



Kelly M. Cruz

Office of the Under Secretary of Defense for Personnel and Readiness
Defense Human Resources Activity
Defense Civilian Personnel Advisory Service



Ms. Kelly M. Cruz serves as Director, Employment and Compensation Line of Business, Defense Civilian Personnel Advisory Service (DCPAS), Defense Human Resources Activity. Ms. Cruz is responsible for the oversight of Classification, Compensation, Recruiting, Staffing, and Workforce Restructuring policies and programs for the Department of Defense (DoD). She is responsible for a broad spectrum of civilian staffing policies and programs to include those relative to the employment of veterans, military spouses, dual status military technicians, as well as overseas employment and rotation. Ms. Cruz is responsible for DoD's classification appeals program and oversees policy on civilian pay and leave, to include numerous pay flexibilities and incentives. In the area of workforce restructuring, she oversees DoD's Priority Placement Program, provides workforce transition assistance to DoD commanders and managers, and provides oversight for the Department's Voluntary Separation Incentive Pay and Voluntary Early Retirement Authority authorities, along with other workforce shaping tools.

Previously, Ms. Cruz served as Director, Defense Executive Resources Management Office, DCPAS. In this capacity, she was responsible for policies and programs affecting the civilian Senior Executive workforce within the Military Departments, the Office of the Secretary of Defense, and Defense Agencies. Prior to this, Ms. Cruz served as the Senior Human Resources Specialist with the Department of State, Bureau of Human Resources, Office of Civil Service Human Resource Management, Executive Resources and Performance Management Division and managed the Department-wide Senior Executive Service, Senior Level, and Civil Service performance management program and initiatives.

Ms. Cruz began her career with the United Way/Capital Area in Austin, Texas where she assisted and coordinated bridge services for the homeless population. In April 2002, she enlisted in the United States Army and served for four years. During this time, Ms. Cruz deployed to Kandahar, Afghanistan in support of Operation Enduring Freedom. After her honorable discharge in 2006 and prior to joining the Department of State, she served as a Human Resources Specialist with the Department of the Army and the Office of the Secretary of Defense, Under Secretary of Defense-Comptroller and as a recruiter assisting Veterans transitioning to a civilian career.

A native of Texas, Ms. Cruz earned a Bachelor of Social Work from the University of Texas at Austin and a Master of Public Administration from Bowie State University. In August 2017, Ms. Cruz completed the Partnership for Public Service, Excellence in Government Fellows Program.