



# HRC 2030

TRANSPARENT ★ AGILE ★ CUSTOMER-CENTERED

# VISION

U.S. Army Human Resources Command



## Our Vision

Human Resources Command (HRC) serves our valued customers – Soldiers, units, Families, retirees and veterans – in ways that have a transformative impact on their careers and Family life while creating a positive and lifelong connection to our Army.

Our actions ensure Soldiers are professionally and personally fulfilled. We continuously evolve and improve with consistency, transparency and agility to meet the Army's current and future people needs. Our collective actions help retain the Army's best talent by improving Soldiers' experience with the institution. Through our contributions, we transform Army human resources, optimize the Army's performance and personnel readiness, and preserve the future of the All-Volunteer Force.



“ As we envision HRC in 2030, we must consider the future of the application of technology, our current and future environment, our organizational structure and the needs of the Army. All things considered, as an organization we must transform to best serve the Army and our people.

**Maj. Gen. Thomas Drew**  
commanding general, U.S. Human Resources Command

# Our Values

We understand how we do our work and its impact on those we support is as important as what we do. HRC’s values align our team around a common set of beliefs and standards that guide our work and behavior. They are the lens through which we perceive our work in the present and approach the future.

## TRANSPARENT

We are empowered and communicate to share relevant information. A transparent environment makes Soldiers feel valued.

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Knowledge is power – transparency, truth and openness all spread knowledge that empowers people to do better, work together and understand processes and outcomes.

## AGILE

We take timely action and are responsive. Our ability to effectively identify and respond to shifts inside the organization and our external environment allows the Army to remain competitive and better fight and win our nation’s wars.

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HRC is relentless in its use of data analytics to provide creative and timely options to commanders and senior leaders.

## CUSTOMER-CENTERED

We see and support the whole Soldier in each issue, request and interaction.

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We balance process, priority, policy and customer aspiration, and use the tools and resources available to fulfill needs and escalate support when we have obstacles. The answer may not always be “yes,” but we always offer options, alternatives, transparency and support. Our culture of customer service is legendary.

# Service Excellence

HRC is consistent in the delivery of exceptional service, operational practices and business outcomes – both in measure and perception. Service excellence builds our credibility and allows our leaders, peers and customers to rely on us to meet their needs.

# Strategic Direction

Recognizing the Army’s focus on people and talent management, HRC’s vision and supporting initiatives are tightly aligned with the Army Strategy, the Army People Strategy (APS) and talent management initiatives. When we accomplish our strategic initiatives, we support the Army’s strategic outcomes and provide better service to our customers. HRC is an integral part of the Army’s Human Capital Enterprise (HCE), and the face of that enterprise to individual Soldiers. HRC advocates for Soldiers during the implementation of personnel policy.

For continuity, HRC aligns its initiatives to the APS strategic outcomes.

<p style="text-align: center;"><b>READY</b></p> <p>The Army uses a range of technologies, incentives, programs and policies to identify the talents of its people and the talent demands of its organizations in timely, accurate and granular detail. It applies data-driven analytical tools to its talent employment and development efforts. This data drives a dynamic and accurate long-term workforce planning system which reduces talent gaps and increases overall Army readiness. It also enables the Army to rapidly build appropriately talented special mission teams – cohesive teams that are trained, disciplined and fit to win.</p>	<p style="text-align: center;"><b>DIVERSE</b></p> <p>The Army is committed to equality of opportunity, providing all our talented people with fulfilling and rewarding professional careers. As an inclusive and representative American institution, we ensure that our people possess a diversity of talent – knowledge, skills, behaviors, and preferences – drawn from all corners of our country and its vibrant, diverse population.</p>
<p style="text-align: center;"><b>PROFESSIONAL</b></p> <p>The Army is a profession, a highly expert, certified and credentialed force resulting from years of increasingly rigorous training, education and leader development. Its people treat one another with dignity and respect, retaining the trust and confidence of both the American people and each other. Army professionals are people of character, presence and intellect, committed to reflective practice and continuous learning. They share a powerful and enduring identity as lifelong members of the Army team.</p>	<p style="text-align: center;"><b>INTEGRATED</b></p> <p>The Army has overcome legal, cultural and technological barriers to fully harmonize the efforts and capabilities of its Total Force – active duty, Guard, Reserve Soldiers and civilians. This transformation has dramatically increased workforce permeability between Soldiers and civilians to the benefit of both the Army and its people.</p>

# Strategic Environment

The National Defense Strategy and the Army Strategy depict an increasingly complex global security environment shaped by emerging threats. The Army Modernization Strategy describes an environment of renewed great power competition in the Information Age. The APS further adds a series of non-threat trends including an increased need for knowledge workers in the domestic labor market. The APS posits that shifting generational values and technological advances are changing the character of work itself. When taken together these factors add to the complexity of HRC's mission.

The Army's and HRC's challenges are not unique; an ever-evolving war for talent, challenging workforce trends and intense competition exist in the military and global-business environments. HRC will continue to quickly adapt to the complex global security environment and emerging personnel needs to maximize the readiness of the right units during precise windows. Modernization will call for reskilling some members of the Army team while growing new organizations, and this cannot come at the expense of readiness and may impact the ability to honor Soldier preference.

