



DoD INSTRUCTION 1400.25, VOLUME 450

DoD CIVILIAN PERSONNEL MANAGEMENT SYSTEM: HUMAN CAPITAL MANAGEMENT EVALUATION PROGRAM

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Purpose: This issuance is composed of several volumes, each containing its own purpose. In accordance with the authority in DoD Directive 5124.02:

- This instruction establishes and implements policy, prescribes procedures, provides guidelines and model programs, delegates authority, and assigns responsibilities regarding civilian personnel management within the DoD.
- This volume, in accordance with DoD Directive 1400.25:
 - Establishes policy, assigns responsibilities, and provides guidance for the DoD appropriated fund (APF) and nonappropriated fund (NAF) Human Capital Management (HCM) Evaluation Program.
 - Provides guidance for independent audit programs in accordance with Subpart B 250.204 of Title 5, Code of Federal Regulations.
 - Authorizes the DoD APF Handbook for Human Capital Framework Evaluation.
 - Authorizes the DoD NAF Handbook for the HCM Evaluation Program.

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SECTION 1: GENERAL ISSUANCE INFORMATION

1.1. APPLICABILITY.

This volume applies to APF and NAF positions in the OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (referred to collectively in this issuance as the “DoD Components”). For the purposes of this volume:

- a. The Army and Air Force Exchange Service is a DoD Component if delegated authority by the Secretaries of the Army and Air Force to oversee and evaluate the effectiveness and efficiency of HCM programs, policies, and practices.
- b. The United States Marine Corps, the Navy Exchange Service Command, and the Commander, Navy Installations Command are DoD Components if delegated authority by the Secretary of the Navy to oversee and evaluate the effectiveness and efficiency of HCM programs, policies, and practices.

1.2. POLICY.

DoD will:

- a. Evaluate the outcomes of its HCM strategies, policies, programs, and activities to sufficiently balance organizational uniformity and flexibility by:
 - (1) Assessing compliance with DoD policy and government-wide rules and regulations.
 - (2) Contributing and supporting DoD strategic goals and objectives.
 - (3) Ensuring compliance with merit system principles and applicable personnel laws and regulations.
 - (4) Including strategic planning and alignment, performance culture, talent management and evaluation systems in the human capital framework.
 - (5) Assessing key functional areas, including position classification, employee benefits, human resources development, labor relations, leadership, management-employee relations, awards and recognition, pay administration and compensation, performance management, staffing, records management, and employee work-life and wellness programs.
- b. Verify that equal employment opportunity, affirmative employment, and diversity initiatives are fully integrated in the HCM evaluation programs.
- c. Identify and focus on mission-critical results and deliver quality services to meet current and future DoD needs.

- d. Identify and address HCM challenges, risks, and potential gaps.
- e. Support the ongoing planning, goal setting, and implementation of the HCM evaluation process.
- f. Provide a mechanism to identify and implement improvements to DoD HCM.

SECTION 2: RESPONSIBILITIES

2.1. ASSISTANT SECRETARY OF DEFENSE FOR MANPOWER AND RESERVE AFFAIRS (ASD(M&RA)).

Under the authority, direction, and control of the Under Secretary of Defense for Personnel and Readiness, the ASD(M&RA):

- a. Has overall responsibility for developing DoD civilian personnel policy covered by this volume.
- b. Serves as the principal DoD point of contact on all NAF policy matters relating to NAF human resources.

2.2. DEPUTY ASSISTANT SECRETARY OF DEFENSE FOR CIVILIAN PERSONNEL POLICY (DASD(CPP)).

Under the authority, direction, and control of the ASD(M&RA), the DASD(CPP) supports the development of civilian personnel policy covered by this volume and monitors its execution by DoD Components, ensuring consistent implementation and application throughout the DoD.

2.3. DIRECTOR, DEPARTMENT OF DEFENSE HUMAN RESOURCES ACTIVITY.

Under the authority, direction, and control of the Under Secretary of Defense for Personnel and Readiness, the Director, Department of Defense Human Resources Activity supports the DASD(CPP), as appropriate, in executing the duties and responsibilities in this volume.

2.4. DOD COMPONENT HEADS EXCEPT FOR THE DIRECTOR, DEPARTMENT OF DEFENSE HUMAN RESOURCES ACTIVITY.

The DoD Component heads except for the Director, Department of Defense Human Resources Activity:

- a. Establish and maintain an actionable and measurable evaluation system that includes procedures, activities, and schedules for assessing human capital outcomes.
- b. Hold the human capital executives, managers, officers, and staff accountable, through data driven metrics for efficient and effective strategic HCM, in accordance with merit system principles and applicable Federal laws, regulations, and guidelines.
- c. Enforce compliance with this volume and establish Component policy, as appropriate, to implement its procedures.

d. Assess Component uniformity and consistency of DoD personnel policy, program, and practices application and execution in accordance with this volume.

e. Evaluate their HCM strategies, programs, and policies to determine if they help or hinder mission accomplishment.

