



# Department of Defense

## DIRECTIVE

NUMBER 5100.87

February 19, 2008

*Incorporating Change 1, April 6, 2017*

---

---

**DA&M DCMO**

SUBJECT: Department of Defense Human Resources Activity (DoDHRA)

- References:
- (a) Sections 113, 191-192 of title 10, United States Code
  - (b) DoD Directive 5100.87, "Department of Defense Human Resources Activity (DoDHRA)," June 29, 1998 (hereby canceled)
  - (c) DoD Directive 5124.02, "Under Secretary of Defense for Personnel and Readiness (USD(P&R))," ~~October 17, 2006~~ *June 23, 2008*
  - (d) DoD Instruction 8910.01, "Information Collection and Reporting," ~~March 6, 2007~~ *May 19, 2014*
  - (e) Homeland Security Presidential Directive 12, "Policy for a Common Identification Standard for Federal Employees and Contractors," August 27, 2004
  - (f) DoD Instruction 4000.19, "~~Interservice and Intragovernmental Support,~~" ~~August 9, 1995~~ *"Support Agreements," April 25, 2013*

### 1. PURPOSE

Under the authority vested in the Secretary of Defense by Reference (a), this Directive:

1.1. Reissues Reference (b) to update the mission, organization and management, responsibilities and functions, relationships, and authorities of the DoDHRA, under the Under Secretary of Defense for Personnel and Readiness (USD(P&R)), in accordance with Reference (c).

1.2. Establishes the Defense Language Office (DLO), the Sexual Assault Prevention and Response Office (SAPRO), and the Defense Travel Management Office (DTMO) within the DoDHRA.

## 2. APPLICABILITY

This Directive applies to the Office of the Secretary of Defense (OSD), the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense (hereafter referred to collectively as the “DoD Components”).

## 3. MISSION

DoDHRA enhances the operational effectiveness and efficiency of diverse programs supporting the Department of Defense. DoDHRA combines centralized management of operations and administrative oversight with decentralized program guidance. It supports policy development, develops products and services that promote and sustain a high performing workforce, performs research and analysis, supports readiness and departmental reengineering efforts, manages personnel data repositories, prepares future civilian leaders through developmental programs, supports recruiting and retention, and delivers both benefits and critical services to warfighters and their families. DoDHRA administers sexual assault prevention policies and programs, assists in establishing and administering language capabilities policies, and oversees central management of commercial travel.

## 4. ORGANIZATION AND MANAGEMENT

DoDHRA is established as a DoD Field Activity under the authority, direction, and control of the USD(P&R). It shall consist of a Director, a Deputy Director, and an Executive Director, with subordinate organizational elements established by the Director, DoDHRA, within resources assigned by the Secretary of Defense.

## 5. RESPONSIBILITIES AND FUNCTIONS

The Director, DoDHRA, shall:

5.1. Organize, direct, and manage the DoDHRA and all assigned resources, including but not limited to the following components:

5.1.1. Civilian Personnel Management Service

5.1.2. Defense Manpower Data Center

5.1.3. Personnel and Readiness Information Management

5.1.4. Office of the Actuary

5.1.5. National Committee for Employer Support of the Guard and Reserve

5.1.6. Defense Advisory Committee on Women in the Services

5.1.7. Federal Voting Assistance Program

5.1.8. Defense Personnel Security Research Center

5.1.9. SAPRO

5.1.10. DLO

5.1.11. DTMO

5.1.12. Per Diem, Travel, and Transportation Allowance Committee

5.2. Maintain central repository of the DoD Human Resource Information, both current and historic. Collect, provide, and utilize this information for the benefit of decision makers of the Department of Defense and other Government agencies. Develop and enhance identity protection and physical and logical access through the Personnel Identity Protection Program. Provide a central source of identification and authentication of people in the Department of Defense for identity protection, security, entitlements, and benefits verification.

5.3. Provide program and policy support and associated information management and administrative services to the DoD Components on civilian human resource matters, including, but not limited to the following:

5.3.1 Developing and administering delegated special salary rate program, pay schedules, and special occupational and organizational pay schedules.

5.3.2. Implementing, maintaining, and ensuring the efficient and effective operation of the DoD Priority Placement Program, workforce restructuring, and other DoD downsizing and transition assistance programs for civilian employees.

5.3.3. Developing and providing advice and oversight on all departmental labor and employee relations policy and related guidance.

5.4. Support functional policy analyses, workshops, and change management activities; define and/or document functional requirements; provide for business process reengineering, continuous process improvement; and develop, integrate, and provide functional oversight for the Human Resources Management (HRM) Enterprise Architecture and HRM information management initiatives. Initiate, coordinate, and execute project and/or program areas such as information management analysis, information assurance, critical infrastructure protection, information technology, functional data administration, and data standardization.

