

Human Resources Management

Structure



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1. INTRODUCTION

This document details how the Human Resources Management (HRM) business transformation program is governed, organized, and managed.

The Director, Personnel and Readiness Information Management (P&R IM), serves as the executive responsible for promoting, coordinating, and integrating business transformation within HRM. This role is designed as the HRM Manager in the HRM Charter.

2. HRM STRUCTURE

HRM has three Sub-Mission Areas supporting the transformation of Human Resources (HR) business by evaluating and transforming business and systems processes across the Department of Defense (DoD). Each sub-mission area is represented by a sub-mission area lead. The sub-mission area lead is a Senior Executive/Manager designated from within their sub-mission area. Appendix A depicts the Office of the Under Secretary of Defense Personnel and Readiness (OUSD(P&R)) organization.

The three sub-mission areas are:

- **Civilian Human Resources Management** (<http://www.cpms.osd.mil/>) – Defense Civilian Personnel Advisory Service (DCPAS) performs Civilian Human Resources Management and supports USD(P&R) in planning and formulating civilian personnel programs, providing policy support, functional information management, and Department-wide civilian administrative services for the Military Departments and Defense Agencies. Established in 1993, DCPAS was created from the consolidation of a number of common personnel management functions previously performed by each of the Defense Components through their own separate field agencies or headquarters staffs.
- **Military Health System (MHS)** (<http://www.tricare.mil/tma/default.aspx>) – The MHS Sub-Mission Area supports United States (US) national security by providing quality and, cost-effective health care to members of the Armed Forces, retirees, survivors, and their families. The primary goal of the MHS is to support an available, healthy fighting force with a combat-ready health care system at all times.

The overall MHS vision is to be a world-class health system that supports the military mission by fostering, protecting, sustaining, and restoring health. The MHS is transforming business practices to optimize the integration, efficiency, and effectiveness of the DoD health care system.

The MHS will realize this transformation through the implementation of the following goals:

- Provide continuity of care through continuity of information
- Transform from a reactive to a proactive health care system
- Enhance the military health benefit through more efficient health care operations



- **Military and Other HRM** (<https://www.mpm.osd.mil/>) – The Military and Other HRM Sub-Mission Area supports the entire life cycle of military personnel—from recruiting and initial entry through transition—and compensation and benefits. The Sub-Mission Area also addresses law enforcement and personnel security.

The Military and Other HRM Sub-Mission Area’s goal is to ensure timely and accurate compensation, benefits, and entitlements to Service personnel and their families at all stages of a Service member's career (and beyond). This allows DoD to put the right person (who is fully trained and ready) at the right place and at the right time to support the Department's mission.

Military and Other HRM initiatives focus on various aspects of the life cycle and involve:

- Reengineering business processes
- Streamlining processes and procedures
- Adopting commercial best practices where feasible
- Depicting HRM Enterprise Standards (ES)

Specifically, the Service-Specific Integrated Personnel and Pay Systems (SIPPS) are the cornerstones for personnel and pay transformation. They will streamline processes, incorporate best practices, and ensure an easily accessible record of service for members.

3. HRM RESPONSIBILITIES

Primary responsibilities for the HRM Manager and the three sub-mission areas leads are outlined below and serve to coordinate HRM transformation, alignment, and integration efforts.

The HRM Manager will:

- Serve as the focal point for strategic alignment, integration, and coordination within HRM
- Support the priorities and requirements of USD(P&R) and the HRM Sub-Mission Area Leads to ensure coordination and consistency across the entire mission area
- Coordinate with the sub-mission areas on all HRM input to the DoD Enterprise Architecture (EA), Deputy Chief Management Officer (DCMO), and Investment Priority Management activities of the Department
- Integrate transformation plans across the sub-mission areas
- Work with the sub-mission areas and other business mission areas to resolve issues (across sub-mission area issues and across-mission area issues)
- Represent the HRM on the Office of the Secretary of Defense (OSD) governance committees and provide support to other working groups and ad hoc committees



The sub-mission area leads will:

- Maintain the authority, responsibility, and accountability for business transformation, HRM business architecture, transition planning and execution, portfolio management, and all associated compliance aspects within their respective areas
- Maintain a structure to ensure representation of the Services, Defense Agencies, and appropriate OSD offices and other Federal Agencies
- Provide functional area expertise to working groups as needed
- Provide necessary information on system packages to ensure that the HRM Manager is fully informed and can make appropriate recommendations on all HRM requests



4. APPENDIX A – OUSD (P&R) ORGANIZATION CHART

P&R HQ Examples of Focal Points for HRM System Issues

With Links to additional Information

Under Secretary of Defense

- Chief of Staff
- The Office of Warrior Care Policy
- Defense Human Resources Activity
 - Personnel & Readiness Information Management (P&R IM)

- ASD Health Affairs
 - TRICARE Management Activity

- ASD Reserve Affairs

- ASD Readiness & Force Management
 - Civilian Personnel Policy
 - Defense Civilian Personnel Advisory Service
 - <http://www.cpms.osd.mil/>
 - Defense Commissary Agency
 - Diversity Management & Equal Opportunity
 - Department of Defense Education Activity
 - Military Community & Family Policy
 - Military Personnel Policy
 - Accession Policy
 - Military Compensation
 - Armed Forces Chaplains Board
 - Officer and Enlisted Personnel Management
 - Defense Travel Management Office (DTMO)
 - U.S. Military Entrance Processing Command
 - Readiness
 - Total Force Planning & Requirements



5. APPENDIX B – P&R IM ORGANIZATION CHART

