



HUMAN RESOURCES MANAGEMENT OVERVIEW

DEPARTMENT OF DEFENSE HUMAN RESOURCES MANAGEMENT

The Under Secretary of Defense for Personnel and Readiness (USD [P&R]) is responsible for leading Human Resources Management (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 the complete life cycle of human resources functions and spans the full operational spectrum – mobilized/demobilized, combat/combat support, benefits and morale support. This includes all activities that support DoD personnel and family members, throughout their careers and beyond, and that enable effective management of DoD personnel assets. It also includes providing trained, healthy and ready personnel to combat and combat support organizations and ensuring timely and accurate access to all applicable compensation and benefits for all DoD personnel.

One objective of the HRM Core Business Mission (CBM) is to provide accurate human resources information: numbers,

competencies (occupations, skills, education and training), reception accounting, individual readiness, patient accountability and status reporting, individual's unit and location, and assigned duty within organizations. This includes ensuring timely and accurate compensation and benefits for DoD personnel and their families and ensuring that combatant commanders have access to the timely and accurate data on personnel and their skill sets. This entails supporting warfighters with the right type and number of people at the right time and place – increasing the opportunity for mission success.

The HRM CBM is cross-cutting and aligns to the following DoD Strategic Management Plan (SMP) Business priorities:

Business Priority 1: Support the All-Volunteer Force

Business Priority 2: Support Contingency Business Operations

Business Priority 3: Reform the DoD Acquisition and Support Processes

Business Priority 4: Enhance the Civilian Workforce

Business Priority 5: Strengthen DoD Financial Management

HRM Mission Statement

The HRM CBM was established to promote HRM business transformation and support congressional mandates to develop the architectural tools needed to support consistent portfolio management within the HRM component communities.

HRM Goals and Objectives

The HRM CBM promotes effective policies and business practices that achieve the following goals and objectives:

- Attract, retain and motivate a high-quality, diverse and sufficiently sized force to meet mission requirements;
- Integrate the Active and Reserve military, civilian employees and contractors into a diverse, cohesive total force and rapidly tailorable force structure;
- Provide management systems that support total force (military and civilian) planning and personnel visibility;
- Provide effective management of the OUSD (P&R) to meet mission and organizational needs;
- Provide appropriate education, training and development of the total force to meet mission requirements;
- Support the readiness of the total force for peacetime, contingency, crisis and warfighting.
- Provide high-quality, responsive and accountable health services to ensure force health protection and optimize the health of beneficiaries;
- Support the warfighter by deploying ready and capable medical forces that effectively use technology to enhance force health protection;

- Use beneficiary needs as the driving force for policy decisions relative to health care accessibility, quality, cost effectiveness and positive health outcomes; and
- Utilize best clinical and business practices to better serve beneficiaries and shift the focus from interventional services to preventative medicine.

HRM Near-Term Priorities

The HRM vision is to promote DoD as an employer of the first choice, attracting and retaining our nation's finest people to provide world-class support to the warfighter and other DoD customers. In support of this vision, HRM has the following business priorities:

1. Achieve total personnel visibility and accountability to include: military Service members, civilian employees, military retirees, and other U.S. personnel in a theater of operations (including contractors and other federal employees).
2. Improve military healthcare delivery through a more efficient healthcare claims system, more accurate patient diagnostic coding, and joint medical material asset visibility.
3. Enhance force management through position accountability and visibility (military and civilian).
4. Integrate civilian personnel and pay.
5. Achieve integrated Total Force management.

HRM 14 Lines of Business

The HRM CBM is comprised of 14 lines of business. They focus on the processes required to acquire, train, manage, pay and provide benefits to the military and civilian personnel in the DoD, as well as support family members, veterans, retirees, volunteers and contractors. HRM has established appropriate and effective governance that focuses specifically on these 14 lines of business:

- Position Management
- Human Resources Information Security
- Legal Affairs
- Law Enforcement
- Military Health Services Management
- Quality of Life/Morale, Welfare and Recreation Management
- Interagency Support
- Benefits Management
- Recruiting and Accessions
- Personnel/Pay Management
- Assignment/Placement/Transfer
- Travel Management
- Personnel Development
- Retirement/Separation



The HRM High-Level Operational Description (OV-1) is a graphical depiction of the HRM 14 Lines of Business.

HRM Functional Areas

Civilian HRM

Civilian HRM supports readiness and Total Force Management by developing, managing, and operating DoD Civilian Human Resources programs and systems, formulating and recommending policy and providing guidance on all aspects of civilian personnel management, and advising all levels of management employees in DoD on human resources issues.

Civilian HRM specific responsibilities include providing oversight and direction for the restructure and regionalization of civilian personnel operations across DoD and providing policy support and advisory services to DoD regarding non-appropriated fund employees.

The Military Health System

The Military Health System (MHS) supports U.S. national security by providing quality, cost-effective healthcare 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 healthcare system at all times while capturing and maintaining accurate and timely healthcare information. It encompasses all activities that support Department of Defense (DoD) personnel and family members (throughout their careers and beyond) and that enable effective management of DoD personnel assets. It also includes providing trained, healthy, and ready personnel to combat and combat support organizations and ensuring timely and accurate access to all applicable compensation and benefits for all DoD personnel.

Military and Other HRM

Military and Other HRM supports the entire life cycle of military personnel, from recruiting and initial entry through transition, along with compensation and benefits. Military and Other HRM also contains multiple business functions not directly related to military personnel, including travel, housing, law enforcement, personnel security, and legal affairs. The Military and Other HRM goals are 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 (fully trained and ready) at the right place, at the right time to support the mission.

For more information on some of our current business transformation initiatives, please visit our website at www.hrm.osd.mil