5.5. Provide DoD-wide guidance on civilian personnel policy and professional development programs (except with regard to Defense Civilian Intelligence Personnel System, where guidance is developed by the Under Secretary of Defense for Intelligence in conjunction with the USD(P&R)). Provide support to the DoD Components in the administration of human resources policies and programs.

5.6. Act as the source for collecting and archiving manpower-related databases, as well as providing management information based on research and analysis of human resources and other related federal functional area databases for the Department of Defense.

5.7. Administer the sexual assault prevention and response policies and programs for the Department of Defense. These are designed to eliminate sexual assault within the Department of Defense by providing a culture of prevention, education and training, response capability, victim support, reporting procedures, and accountability to enhance the safety and well-being of all its members.

5.8. Assist in the establishment and administration of policy regarding the development, maintenance, and utilization of language capabilities; monitor trends in the promotion, accession, and retention of individuals with critical skills; and explore innovative concepts to expand language capabilities.

5.9. Serve as the single focal point for commercial travel within the Department of Defense. Assist in establishing strategic direction and in establishing and administering travel policy; centrally manage all commercial travel programs.

5.10. Provide management information, research, and analysis of manpower, personnel, training, and financial databases for use by DoD decision makers. Conduct surveys to assess the attitudes and opinions of Military Service members (active duty and reserve) and DoD civilians. Provide a DoD program for joint marketing communications and market research and studies in compliance with DoD Instruction 8910.01 (Reference (d)).

5.11. Provide policy support for DoD identification cards that are distributed to members of the Military, DoD civilians, contractors, and other eligible personnel. This includes oversight responsibilities for the Defense Eligibility Enrollment Reporting System, the Common Access Card, and compliance with the Homeland Security Presidential Directive 12 (Reference (e)).

5.12. Design and manage DoDHRA programs and activities to improve standards of performance, economy, and efficiency. Demonstrate DoDHRA's attention to the requirements of its organizational customers, both internal and external to the Department of Defense.

5.13. Perform such other duties as may be assigned by the Secretary of Defense or the USD(P&R).

## 6. RELATIONSHIPS

6.1. In the performance of assigned responsibilities and functions, the Director, DoDHRA, shall:

6.1.1. Coordinate and exchange information with the OSD Principal Staff Assistants (PSAs) and the Heads of the other DoD Components having collateral or related responsibilities and functions.

6.1.2. Use established systems, facilities, and services in the Department of Defense and other Government agencies, when possible, to avoid duplication and achieve maximum efficiency and economy of operations.

6.2. The OSD PSAs and the Heads of the other DoD Components shall provide assistance and coordinate with the Director, DoDHRA, on all matters under their purview related to the authorities, responsibilities, and functions assigned in this Directive.

## 7. AUTHORITIES

The Director, DoDHRA, is hereby delegated authority to:

7.1. Communicate directly with the Heads of the DoD Components, as necessary, to carry out assigned responsibilities and functions, including the transmission of requests for advice and assistance. Communications to the Military Departments shall be transmitted through the Secretaries of the Military Departments, their designees, or as otherwise provided in law or directed by the Secretary of Defense in other DoD issuances. Communications to the Commanders of the Combatant Commands normally shall be transmitted through the Chairman of the Joint Chiefs of Staff.

7.2. Communicate with other Government officials, representatives of the Legislative Branch, members of the public, and representatives of foreign governments, as appropriate, to carry out assigned responsibilities and functions. Communications with representatives of the Legislative Branch shall be coordinated with the Assistant Secretary of Defense for Legislative Affairs or the Under Secretary of Defense (Comptroller)/Chief Financial Officer, Department of Defense, as appropriate, and be consistent with the DoD Legislative Program.

7.3. Obtain reports and information consistent with Reference (d) as necessary to carry out assigned responsibilities and functions.

7.4. Exercise the operational and administrative authorities contained in Enclosure 1.

## 8. ADMINISTRATION

8.1. The USD(P&R) shall appoint the Director, DoDHRA.

8.2. The Secretaries of the Military Departments shall assign military personnel to the DoDHRA in accordance with approved authorizations and established procedures for assignment to joint duty.

8.3. Administrative support for the DoDHRA shall be provided by appropriate DoD Components through interservice support agreements in accordance with DoD Instruction 4000.19 (Reference (f)).

9. RELEASABILITY UNLIMITED. ~~This Instruction is approved for public release~~ *Cleared for public release*. ~~Copies may be obtained through the Internet from Available on the DoD Issuances Website Site~~ at <http://www.dtic.mil/whs/directives>.

