I. MISSION/PURPOSE

The Human Resources Management (HRM) Domain falls under the auspices of the Under Secretary of Defense (Personnel and Readiness), USD (P&R). Three sub-domains comprise the HRM: Military Health, Civilian HRM, and Military and Other HRM. This charter defines the governance of the HRM.

The HRM was established to promote HRM business transformation and to implement a portfolio management program for the USD (P&R). The overall goal of the Department’s transformation initiative is to have reliable, accurate and timely information upon which to make the most effective business decisions. The scope of this initiative encompasses those Defense policies, processes, people, and systems that guide, perform, or support all aspects of business management. The mission of the HRM is to facilitate transformation to the future business enterprise.

The HRM will communicate and champion the Domain’s Architecture and Portfolio Management in support of the Business Enterprise Architecture (BEA) and its usage at Sub-domains, Component, and Program levels.

II. BACKGROUND

The Department’s business transformation requires processes and related systems that transcend current organizational boundaries, making extensive coordination essential. In order to transform these business processes, the OUSD (P&R) has established the HRM Domain and has engaged with the Services, Defense Agencies, and other DoD Principal Staff Assistants (PSAs) to build a working relationship to improve the business operations and provide cross-domain support to the sub-domain and Components. The three HRM Sub-Domains are defined as follows:

- **Military Health** – Encompasses all DoD health policies, programs, and activities, and subject to the direction of the Secretary of Defense, exercises oversight of all DoD health resources.

- **Civilian HRM** – Encompasses all business functions that fall within civilian human resource management including developing and issuing civilian personnel plans, policies, and programs; and operating and sustaining the Department’s single enterprise-wide civilian personnel data system.
• **Military and other HRM** – Encompasses all the other business functions that fall under the purview of the USD (P&R), including military personnel and pay, manpower, personnel security, training, morale, welfare, recreation, and quality of life matters.

The HRM will make decisions consistent with the following OUSD (P&R) governance principles:

- The HRM and the Sub-Domains are aligned with and promote the achievement of DoD goals and objectives.
- The HRM and Sub-Domains are governed with a single integrated structure with Enterprise-wide standards and oversight of the Department’s business transformation effort.
- The HRM and Sub-Domains governance will be integrated with Departmental decision-making processes.

**III. RESPONSIBILITIES**

The Director of the Joint Requirements and Integration Office (JR&IO) will serve as the HRM Manager. Senior executives/managers from each sub-domain will represent the sub-domains in the governance structure.

A. The HRM Manager will:

1. Serve as the focal point for strategic alignment, integration, and coordination within the HRM.

2. Support the priorities and requirements of the USD (P&R) and the HRM Sub-Domain Leads to ensure coordination and consistency across the entire HRM.

3. Coordinate with the Sub-Domains on all Domain input to the DoD Enterprise Architecture, Business Management Modernization Program, and Portfolio Management activities of the Department.

4. Work with the Sub-Domains and other Domains to resolve issues (cross Sub-Domain issues, cross Domain issues, and cross Mission Area issues). Unresolved issues will be elevated to the OUSD (P&R) leadership.

5. Provide the oversight and management of the DoD system certification process, coordinating with Sub-Domains on systems that fall within their areas.
6. Represent the HRM on the OSD governance committee and provide domain support to other working groups and ad hoc committees.

B. The Sub-Domains Leads will:

1. Maintain the authority, responsibility and accountability for business transformation, business architecture maintenance and extension, transition planning and execution, portfolio management, and all associated compliance aspects within their respective areas.

2. Maintain a structure to ensure representation of the Services, Defense Agencies, and appropriate OSD offices and other Federal Agencies.

3. Provide functional area expertise to working groups and ad hoc committees as needed.

4. Provide information on certification packages as needed to ensure that the HRM Domain Manager is fully informed and can make appropriate recommendations on all HRM requests for certification.

IV. HRM Domain Governance Committee

A. The membership of the HRM Governance Committee will consist of:

1. The HRM Manager
2. A primary Sub-domain Executive/Manager and one alternate for each of the Domains
3. All primary representatives must be empowered to make decisions on behalf of their Sub-domain

B. The HRM Manager will serve as Chair. The Chair will:

1. Coordinate the operations of the HRM
2. Determine the frequency of meetings
3. Provide periodic updates to the OUSD (P&R) leadership
4. Provide administrative support
5. Establish working groups as determined appropriate by the HRM
C. Meetings of the HRM Domain Governance Committee will occur monthly or more often as required.

V. DECISION MAKING

1. Decisions will be reached by consensus, where all members support the decision because of their ability to have fair input to the discussion.
2. The HRM Manager will elevate disagreements of any kind to the Deputy Under Secretary of Defense (Program Integration) and the Principal Deputy Under Secretary of Defense (Personnel and Readiness) with input and coordination from the Sub-domains.

VI. ACCOUNTABILITY

The HRM is accountable to the Under Secretary of Defense (Personnel and Readiness). This will ensure that the domain continually focuses on the business transformation needs of the Department as a whole.

Approved: ________________________________

Under Secretary of Defense (Personnel and Readiness)