Sustaining the AVF adds an additional layer to the challenges facing HRC and the Army. HRC must develop unique ways to adapt to American's stated and unstated expectations of Human Resources without compromising the Army's readiness. Maintaining a volunteer force requires the Army to be an employer of choice. The fact that propensity to serve is at an all-time low at the same time when there is a shrinking pool of people eligible to serve adds to the urgency of the challenges facing Army human resources. To maintain a volunteer force that demonstrates the nation's diversity while possessing the knowledge and skills needed by the future force requires a cognizance of social trends and a willingness to adapt wherever able.

The environment demands that HRC adapt its business processes and build on a culture of customer service to retain the talent that the future Army requires.



# Focus Areas

HRC uses four focus areas to align our initiatives and support APS strategic outcomes. These focus areas logically group initiatives and will guide their implementation, but they remain flexible and broad to account for changes to the strategic environment or emerging requirements.

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## MODERNIZATION

Modernization encompasses all technology and platform updates coupled with business process automation, and it crosscuts this entire strategy. The data-centric future we envision requires investment in the information technologies required to analyze and display personnel data to drive decisions. Such investments will require additional acquisitions and procurement capabilities. We will continue to refine and update IPPS-A in conjunction with our HCE partners to fully harness the power of an integrated personnel system through modernized and automated business practices. Not only must HRC modernize its current processes and capabilities, but we must create conditions for continuous improvement. To that end, this document will be accompanied by HRC's Technology Implementation Plan that details our technology modernization plan.

Each focus area and most associated initiatives require new technologies, platforms, or training for HRC's workforce. Modernization drives our ability to better care for customers, and to improve Soldiers' experience with the Army's HR system. HRC's team of professionals has always been our strength, and a dedicated effort to modernize, automate and streamline processes will allow our team to spend even more time focusing on our customers' needs.



# 2

## TALENT MANAGEMENT

The Army is people, and human talent will offer winning solutions to meet the complexity and uncertainty of future armed conflicts. Maximizing human potential requires a cultural shift from traditionally conceived personnel distribution toward deliberate talent management. Modernizing our systems and processes enables the HRC team to better align individual Soldier knowledge, skills, behaviors and attributes to specific requirements. HRC's approach to talent management will be holistic, looking beyond rank and occupational specialty to the total Soldier and their unique contributions. We will continue to improve officer assignment marketplaces and expand enlisted Soldier assignment markets. For HRC, focusing on talent management means we will improve our processes while integrating emerging initiatives and working side by side with our HCE partners to improve talent management across the Army.

Our career managers for both officers and enlisted Soldiers will expand their capability for interaction and ability to coach troops on career decisions and understand the opportunities available to them. Soldiers must see the opportunities available to them, but they must also understand how those opportunities translate to achieving personal and professional goals. Achieving this requires consistent and easily understood data analytics tools available to career managers and a dedicated training program to ensure they possess the knowledge and skills required for this important task.



# 3

## CARING FOR SOLDIERS, FAMILIES AND CIVILIANS



The U.S. Army wins through its people. The Human Resources Command has the honored responsibility to maintain services that support the people who are vital to the Army's mission. Whether Soldiers, Families, Department of the Army Civilians or Soldiers for Life, HRC remains committed to providing world-class support to our most valuable asset - the people of the U.S. Army. This focus area includes initiatives oriented on improving our customers' experience with HRC and the Army's human resources system.

HRC will introduce new approaches to improve internal and external messaging, Soldier engagement and feedback monitoring through a standardized scorecard of daily customer interactions and services along with the establishment of a messaging and engagement cell. Improving customer experience requires developing and measuring standards of service, and those standards must be the quantitative benchmark against which we measure performance. HR services are best when they seem effortless to the customer. Our efforts will streamline HR support to the Army's people.



## READINESS

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The volatile and uncertain operational environment of great power competition requires the Army to not only maintain a constant state of readiness but also increase its agility. To do so, HRC must be able to continuously improve the accuracy of the readiness decisions we make and how we advise the Army's senior leadership, which requires a greater reliance on data analytics and the development of predictive tools that create shared understanding for HRC and Army units. This action will ensure personnel managers can become more predictive and precise in their decisions and recommendations. As an example, we will combine officer and enlisted readiness and assignment functions to maximize the flexibility and agility of how the Army's talent is aligned.

Maintaining required readiness levels in the present while the Army is modernizing for the future will require creativity and efficiency in how available talent is aligned to unit requirements. While we will never be able to fully predict the future, we will develop a system that integrates all available data into tools that enable forward-looking decisions and the agility to react to changing conditions. The readiness we envision will require maximum transparency and shared understanding between HRC and the unit human resources professionals and commanders we serve.



# Strategic Initiatives

HRC's strategic outcomes will be accomplished over a period of years through a series of measurable initiatives that set the conditions to achieve our vision. The initiatives below chart a course for organizational transformation but are flexible enough in form and purpose to be adapted to changing conditions and environments.

