

P&R IM

Strategic Plan

Introduction

Personnel and Readiness Information Management supports the Office of the Under Secretary of Defense for Personnel and Readiness. The office's major goal is to support the Under Secretary (Personnel and Readiness) in working to provide the Department with a human resources community that has the best value information management processes and the tools necessary to be strategically aligned, customer focused and able to produce leading-edge results.

Today's military organizations are not unlike private sector organizations in some areas. Competitive advantages are sought through reduction of costs, increased reliance on the workforce to achieve organizational goals, improved self-service and employee empowerment, and increased quality of products – with the goal of transformation. Military human resources (HR) processes and policies, however, are designed to maintain a mobilization and warfighting capability that is inherently different from any private sector function or activity. The focus of any transformation in the military must center on the enhancement of the primary DoD mission.

The major outcomes of transformation for human resources, in addition to the efficiencies that will be gained from streamlining our systems and the way we do business, are:

- providing better service to DoD personnel and their families- - timely and accurate record of Service and delivery of compensation, benefits and entitlements;
- ensuring the most efficient use of our human resources in the conduct of the military mission - - including support to the warfighter;
- ensuring visibility and accountability of personnel to authorized users;
- providing timely and accurate human resources information to authorized users; and
- enhancing our ability to put the right person in the right place as quickly as possible (this includes acquisition and retention as well as assignment and deployment).

The Personnel and Readiness Information Management Program, under the guidance of the Director, Information Management, OUSD (P&R)/PI, was developed in coordination with the entire human resources management community. The plan was first developed in October of 1992 and is updated periodically to remain current. The program encompasses a broad range of business process improvements and other

initiatives that support military personnel throughout their careers. This support for military personnel goes beyond their years of service, into discharge and retirement, and interaction with other Federal Agencies. The Department must ensure appropriate and timely flow of information with the Department of Veterans Affairs and other Government and non-government agencies that provide services or benefits to veterans. The overall strategy and the individual projects are designed to support the priorities of the USD (P&R) and the personnel community.

This Strategic Plan is divided into three sections. The first section focuses on the Vision and Mission Statement. The second section describes the specific program goals. The final section provides the Strategies and Tactics that will support the major work in 2008.

Section 1: Vision and Mission Statement

Vision: A transformed DoD human resource management community that employs “best practice” processes and world class tools that provide improved service to military personnel and their families throughout their military careers and beyond, support the warfighter in better use and management of human resources, eliminate or reduce data collection burdens on the human resources community, facilitate solutions to operational problems, conserve resources, and enhance readiness.

Mission Statement: To support the Under Secretary of Defense for Personnel and Readiness and the Deputy Under Secretary of Defense for Program Integration by providing the Department’s human resources community with information management processes and tools that are compliant with Departmental policies, strategically aligned, customer focused, and produce leading-edge results.

Section 2: P&R IM Goals and Strategies

Goal 1: Improve human resources management (HRM) business processes and policies across DoD, and between the Department and other agencies and organizations

- Analyze DoD human resources management business processes and policies to identify business process reengineering/improvement opportunities and policy changes that will enable better personnel and pay support to DoD personnel and their families, and improve the capabilities of the Department’s human resources community
- Coordinate and collaborate with organizations external to DoD (e.g., the National Archives and Records Administration (NARA), the Department of Veterans Affairs, etc.) on the use of military personnel and pay information to ensure veterans and their families receive benefits and entitlements as quickly as possible

- Promote continuous process improvement throughout the OUSD (P&R) community

Goal 2: Improve the tools that support DoD-wide HRM business processes and policies

- Develop and maintain a human resources management enterprise architecture that it is compliant with the DoD Architecture Framework (DoDAF) and is fully integrated into the DoD Business Enterprise Architecture (BEA)
- Provide oversight of DoD human resources management systems by participating in selected acquisition forums such as Overarching Integrated Product Teams, Integrating Integrated Product Teams, and Working Integrated Product Teams
- Develop and maintain standard, enterprise-level information requirements for human resources management systems and processes
- Manage the Defense Personnel Records Information Retrieval System (DPRIS)

Goal 3: Ensure the OUSD (P&R) complies with the law and DoD policies in the management of HRM data and systems

- Ensure that business system investments align with DoD strategic mission, goals, objectives and Principal Staff Assistant (PSA) required capabilities, and are certified as integral pieces of the DoD BEA
- Provide CIO support for the OUSD (P&R) and the Defense Human Resources Activity (DHRA)
- Ensure compliance with the DoD Information Assurance (IA) program through participation in the various DoD IA initiatives and programs.
- Represent the Personnel Sector in the Defense Critical Infrastructure Program (DCIP) and support DCIP goals and milestones.

