



# Strategic Plan

2013 - 2018

*S*erving those who serve our country  
with the RIGHT information,  
at the RIGHT Time,  
to the RIGHT People,  
for the RIGHT Decisions.



## ***DMDC's Strategic Plan***

*defines the vision, mission, business lines, core values, and goals of DMDC, the strategies to achieve the organizational goals, and initiatives to execute them successfully.*

## **The Strategic Planning Process at DMDC**

DMDC has made planning an integral part of our operations. DMDC supports the many missions of the DoD and interfaces with Federal, State, and local agencies, as well as its coalition partners. This drives the focus of DMDC's business lines and reassessment of the organization's plan based on DoD's priorities.

DMDC has adapted the 8 'S' model as our planning framework. The model fits the organization's pragmatic approach to incorporate planning into everything DMDC does and ensure that execution is in alignment with the plan. For more on the 8 'S' process, see Appendix A.

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Agile, quick, creative and responsive • Employer and partner of choice

Do the right thing - do things right • Extraordinary customer service



## Executive Summary

The Defense Manpower Data Center (DMDC) maintains the largest, most comprehensive central repository of personnel, manpower, casualty, pay, entitlement, personnel security, person identity and attributes, survey, testing, training, and financial data in the Department of Defense (DoD). As DoD's source of enterprise human resource information, DMDC provides secure services and solutions to support the Department's mission. DMDC strives for service excellence with a restless spirit of innovation, building an organization that serves those who serve. DMDC's mission is critical to the success of the DoD enterprise, as our services and products are far reaching, not only to policy analysts, but to Service Members and their families, Civilians, and Contractors.

DMDC's Strategic Plan defines the vision, mission, business lines, core values, and goals of DMDC, the strategies to achieve the organizational goals, and initiatives to execute them successfully. This is a living document responsive to the dynamic environment of DoD and aligned with the DoD Strategic Goals, as outlined in the Quadrennial Defense Review (QDR) and emerging developments, as well as the P&R and DHRA plans. It provides the guidance for decisions related to programming and budgeting, and for developing and implementing new initiatives. This plan will serve as the basis for presenting DMDC's capabilities to the widest possible audience in the Government, so that DMDC's unique skills and capabilities can be leveraged to solve their business challenges.

While promoting constancy of purpose and long-term guidance and direction, the plan will remain flexible to take advantage of emerging opportunities. The impacts of DMDC's portfolio of initiatives will be tracked to ensure high return on investment.

# Vision

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DMDC - Serving those who serve our country with the RIGHT Information, at the RIGHT Time, to the RIGHT People, for the RIGHT Decisions.

*DMDC - Serving those who serve our country with the:*

- ✓ RIGHT Information (e.g. *Data, Knowledge, Solution, accurate, complete, usable, and reliable*)
- ✓ At the RIGHT Time (e.g. *24X7X365, no maintenance window, global, work, home, mobile, any device, classified or unclassified*)
- ✓ To the RIGHT People (e.g. *Office of the Secretary of Defense (OSD), Member, their family, Combatant Commanders (COCOMs), Services*)
- ✓ For the RIGHT Decisions (e.g. *Decision for policy, payment, access, entitlement or benefit*)

# Mission

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DMDC is the DoD's source for enterprise human resource information, providing secure services and solutions to support the Department's mission.

# Core Values

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- Do the right thing - do things right
- Extraordinary customer service
- Agile, quick, creative and responsive
- Employer and partner of choice
- Success through teamwork
- Respect privacy and security - secure information sharing

# Business Lines

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- **Decision Support** – Decision makers have the information they need, when they need it, to make the best decision for the Department, the war fighters and their families.
- **Enterprise Integration** – Focus highly motivated employees, insightful partners and resources to provide customers state of the art solutions, on time, and at lower cost.
- **Entitlements and Benefits** – Beneficiaries receive every benefit they are entitled to – transparently and seamlessly from birth to death.
- **Identity Management** – Ensure that the right people, and only the right people, have the right access, at the right time, to defend and protect the personnel, logical and physical assets of the DoD.

