Serving 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.
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 Guidance and 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

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

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

Core Values

- 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

- 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 Strategic Goals, Objectives and Initiatives

Goal 1
Create, Foster and Maintain a Culture of Privacy and Security.

_Strategic Objective:_ 1.1. Develop, improve and maintain DMDC’s security infrastructure to align with Enterprise Architecture practices and ensure Information Assurance and Privacy are fundamental components of all business practices.

_Initiative:_
1.1.1. Actively participate and keep commitments as DMDC executes the Business Continuity Program Methodology.
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_Strategic Objective:_ 1.2. Establish a security program that aligns with DoD’s Risk Management Framework to provide continuous monitoring and audit processes to manage DMDC’s security posture.

_Initiative:_
1.2.1. Execute DMDC’s Security Architecture Strategic Plan that includes products and their configuration, procedures for continuous monitoring of configurations changes to the environment, Patch testing and remediation strategy, Long Term remediation strategy.
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**Goal 2**
Leverage new technology and automation to support DMDC business lines, increase customer satisfaction and reduce costs.

**Strategic Objective:** 2.1. Create an Innovation Cell to identify and develop new technologies to deliver improved solutions for our customers.

**Initiative:**
2.1.1. Promote innovation programs and practices with strategic investments that support transparency and open government.

**Strategic Objective:** 2.2. Virtualized cloud infrastructure will be deployed to improve flexibility and availability of DMDC’s application and service offerings.

**Initiative:**
2.2.1. Implement DMDC’s Information Technology Roadmap and Information Technology Strategic Plan to track, monitor and report.
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**Strategic Objective:** 2.3. Determine if Big Data opportunities can enhance DMDC’s mission and how.

**Initiative:**
2.3.1. Research and Pursue Big Data opportunities associated with DMDC’s Business lines.
Goal 3
Constantly work to ensure data quality, availability, and timeliness.

**Strategic Objective:** 3.1. Continually enhance DMDC’s Information Assurance programs. Strive to standardize a core set of validation domain values to improve the standardization of written reports. Work with data providers and requesters to improve the quality of submitted data.

**Initiative:**
3.1.1. Establish a Data Management Plan that allows for the effective creation, management and sharing of DMDC data holdings.
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DMDC Strategic Goals, Objectives and Initiatives

Goal 4
Promote DMDC’s core values in everything we do.

**Strategic Objective:** 4.1. 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:**
4.1.1. Expand DMDC’s talent management effort to include the development of an employee skills matrix, employee engagement assessor tool, and an organizational master training plan. Leverage internal talent profiles with the expansion of a career mapping tool and the introduction of a formal professional rotation cycle, intern options, mentorship program, and professional LDP program.

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**Strategic Objective:** 4.2. Ensure that all technology, innovation, reengineering and business processes align with DMDC and DoD’s enterprise open standards and are reused where appropriate.

**Initiative:**
4.2.1. Develop and adopt a fully integrate financial management, project management and budget tool that encompasses all DMDC programs and funds.

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**Strategic Objective:** 4.3. Create timely, customer-centered, forward looking client and data solutions that support DoD enterprise solutions.

**Initiative:**
4.3.1. Expand the DMDC classified environment to provide a high availability environment in collaboration with DoD partners.

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Goal 5

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

**Strategic Objective:** 5.1. Leverage DMDC resources and expertise to support the Department and other agencies.

**Initiative:**
5.1.1. Build a stronger, timelier analytical capability for USD (P&R).
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**Strategic Objective:** 5.2. Provide policy and decision support customers easy to use, “one stop” information solutions.

**Initiative:**
5.2.1. 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.
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**Strategic Objective:** 5.3. Provide large-scale, high-stakes aptitude, ability, and proficiency testing.

**Initiative:**
5.3.1. 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.
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Goal 6

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

**Strategic Objective:** 6.1. Be the primary provider for Identity Management services, and real-time authentication and authorization solutions, personnel background investigations, adjudication results and clearance information for the Department of Defense. Continue to provide current and consistent person and personnel data for both the classified and non-classified environments.

**Initiatives:**

6.1.1. 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.
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6.1.2. 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.
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6.1.3. Strive to expand DMDC’s advanced Identity Management and Authentication capabilities to include: Support of Humanitarian and Relief Efforts, Federal, State and Local Law Enforcement and support adoption of DMDC technology by other Government Agencies.
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6.1.4. 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.
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Goal 7

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.

**Strategic Objective:** 7.1. 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:**

7.1.1. Use DMDC’s areas of expertise in support of the Integrated Electronic health Record (iEHR) Project. Work with MHS, VA and other industry stakeholders to protect, identify, inform and innovate.
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7.1.2. Use the next generation of iEHR/VLER/TRICARE implementations to serve as a catalyst for change. Help our MHS partners 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.
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**Strategic Objective:** 7.2. Drive to secure beneficiary self-service venues to reduce costs, improve transparency, data quality, and customer satisfaction levels.

**Initiatives:**

7.2.1. Improve end user experience while interacting with our Public Portals. Improve relevancy of our WEB based services by reducing the total number of WEB portals supported, reducing redundant content, eliminating multiple log in requirements. Work to update and maintain the DMDC brands across all of our public access points.
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7.2.2. Expand on the success of the beneficiary Web Enrollment (BWE) program used for medical and dental enrollment to encompass a fuller integration of information accessible by our end-users. DMDC will be proactive in its outreach efforts to our partners, both government and civilian to provide access to timely and accurate information through MilConnect.
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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
- Assets - 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.