

Division of Police Strategic Plan

Introduction

The purpose of this document is to provide a formal strategic plan for the NIH Division of Police (DP). This plan is designed to provide our stakeholders with an articulation of our vision of the future for the Division, and to clarify our direction for our employees, partners, and contractors. Although major thrusts of this plan have been discussed in prior documents, the scope of planned changes calls for us to formalize the components in a single plan. The strategic plan will be vetted throughout our stakeholder community and within our employee structure prior to final publication. It is important to note that this strategic plan will serve as a reflection of the ever-changing needs of ORS and the NIH community. We fully expect to reflect future changes in direction within upcoming versions of this document. We will reevaluate this document at least annually to ensure these changes are incorporated.

Background

In the four years since the terrorist attacks on the World Trade Center and the Pentagon, there have been profound changes in the way the public, the Federal workforce, and Federal Agencies view security and emergency preparedness. The NIH Police, along with the other Security and Emergency Response (SER) Divisions, are representative of such change, experiencing far-reaching transformation in organizational structure, approach, resources, staffing, and key initiatives.

Prior to the terrorist attacks of September 11, 2001, NIH Police operated largely as a behind-the-scenes community service as a component within the Division of Public Safety. These public safety components worked largely independently of each other to provide routine services in their specific areas of responsibility. September 11, 2001 ushered in a particularly fluid and challenging two-year period of change for NIH's security and emergency response programs. They were forced to quickly adapt to a new tempo of operations designed to meet new and vastly enlarged operational and physical security requirements for the NIH campus. Additionally, the NIH community and management displayed an increased awareness of security and emergency response issues. As a result, SER resources and operations experienced increased visibility as a single entity. To begin implementing programs to address the dramatically increased security priorities, the Director, NIH called upon the Chief Security Officer and Deputy Chief Security Officer to provide centralized accountability for development and implementation of a comprehensive NIH Security Program. The reorganization, as part of a larger NIH-wide de-layering initiative, of the old Division of Public Safety into the current organizational structure, created organizational challenges including the creation of new Divisions to address new functional responsibilities. A more thorough discussion of SER and its various components is provided in Appendix A, an excerpt from "NIH 2004 Year in Review."

Challenges

It is important to understand just how much the Division of Police has transformed in recent years. Prior to the tragic events of 9/11/01, the vast majority of our officers obtained their law enforcement experience exclusively at the NIH and the organization was generally perceived as lacking professionalism. This limited experience left the organization in a vulnerable position to meet the challenges it was about to face. Many of the challenges were triggered by external events, and some resulted from new needs of the NIH community and caused a significant shift in focus. This shift was further propelled by the need to implement government-wide mandates regarding operational procedures and sharing of intelligence information to prevent or minimize the impact of potential future threats. Problems were compounded as a direct result of new nation-wide law enforcement initiatives in recruiting those possessing anti-terrorism skills.

Recruiting

In a very short period of time immediately after 9/11/01, the Division lost nearly 50% of its officers to other Agencies or private sector organizations due, in large part, to higher pay incentives, greater promotion opportunities, and enhanced retirement benefits that other organizations were offering. These combined events drove the Division to change its hiring philosophy from “growing and mentoring” new officers to “recruiting seasoned” officers from local community and other Federal organizations. Today, the Division employs 70-80 trained officers against an authorized total of 90. The majority of these officers have service-related experience with other Federal or local Agencies. These (veteran) recruits average 20 years of law enforcement experience, with many also possessing specialized skills in high risk entries, tactical response, hostage negotiations, K-9, intelligence gathering, special operations, traffic control, criminal investigations, and training. Over 60% have at least two years of college education, 37% have obtained their bachelor degrees, and 13% possess master degrees. The perception of the organization lacking professionalism is rapidly changing.

Retention

Nevertheless, because of our inability to match the pay and benefit packages of others, retention continues to be a challenge for DP. We continue to compete with other Agencies and private sector organizations for resources.