# DMDC Goals, Strategies and Initiatives

## Goal 1

**Promote DMDC's core values in everything we do.**

**Strategy: 1A.** Use lifecycle talent management practices to attract highly skilled, diverse and motivated workers who embrace DMDC's core values; develop and integrate new workers; and provide continuing training and development opportunities throughout their careers.

**Initiative:**

**1a.1** - Create a talent management program to include onboarding, career progression, succession, and professional planning and development and include work/life initiatives.

[Strategic Planning Initiatives\1a1.docx](#)

**Strategy: 1B.** Ensure that all technology, innovation, reengineering and business processes align with DMDC and DoD's enterprise open standards and are reused where appropriate.

**Initiatives:**

**1b.1** - Provide structure for repeatable and consistent program management practices throughout the lifecycle to improve overall project execution in terms of budget, schedule, performance and security. [Strategic Planning Initiatives\1b1.docx](#)

**1b.2** - Use virtual processing and cloud computing techniques to improve the flexibility and availability of DMDC's technology infrastructure and analyze and improve remote and mobile access to DMDC.

[Strategic Planning Initiatives\1b2.docx](#)

**1b.3** - Establish, allocate and communicate the FY12 budget.

[Strategic Planning Initiatives\1b3.docx](#)

**1b.4** - Evaluate effectiveness, alternatives, business processes, and best practices for the Business Operations and Management (BOM) organization.

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**1b.5** - Ensure the Person Data Repository (PDR) and associated applications have a current disaster recovery (DR) plan and regular exercises.

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**Strategy: 1C.** Create, foster, and maintain a *Culture of Privacy and Security*.

**Initiative:**

**1c.1** - Establish a security focus program and integrate it with the privacy program.

[Strategic Planning Initiatives\1c1.docx](#)

**Strategy: 1D.** Create timely, customer-centered, forward-looking client and data solutions that support DoD enterprise solutions.

**Initiative:**

**1d.1** - Expand the DMDC classified environment to provide a high availability environment in collaboration with DoD partners. [Strategic Planning Initiatives\1d1.docx](#)



## Goal 2

**Be the leader in information sharing and decision support on DoD human resource issues.**

**Strategy: 2A.** Leverage DMDC resources and expertise to support the Department and other agencies.

**Initiative:**

**2a.1** - Build a stronger, more timely analytical capability for USD (P&R).

[Strategic Planning Initiatives\2a1.docx](#)

**Strategy: 2B.** Provide policy and decision support customers easy to use, “one stop” information solutions.

**Initiative:**

**2b.1** - Establish a central repository and single website for all of DMDC’s analytic products and services, enhancing DMDC’s self-service capabilities for the Department’s policy makers and other users -- putting the right information in the right hands at the right time. [Strategic Planning Initiatives\2b1.docx](#)

**Strategy: 2C.** Provide large-scale, high-stakes aptitude, ability, and proficiency testing.

**Initiative:**

**2c.1** - Pilot test a new capability for CAT-ASVAB delivery, to expand the applicant pool, reduce test administration costs, and contribute to USMEPCOM’s reinvention efforts.

[Strategic Planning Initiatives\2c1.docx](#)

**Strategy: 2D.** Ensure data quality, availability and timeliness enhance DMDC's mission.

**Initiative:**

**2d.1** - Enhance DMDC’s data quality program to proactively support Identity Management products, ensuring DMDC is a trusted source of identity data.

[Strategic Planning Initiatives\2d1.docx](#)

**2d.2** - Standardize a core set of validation domain values for core DMDC data entities and make it available/required for all DMDC submission processing, with initial focus on person and personnel.

[Strategic Planning Initiatives\2d2.docx](#)



## Goal 3

**Be the central source to identify, authenticate, authorize, and provide information on personnel during and after their affiliation with DoD.**

**Strategy: 3A.** Be the identity management, real-time authentication and authorization solution, providing current and consistent person and personnel data for both the classified and non-classified environments.

**Initiatives:**

**3a.1** - Ensure DoD enterprise Attribute Based Access Control solutions leverage the Enterprise Identity Attribute Service (EIAS) in both the classified and unclassified domains.