Goal 4: Solicit employee and customer/stakeholder feedback and use the feedback in managing efforts and achieving goals. Ensure that P&R IM stakeholders are informed of and engaged in P&R IM initiatives and activities

- Develop the content and communication materials for P&R IM's ongoing program to inform, educate, and engage P&R IM stakeholders on military human resources management issues
- Coordinate P&R IM media relations and track media coverage related to DoD's overall efforts to improve human resources business practices, and related industry and government developments
- Administer the HRM Community of Interest (HRM COI)

Goal 5: Ensure that P&R IM has the resources (and associated management policies and processes in place) required to execute its mission, and manages those resources in accordance with established procedures and guidelines

- Promote policies and practices that ensure the P&R IM staff works in a caring, nurturing, and secure environment
- Ensure P&R IM has the personnel resources required to execute the mission and manages them effectively and in accordance with regulations

- Ensure P&R IM has the financial resources required to execute the mission and manages them effectively and in accordance with regulations
- Ensure P&R IM has the facilities and equipment required to execute the mission

Section 3: Goals with Strategies and Tactics

Goal 1: Improve HRM business processes and policies across DoD, and between the Department and other agencies and organizations

- Analyze DoD human resources management business processes and policies to identify business process reengineering/improvement opportunities and policy changes that will enable better personnel and pay support to DoD personnel and their families, and improve the capabilities of the Department’s human resources community
 - Review literature, collaborate with the OSD staff, and analyze HRM business capability gaps and redundancies to identify DoD HRM business processes that require in-depth analysis
 - Analyze policies and processes to develop a foundational understanding of current HRM business processes
 - Conduct focus groups that involve the appropriate stakeholder community in developing process improvements
 - Assist stakeholders in achieving consensus relative to process improvements
 - Strive to standardize human resources business processes across the department
 - Initiate requests for changes to laws, policies, or procedures

- Coordinate and collaborate with organizations external to DoD (e.g., the National Archives and Records Administration (NARA), the Department of Veterans Affairs, etc.) on the use of military personnel and pay information to ensure veterans and their families receive benefits and entitlements as quickly as possible
 - Review literature and collaborate with the OSD staff and non-DoD agencies to identify HRM business processes, both internal and external to DoD, that require in-depth analysis
 - Analyze policies and processes to develop a foundational understanding of the nature and execution of HRM business processes relative to the interaction between DoD and non-DoD agencies
 - Conduct focus groups that involve the appropriate stakeholder community in developing process improvements
 - Assist stakeholders in achieving consensus relative to process improvements
 - Initiate requests for changes to laws, policies, or procedures

- Promote continuous process improvement (CPI) throughout the OUSD (P&R) community
 - Ensure OUSD (P&R) organizations are aware of CPI policies and initiatives
 - Maintain OUSD (P&R) CPI training opportunities and provide them to all OUSD (P&R) organizations
 - Maintain OUSD (P&R) CPI training and project information
 - Respond to taskings from the OSD CPI Program Office

Goal 2: Improve the tools that support DoD-wide HRM business processes and policies

- Develop and maintain a human resources management enterprise architecture that it is compliant with the DoD Architecture Framework (DoDAF) and is fully integrated into the DoD Business Enterprise Architecture (BEA)
 - Map HRM systems to HRM business activities to identify redundant systems
 - Integrate HRM strategic priorities and Principal Staff Assistant approved business enterprise priorities into the DoD BEA
 - Integrate sub-mission area and component architectures into the overall HRM enterprise architecture (EA)
 - Represent the USD (P&R) in the planning, development and integration of BEA content
 - Analyze the HRM EA to identify business capability gaps, overlaps, redundancies and inconsistencies to support P&R Stakeholders and decision makers in making informed decisions concerning priorities and investments
 - Guide and assist the P&R community in federating (or integrating) their architecture with the HRM segment of the BEA to ensure traceability between the strategic goals of P&R to the tactical execution of HRM business

- Provide oversight of DoD human resources management systems by participating in selected acquisition forums such as Overarching Integrated Product Teams, Integrating Integrated Product Teams, and Working Integrated Product Teams
 - Provide acquisition support and guidance to proponents and program managers of HRM acquisition initiatives
 - Support the Joint Capabilities Integration and Development System (JCIDS) and the Defense Acquisition System by reviewing selected acquisition documents for HRM lead and partner initiatives

- Develop and maintain standard, enterprise-level information requirements for human resources management systems and processes
 - Determine common data requirements for DoD-wide policy
 - Analyze HRM business processes to identify information requirements
 - Review DoD Directives and Instructions to ensure compliance of HRM information requirements
 - Identify legacy system uses of HRM information requirements
 - Identify issues with legacy system HRM information requirements

- Manage the Defense Personnel Records Information Retrieval System (DPRIS)
 - Oversee the development, maintenance, and use of DPRIS
 - Coordinate and collaborate with DPRIS source information providers
 - Army – *iPERMS* (Interactive Personnel Electronic Record Management System)
 - Navy – EMPRS (Electronic Military Personnel Records System)
 - Air Force – ARMS (Automated Records Management System)
 - Marine Corps – ODI-RMS (Optical Digital Imaging Records Management Systems)
 - Develop and maintain Memoranda of Agreement between P&R IM, the Services, and DPRIS users