Jurisdiction

Currently the DP jurisdiction is limited to the Bethesda campus, the RML Campus, and the NCI facilities located within Ft. Detrick. A significant number of additional NIH facilities are engaged in biomedical and bio-defense research, some of which are part of the national bio-defense strategy. These facilities require protection from activists, terrorists, and criminals. They require the same kind of highly-specialized law enforcement protection that the NIH’s Division of Police is currently providing to the research facilities on the NIH Bethesda campus. However, these facilities rely on local law enforcement or contract security guards. Local police forces and contract security

guards do not have the resources, mandate, training or law enforcement powers necessary to safeguard biomedical and bio-defense facilities.

These events, challenges, and the added organizational changes have required DP to transform many operational functions. Current functions are described below.

Division of Police Overview

The Division of Police is the largest of six divisions within SER and reports to the Director of ORS through the Associate Director of SER. The Director and Associate Director also fill the role of Chief Security Officer and Deputy Chief Security Officer respectively. The Division of Police is organized into three branches managed and supported by the NIH Chief and Deputy Chief of Police and some administrative personnel (see Appendix B). The three branches include:

- Police Operations Branch
- Guard Operations Branch
- Support Services Branch

A more detailed description of the functions within each Branch is provided below.

Police Operations Branch:

The Police Operations Branch is responsible for delivering the bulk of the “policing” services. This Branch conducts routine patrols, responds to and handles emergencies, enforces laws, investigates crimes, and provides public services such as escorts and lock-out relief to those in need of assistance. The Police Operations Branch utilizes standard crime prevention methods and techniques to minimize crime at the NIH. This Branch is also responsible for the safe and efficient movement of traffic on the campus including the investigation of traffic accidents, enforcement of traffic laws and parking regulations, and the direction of traffic flow throughout the campus. In conjunction with the Guard Operations Branch, Police Operations Branch activities at the campus perimeter are designed to decrease the likelihood that explosives or contraband are carried onto the campus. For example, police officers assigned to this branch maintain control of the emergency deployment of the Delta Vehicle Barriers which are used to thwart vehicle security breaches when they occur. Additionally, specially trained explosive detection K-9 teams conduct inspections of vehicles at the campus perimeter.

Guard Operations Branch

In conjunction with the activities of the Police Operations Branch as mentioned above, the Guard Operations Branch is responsible for reducing the probability that weaponized vehicles may enter the NIH campus and is also responsible for preventing intrusions of the grounds and facilities. This Branch is responsible for inspecting vehicles other property, and persons at the perimeter of the campus. They provide security services at NIH facilities both on and off the Bethesda Campus and coordinate security for all special events. The delivery of guard services are provided by contract employees through a multi-million dollar per year performance-based contract that the Guard Operations Branch manages.

Support Services Branch:

Support Services Branch provides a variety of services to the Police Operations Branch and the Guard Services Branch in terms of training, supply, and inventory coordination, management, and control. This Branch operates the NIH Emergency Communications Center that receives calls for service from the community, along with dispatching police, fire, rescue, and guard resources as required. The Support Services Branch also conducts a multitude of preliminary background checks on various employee, contractor, and visitor populations. Additionally, they currently are tasked obtaining digital fingerprints and issuing NIH identifications to employees and certain other populations.

Division of Police Mission, Vision, and Value Proposition

Due in large part to the changes discussed earlier in this document, the Division of Police has recently revised its mission and vision statement to align more closely with HHS and NIH stated missions and direction. These revised statements, along with the value proposition, articulate DP's transformed role in support of Agency long-term goals and objectives.

Mission:

It is the mission of the NIH Division of Police to protect our country's national treasure: Scientific Research and the NIH research community, and further to ensure that the mission of NIH is not impeded by personal attacks, loss of assets, criminal activity or acts of terrorism.