[Strategic Planning Initiatives\3a1.docx](#)

**3a.2** - Support humanitarian assistance, emergency response, and transform non-combatant evacuation information solutions. [Strategic Planning Initiatives\3a2.docx](#)

**Strategy: 3B.** Be the central repository for rapid electronic authentication.

**Initiatives:**

**3b.1** - Transform Delivery of ID Card Services - Streamline policy and leverage emerging technologies for electronic credentialing capabilities to improve security, data quality, reduce manpower requirements and decrease overall cost. This initiative is a part of the P&R Portfolio of Initiatives. [Strategic Planning Initiatives\3b1.docx](#)

**3b.2** - Transform Defense Biometric Identification System (DBIDS) to eliminate DMDC's role at the base level, and evaluate DMDC's role in base access control solutions.

[Strategic Planning Initiatives\3b2.docx](#)

**Strategy: 3C.** Institutionalize Federated identity within the DoD.

**Initiative:**

**3c.1** - Promote real time enterprise identity attributes for authorization between DoD and other Federal partners using a trusted Attribute Exchange Service.

[Strategic Planning Initiatives\3c1.docx](#)

**Strategy: 3D.** Be the central source for personnel background investigations, adjudication results, and clearance information.

**Initiative:**

**3d.1** - Build a data sharing infrastructure leveraging technology across multiple systems, providing automated vetting capabilities and early warning signs of personnel risk that impact readiness and workplace safety. This initiative is a part of the P&R Portfolio of Initiatives.

[Strategic Planning Initiatives\3d1.docx](#)



## Goal 4

**Be the one, central access point for information and assistance on DoD entitlements, benefits, and medical readiness for uniformed Service Members, veterans and their families.**

**Strategy: 4A.** Work opportunistically and collaboratively with the Military Health System (MHS), Department of Veterans Affairs (VA) and other Federal and state agencies to improve benefits and health care delivery, reduce costs, and enhance services.

**Initiatives:**

**4a.1** - Integrate Identity, eligibility, demographics, registration, and medical readiness solutions for the business requirements, acquisition, and technical approaches of the Integrated Electronic Health Record (IEHR).

[Strategic Planning Initiatives\4a1.docx](#)

**4a.2** - Improve processing time for VA to administer and process benefits, reduce costs, and improve transparency by using DMDC identity services and eligibility data as web services and portlets. This initiative is a part of the P&R Portfolio of Initiatives.

[Strategic Planning Initiatives\4a2.docx](#)

**Strategy: 4B.** Drive to secure beneficiary self-service venues to reduce costs, improve transparency, data quality, and customer satisfaction levels.

**Initiatives:**

**4b.1** - Create a clear vision for DMDC portals, focusing on creating a “one-stop” place for beneficiaries to get benefits and DoD-related information.

[Strategic Planning Initiatives\4b1.docx](#)

**4b.2** - Optimize customer service by providing an integrated application and beneficiary contact center.

[Strategic Planning Initiatives\4b2.docx](#)

**4b.3** - Introduce additional self-service capabilities for dental enrollment.

[Strategic Planning Initiatives\4b3.docx](#)

**4b.4** - Leverage new technology and automation to increase customer satisfaction and reduce costs.

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**Strategy: 4C.** Use the next generation of TRICARE implementations to serve as a catalyst for change.

**Initiatives:**

**4c.1** - Develop and execute enrollment, operations, and customer service improvements, as well as the security mandates, management controls and transition requirements for T3 that DMDC is responsible for.

[Strategic Planning Initiatives\4c1.docx](#)