## MODERNIZATION

- Publish technology modernization implementation plan.
- Procure the required information technology capabilities to enable a modernized human resources ecosystem.
- Automate, to the maximum extent, internal business processes to ensure the HRC team can devote maximum time to customers.
- Reallocate existing resources freed by IPPS-A to cloud migration, business process revision, application modernization and analysis/evaluation of future IPPS-A releases.
- Hire and develop the required civilian and military staff to maintain and operate HRC applications in the cARMY cloud.
- Create a workforce development plan for HRC's employees. We want to retain our dedicated team and will assist our people in gaining the skills required to continue to serve our customers.

## DYNAMIC TALENT MANAGEMENT

- Create a personalized interface for career information, past performance data and career guidance for Soldiers.
- Create the Talent Alignment and Development Directorate that combines enlisted and officer talent management and assignment functions into a single subordinate organization.
- Create the Force Shaping Directorate focused on shaping the active force from accessions through Soldiers' transition to retirement or ETS.
- Establish the Capabilities Integration Division (CID) within the Force Shaping Directorate to liaise with human capital enterprise partners and the Army staff to integrate new capabilities into the Army's human resources system. The CID will be the focal point for all innovation activities within HRC.
- Serve as a strategic partner within the Human Capital Enterprise to inform and recommend needed policy changes.
- Create a career manager certification program educates incoming career managers on HRC's standards of service, coaching techniques and how the career manager can best enable the individual Soldier to achieve his or her career and personal goals.

**CARE FOR SOLDIERS, FAMILIES AND SOLDIERS FOR LIFE**

- Develop a customer experience framework.
- Update and streamline Gray Area Retirement procedures. Provide a direct line and scheduled interactions to streamline the retirement pay process for Reserve component Soldiers.
- Continue to improve the Army Family Landing Page to assist Soldiers and Families during the transition to new duty assignments.
- Develop systems to better update customers as actions are staffed through the personnel system. Increase the transparency of what HRC is doing to support Soldiers.
- Streamline and improve the board process by continued updates to Army Selection Board System (ASBS).
- Develop and refine standards of service for customer interactions.
- Develop customer experience metrics to understand how

to improve our organization. Remember always that customers' experience with HRC is an important retention tool and keeps important talent in our Army.

- Make personnel service encounters as responsive as the social media environment.
- Conduct annual, command-wide, personnel service symposiums to measure the quality of customer engagements. Update and apply standards of service to all personnel actions.
- Build a customer service-focused workforce. HRC will develop a customer service training and certification program.
- Create and activate a strategic engagement and messaging cell that directly and promptly communicates with Soldiers to address issues and concerns with the Army's personnel system.

**READINESS**

- Combine officer and enlisted readiness decisions and functions as part of HRC's internal reorganization.
- Increase the transparency of the implementation of Army manning guidance so that Soldiers better understand how Army talent is aligned to unit requirements.
- Adapt the Army's systems for managing the Inactive Ready Reserve (IRR) to increase the visibility and readiness of the IRR to speed activation, if required.
- Leverage integrated personnel databases to predictably visualize and communicate key readiness metrics for commanders and their human resources professionals to build shared understanding.
- Create a dashboard for units that provides answers to readiness questions and models current and predictive personnel readiness.



## Risk

If HRC maintains the status quo we will not contribute effectively to emerging talent management initiatives and will not create decisive advantage for the Army in the ongoing competition for talent. The Army's mission in the complex global security environment requires talented people serving in ways that optimize their unique talents. Although the U.S. Army is not corporate America, the Army and HRC are competing with corporate America for the same talented individuals. If HRC fails to undertake the initiatives listed in this vision the Army will not compete effectively. If HRC does not modernize its processes and integrate new technologies, the Army's mission will be at risk because it will be even more difficult to recruit, develop and retain the talent the Army requires.

HRC cannot conduct the sweeping transformation we envision at the expense of daily requirements. HRC supports more than 1 million active, Reserve and ready Reserve Soldiers, and those Soldiers require ongoing human resources services. HRC must continue to execute the Army's manning guidance to maintain personnel readiness. We will mitigate this risk to force through change management and governance of the implementation of our strategic vision. Multiple annexes will append to this document that outline specific and measurable paths to accomplish the initiatives and outcomes put forth. We will drive change as rapidly as possible while maintaining feedback and analysis mechanisms that ensure our existing standards of service do not fall below acceptable levels. The change process will be agile, delivering viable products and processes as part of a consistently improving system.

## Conclusion

HRC is placing the Soldier - the customer - at the center of all that we do. This vision outlines how HRC will become a more transparent and agile organization while improving our service excellence. Our efforts will simplify the lives of Soldiers and their Families through a responsive and transparent human resources customer experience, and they remain aligned with the strategic outcomes put forth in the APS. Modernization underpins each of our initiatives and focus areas. Our vision requires new technologies and platforms, but we must also develop our workforce while developing and adhering to standards of service. Vision 2030 transforms HRC to meet the demands of a modernizing Army and a new generation of Soldiers.



**HRC 2030 Vision**