10.. EFFECTIVE DATE

This Directive is effective ~~immediately~~ *February 19, 2008*.



Gordon England

Enclosure - 1

E1. Delegations of Authority

E1. ENCLOSURE 1

DELEGATIONS OF AUTHORITY

Pursuant to the authority vested in the Secretary of Defense, and subject to the authority, direction, and control of the USD(P&R), and in accordance with DoD policies and issuances, the Director, DoDHRA, or in the absence of the Director, the person acting for the Director, is hereby delegated authority as required in the administration and operation of the DoDHRA to:

E1.1. Perform in accordance with Executive Order (EO) 10450, "Security Requirements for Government Employment," April 27, 1953; E.O. 12968, "Access to Classified Information," August 2, 1995; and E.O. 12333, "United States Intelligence Activities," December 4, 1981; and DoD Directive 5200.2, as appropriate, to:

E1.1.1. Designate any position in the DoDHRA as a "sensitive" position.

E1.1.2. Authorize, in case of emergency, the appointment of a person to a sensitive position in the DoDHRA for a limited time even though a full field investigation or other appropriate investigation, including the National Agency Check, has not been completed.

E1.1.3. Initiate personnel security investigations and, if necessary, in the interest of national security, suspend security access to classified information for personnel assigned to, detailed to, or employed by DoDHRA. Any action under this paragraph shall be taken in accordance with procedures prescribed in DoD 5200.2-R.

E1.1.4. Authorize the suspension, but not termination of the services, of a DoDHRA employee in the interest of national security. Any action under this paragraph shall be taken in accordance with procedures prescribed in DoD 5200.2-R.

E1.2. Authorize and approve:

E1.2.1. Temporary duty travel for military personnel assigned or detailed to the DoDHRA in accordance with Joint Federal Travel Regulations, Volume 1, "Uniformed Service Members," current edition.

E1.2.2. Travel for DoDHRA civilian employees in accordance with Joint Travel Regulations (JTR), Volume 2, "DoD Civilian Personnel," current edition.

E1.2.3. Invitational travel to non-DoD personnel whose consultative, advisory, or other highly specialized technical services are required in a capacity that is directly related to, or in connection with, DoDHRA activities, in accordance with JTR, Volume 2.

E1.2.4. Overtime work for DoDHRA civilian employees in accordance with subchapter V, chapter 55 of title 5, United States Code (U.S.C.), and applicable Office of Personnel Management regulations.

E1.3. Approve the expenditure of funds available for travel by assigned or detailed DoDHRA military personnel for expenses incident to attending meetings of technical, scientific, professional, or other similar organizations when the approval of the Secretary of Defense, or designee, is required by section 412 of title 37, U.S.C., and sections 4110 and 4111 of title 5, U.S.C..

E1.4. Exercise the authority delegated to the Secretary of Defense by the Administrator of General Services Administration under section 102-75.1055 of the Federal Management Regulation for the disposal of surplus personal property.

E1.5. Develop, establish, and maintain an active and continuing records management program pursuant to section 3102 of title 44, U.S.C., and DoD Directive 5015.2.

E1.6. Use the Government-wide commercial purchase card for making appropriate purchases of material and services, other than personal services, for the DoDHRA when it is determined more advantageous and consistent with the best interests of the Government.

E1.7. Authorize the publication of advertisements, notices, or proposals in newspapers, magazines, or other public periodicals, as required, for the effective administration and operation of the DoDHRA, consistent with section 3702 of title 44, U.S.C..

E1.8. Establish and maintain, for the functions assigned, an appropriate publications system for the promulgation of regulations, instructions, and reference documents, and changes thereto, pursuant to the policies and procedures prescribed in DoD 5025.01.

E1.9. Enter into interdepartmental and intragovernmental support and service agreements, as the receiver or supplier, with other DoD Components, non-DoD Federal Government Departments and Agencies, and State and local governments, as required for the effective performance of DoDHRA responsibilities and functions, consistent with section 1535 of title 31, U.S.C., and DoD Instruction 4000.19.

E1.10. Enter into and administer contracts, either directly or through a Military Department, a DoD contract administration services component, or other Federal Agency, as appropriate, for supplies, equipment, and services required to accomplish the mission of the DoDHRA. To the extent that any law or Executive order specifically limits the exercise of such authority to persons at the Secretarial level of a Military Department, such authority shall be exercised by the appropriate Under Secretary or Assistant Secretary of Defense.

E1.11. The Director, DoDHRA, may redelegate these authorities, as appropriate and in writing, except as otherwise provided by law or regulation.