	Joint Capabilities Integration and Development System
JECMB	Joint Enterprise Change Management Board
JMAR	Joint Medical Asset Repository
JTAV	Joint Total Asset Visibility
LMIT	Lockheed Martin Information Technology
LoB	Lines of Business
MC&FP	Military Community and Family Policy
MEPCOM	Military Entrance Processing Command
MHS	Military Health System
MPP	Military Personnel Policy
MSSM	Material Supply and Service Management
MWR	Morale, Welfare, and Recreation
NAF	Non-Appropriated Funds
NARA	National Archives and Records Administration
NATO	North Atlantic Treaty Organization
NDAA	National Defense Authorization Act
NGA	National Geospatial-Intelligence Agency
NOAA	National Oceanic & Atmospheric Administration
NSA	National Security Agency
NSPS	National Security Personnel System



Acronym	Definition
OASD (NII)	Office of the Assistant Secretary of Defense for Networks and Information Integration
OMB	Office of Management and Budget
OSD	Office of the Secretary of Defense
OUSD(P&R)	Office of the Under Secretary of Defense for Personnel and Readiness
P&R	Personnel and Readiness
PAE	Program Analysis and Evaluation
PCS	Permanent Change of Station
PfM	Portfolio Management
PHS	Public Health Service
POI	portfolio of initiatives
PPBE	Planning, Programming, Budgeting, and Execution
PSA	Principal Staff Assistant
PV	Personnel Visibility
QDR	Quadrennial Defense Review
QOL	Quality of Life
RPILM	Real Property and Installation Lifecycle Management
SEATO	Southeast Asia Treaty Organization
SMP	Strategic Management Plan
SNaP-IT	Select and Native Programming Data Collection-Information Technology
TDY	Temporary Duty
TOL	TRICARE Online
US	United States
USD(P&R)	Under Secretary of Defense for Personnel and Readiness
USMIRS	US Military Entrance Processing Command Integrated Resource System
USO	United Service Organizations
VA	Department of Veterans Affairs
VLER	Virtual Lifetime Electronic Record



Acronym	Definition
WSLM	Weapon System Lifecycle Management