Goal 3: Ensure OUSD (P&R) complies with the law and DoD policies in the management of HRM data and systems

- Ensure that business system investments align with DoD strategic mission, goals, objectives and Principal Staff Assistant (PSA) required capabilities, and are certified as integral pieces of the DoD BEA
 - Chair the HRM Investment Review Board (IRB) and manage the HRM IRB process
 - Ensure the HRM IRB reviews and certifies, where appropriate, all HRM business system investments in excess of \$1 million
 - Review all HRM business system investments at least annually for compliance with the Department's BEA
 - Ensure that HRM business feeder systems comply with Standard Financial Information System (SFIS) requirements
 - Assist Components and Defense Agencies with the coordination of IRB packages
 - Provide HRM review of DoD enterprise initiatives and the Department's Enterprise Transition Plan

- Provide CIO support for the OUSD (P&R) and the Defense Human Resources Activity (DHRA)
 - Serve as the DHRA CIO
 - Ensure the OUSD (P&R) perspective is incorporated into DoD-wide CIO efforts

- Ensure compliance with the DoD Information Assurance (IA) program through participation in the various DoD IA initiatives and programs.
 - Review literature and collaborate with the P&R staff and non-DoD agencies to support IA business processes, both internal and external to DoD.
 - Ensure the P&R IM staff understands and complies with the provisions of the Department's information assurance program
 - Assist P&R and DHRA with the coordination and consolidation of taskings relative to the DoD information assurance policies and initiatives
 - Support and manage the DoD and DISA component level IA/IT programs for DHRA (e.g., CND, HBSS, IAVA)
 - Chair the DHRA CIO Executive Roundtable

-

- Represent the Personnel Sector in the Defense Critical Infrastructure Program (DCIP) and support DCIP goals and milestones.
 - Collaborate with the DCIP community to analyze policies and processes to develop the foundational basis of current DCIP program
 - analyze DCIP policy and procedure literature to ensure compliance with appropriate regulation and to ensure appropriate Personnel Sector representation

- Chair the Personnel Sector Working Group which includes the appropriate stakeholder community in developing sector processes and validating sector assets, both critical and non-critical
- Manage the development of the Characterization and Dependency Analysis Tool which is used to manage the Personnel Sector data as well as support Vulnerability Analysis and Consequence Management for Sector assets

Goal 4: Solicit employee and customer/stakeholder feedback and use the feedback in managing efforts and achieving goals. Ensure that P&R IM stakeholders are informed of and engaged in P&R IM initiatives and activities

- Develop the content and communication materials for P&R IM's ongoing program to inform, educate, and engage P&R IM stakeholders on military human resources management issues
 - Provide guidance for the development of P&R IM and HRM website content
 - Establish and execute procedures for the approval of P&R IM and HRM website content

- Coordinate P&R IM media relations and track media coverage related to DoD's overall efforts to improve human resources business practices, and related industry and government developments
 - Conduct weekly reviews of news articles that affect the HRM community
 - Develop communications and change management plans for OUSD (P&R) initiatives and personnel and pay systems, as required

- Administer the HRM Community of Interest (HRM COI)
 - Conduct the HRM COI
 - Update status on HRM COI Working Groups
 - Provide information relative to P&R IM initiatives
 - Solicit initiatives from HRM COI members

- Administer the HRM Architecture Sharing Day
 - Conduct the HRM Architecture Sharing Day
 - Provide information relative to HRM architecture initiatives
 - Solicit initiatives from HRM Architecture Sharing Day attendees

Goal 5: Ensure that P&R IM has the resources (and management policies and processes in place) required to execute its mission, and manages those resources in accordance with established procedures and guidelines

- Promote policies and practices that ensure the P&R IM staff works in a caring, nurturing, and secure environment
 - Foster an organizational culture that stresses respect, and is free of harassment and discrimination
 - Foster an organizational culture that is results oriented, focuses on accountability, teamwork, employee involvement, and empowerment
 - Create and maintain a physical environment that is safe and secure

- Ensure P&R IM has the personnel resources required to execute the mission and manages them effectively and in accordance with regulations
 - Process routine personnel actions such as job announcements, step increases, and bonus awards
 - Identify vacancies, develop job announcements, select applicants
 - Establish criteria for financial rewards, evaluate personnel against those criteria, and make award decisions

- Ensure P&R IM has the financial resources required to execute the mission and manages them effectively and in accordance with regulations
 - Formulate P&R IM program and budget documents and execute budget
 - Manage P&R IM contracts including accepting deliverables and approving invoices for payment, and coordinating all P&R IM-sponsored travel
 - Manage the P&R IM travel program

- Ensure P&R IM has the facilities and equipment required to execute the mission
 - Identify facility and equipment requirements
 - Budget for and procure facilities and equipment
 - Maintain P&R IM facilities and equipment