(1) When appropriate, take corrective actions to improve the effectiveness and efficiency of personnel management service delivery.

(2) Monitor progress of those corrective actions and other program and policy initiatives implemented in response to the evaluation findings.

f. Provide a written annual summary of program evaluation findings and resulting actions taken to improve NAF Component personnel policies, programs, and practices to the DASD(CPP), through the Defense Civilian Personnel Advisory Service (DCPAS) Benefits, Wage, and NAF Policy Directorate.

g. Annually report results and analyses of delegated examining self-assessments and human capital evaluation system activities, findings, and resulting actions taken to improve Component APF personnel policies, programs, and practices to the DASD(CPP), through the DCPAS Planning and Accountability Directorate.

SECTION 3: PROCEDURES

3.1. HCM PROGRAM EVALUATION PROCEDURES.

a. The DoD Human Capital Framework Evaluation Handbook for DoD APF and the DoD Handbook for the NAF HCM Evaluation Program outline the procedures for the HCM Evaluation Programs. The APF Handbook is available at <https://dcpas.osd.mil/policy/accountability/humancapitalframeworkevaluations>. The NAF Handbook is available at <https://www.dcpas.osd.mil/policy/naf/nafpolicy>.

b. The Director, DCPAS will ensure all procedure changes are published in the Handbooks. Any changes will be effective upon publication.

3.2. EVALUATING RESULTS AND POLICY CHANGE CONSIDERATIONS.

a. DoD Components may recommend policy changes to this volume and other necessary requirements based on their program evaluation findings and the resulting actions taken to increase effectiveness of personnel management service delivery. Recommended changes will comply with applicable laws, regulations, and DoD policy.

b. The DASD(CPP) will analyze and assess key findings and recommendations to determine the need for adaptation to DoD-wide personnel policies, strategies, and other initiatives.

c. Through the DASD(CPP) and in coordination with DoD Components, the ASD(M&RA) will approve and incorporate proposals for DoD-wide policy changes and other necessary requirements.

GLOSSARY

G.1. ACRONYMS.

ACRONYM	MEANING
APF	appropriated fund
ASD(M&RA)	Assistant Secretary of Defense for Manpower and Reserve Affairs
DASD(CPP)	Deputy Assistant Secretary of Defense for Civilian Personnel Policy
DCPAS	Defense Civilian Personnel Advisory Service
HCM	human capital management
NAF	nonappropriated fund

G.2. DEFINITIONS.

These terms and their definitions are for the purposes of this issuance.

TERM	DEFINITION
effectiveness	The degree to which a program is successful in producing a desired result.
efficiency	Achieving maximum productivity with minimum wasted effort or expense.
employee	A DoD employee paid from APFs or NAFs.
evaluation	A system that contributes to agency performance by monitoring and evaluating outcomes of its HCM strategies, policies, programs, and activities by meeting the following standards: <ul style="list-style-type: none"> Ensuring compliance with merit system principles. Identifying, implementing, and monitoring process improvements.
evaluation system	An overarching system for evaluating the results of human capital planning and the implementation of human capital strategies in order to inform the agency's continuous process improvement efforts. This system also ensures compliance with all applicable laws, rules, regulations, and DoD policies.

TERM	DEFINITION
human capital framework	The framework provides direction on human capital planning, implementation, and evaluation in the Federal environment.
independent audit program	A component of an agency’s evaluation system designed to review all HCM systems and select human resources transactions to ensure efficiency, effectiveness, and legal and regulatory compliance.
merit system principles	Nine merit system principles governing Federal personnel management, in accordance with Section 2301 of Title 5, United States Code.
program evaluation	The manner and extent to which Federal programs achieve intended objectives. Program evaluations objectively review and measure “unintended results” (good or bad) which were not explicitly included in the original statement of objectives or were unforeseen in the implementation design. Program evaluation, therefore, can serve to validate or find errors in the basic purposes and premises that underlie a program or policy.

REFERENCES

Code of Federal Regulations, Title 5, Subpart B 250.204
DoD Civilian Personnel Handbook: Human Capital Management Nonappropriated Fund
Evaluation Program, current edition
DoD Directive 1400.25, “DoD Civilian Personnel Management System,” November 25, 1996
DoD Directive 5124.02, “Under Secretary of Defense for Personnel and Readiness
USD(P&R),” June 23, 2008
DoD Human Capital Framework Evaluation Handbook, current edition
United States Code, Title 5, Section 2301