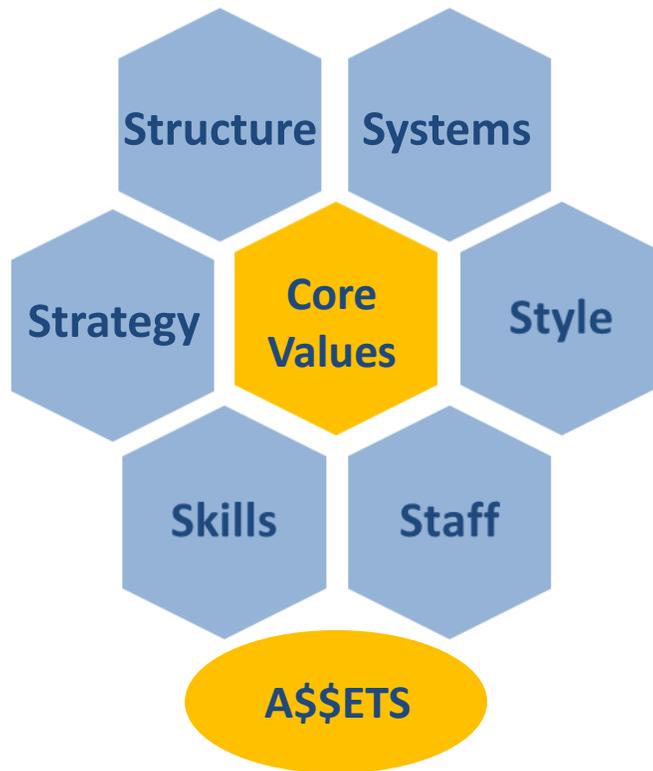
**4c.2** - Partner with TRICARE Management Activity (TMA) to introduce revolutionary change with T4 to reduce health care costs and shift the cost curve.

[Strategic Planning Initiatives\4c2.docx](#)

# Appendix A

## The '8 S' Model

DMDC uses the '8 S' model as a planning framework. Simply, the model provides eight aspects that any corporation or government entity needs to consider when adopting any change. The model's basic premise is: any change applied to any of the 'S's, will impact the rest of the 'S's (or organization) in some way. Being aware of this, and fleshing out the impacts in advance, permits rational risk assessment and a wide-angle lens approach to planning.



## The 8 'S's:

- Strategy - vision, competitive advantage, direction and goals, customers, external and internal environments
- Skills - distinctive competencies of people, leadership, technology
- Staff - people and their competencies, recruiting, on boarding, socializing, training, leadership development
- Style - management's operating style, the internal norms and interactions with customers
- Systems - performance and reward methods and systems
- Structure - how people and tasks are divided/integrated
- Core Values - the heart, values and guiding principles
- A\$\$ets - financial footprint

DMDC uses this model to consider and guide how change will impact different aspects of the organization. When reviewing the strategy, DMDC considers: Has the nation taken a directional change that will impact what DMDC does? Have DMDC customers taken on a significant new mission or encountered a new problem that DMDC will need to engage in? Are there other ways to provide the service, or other directions that DMDC needs to look? Will the approach ensure that DMDC is still competitive and supplying the 'best bang for the buck' to customers? What is on the horizon? Does DMDC still give a competitive advantage to our clients?

The DMDC strategy sets a forward-leaning direction and reviews the ways the organization is currently assessing, addressing, and managing the other seven 'S's.

- Is DMDC structured (organized) to review both specialization and integration?
- Does DMDC have the systems in place to measure, reward, and budget, acquire, control, and optimize both employees and capital?
- Does DMDC have the necessary staff, with the backgrounds and competencies, including our contracting partners, to recruit, onboard, develop, and manage the team? Is DMDC a preferred employer?
- Does DMDC have the technical skills to implement the change?
- Does DMDC's leadership style and operations of the organization reflect how people interact with each other?
- Are DMDC's Core Values truly the foundational principles of the organization? Is DMDC saying one thing and doing another?

# Appendix B

## DMDC Team Member's Next Steps - Living the Strategy

DMDC's strategies and initiatives are at a high level, with sponsors and project leads assigned to each initiative. DMDC employee's performance plans addresses how their execution will help meet the DMDC goals. Not all employees are involved in the initiatives, but all employees take personal responsibility for the goals and recognize how they fit in the organization. Employees understand how their implementation and performance impact DMDC's mission. Planning is important; execution is critical. No goal will be achieved without execution.

DMDC is incredibly proud of the employees, contracting partners, and customer relationships that keep DMDC 'a shining star in P&R'.

DMDC Team Members, please, take the time to:

- 1) Read the plan;
- 2) Think about and discuss with your leadership what role you play in the plan and what objectives you will have for the long and short term;
- 3) Finalize your objectives;
- 4) Talk to your co-workers about how you fit in the plan and help them if they are struggling; and,
- 5) Provide feedback on the Strategic Plan.



**Founded 1974**

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