Vision:

The vision of the Division of Police is to provide our services in the most professional and least intrusive manner through the application and use of state of the art methods and technology. We are making continuous improvements to our operations and procedures to ensure that this vision will be realized and we have solicited the assistance of ORS and NIH Senior management, other Agencies, consultants, as well as our own employees, to accomplish the needed tasks.

Value Proposition:

The NIH Division of Police brings value to the NIH community by ensuring the safety and security of employees, visitors, patients, and contractors and the protection of NIH's research and knowledge assets. The officers and employees of the Division of Police attempt to meet this responsibility in the least invasive manner at a reasonable cost to the Agency.

The remainder of this strategic plan addresses the detailed way in which the Division of Police plans to deliver value to its customers and fulfill its mission and vision.

The Road Ahead

Context for The Division of Police Strategic Plan:

The Division of Police strategic direction is set within the context of some known parameters. The Division acknowledges that the current security environment, and the likely future security environment, will be driven by external factors such as threat levels and intelligence information. These factors are, for the most part, out of the control of DP but will require an ongoing high level of flexibility and preparedness in order to adapt to a variety of unknown variables. At the same time, the Division is also concentrating on addressing several internal factors identified by the Division's Executive Command staff during an off-site retreat and validated through a recent "Climate Assessment"(see Appendix C). DP executives and managers recognize and acknowledge the need to prioritize and implement a series of initiatives designed to improve the culture and internal climate within the Division.

Strategy:

The NIH Division of Police is pursuing a strategy of "operational excellence" in promoting a safe and secure environment for the NIH research community. DP plans to fully transform into a high-performance organization within the next 5-7 years by focusing on alignment, accreditation, and automation.

Alignment

As stated earlier, the Division of Police has undergone dramatic change in the last five to eight years. Due to the evolving nature of the security industry, and the ever-changing character of the Federal Government environment, this constant and rapid change is expected to continue into the foreseeable future. It is therefore critical that the Division of Police continuously align itself organizationally and individually. Organizationally, DP must support the mission and goals of the Department, those of NIH, and those of ORS. DP must also align its mission and goals with those of its sister organizations within SER and with the NIH Security Plan to ensure that services are seamless, effective, and efficient. Internally, DP must align its KSAs (key skills and abilities) as well as Performance Plans and individual contracts to IDPs (Individual Development Plans.) These IDPs must, in turn, be aligned with the three Branch PMPs (Performance Management Plans) and the DP Strategic Plan/PMP. This must be done in such a way that it is clear how individuals within DP contribute to accomplishing the organizational goals and objectives. This alignment will provide clarity and focus in ensuring that every DP employee 'works off the same sheet of paper.'

Accreditation

The Division of Police is in the process of ensuring it complies with the Commission on Accreditation for Law Enforcement Agencies (CALEA) standards for its policies and procedures. This process will help ensure a high level of professionalism standardization and the following of "best practices" within Division. The revision of our policy and procedures manual will be the first, step in the multi-phased process of receiving CALEA accreditation for the DP. Though a pains-taking process that will require a significant expenditure of resources, achieving accreditation will offer the Division of Police a

community from which it can bench-mark itself on a variety of variables and will help to clarify its processes for current and future employees, benefiting the entire NIH community.

Automation

In the current climate of ever-declining budgets and ever-increasing workload demands, it is clear that the Division of Police must take advantage of automation where feasible to eliminate redundancies and speed processes. The Division is in the process of implementing a variety of tools to support administrative and management processes in support of Individual Development Plans, Training, Employee Information, Equipment/Supply Inventory, Project/Task Management, Staffing Assignments, Resource/Budget Management, and Performance Management Plan Development and Tracking. These various tools will offer staff a series of standard forms for submission of information, and will offer executives and managers a series of “consoles” in which the compiled data can be tracked, analyzed, and reports generated from. These series of consoles will also provide DP executives with a dashboard of indicators that will support and enhance decision-making with the division. A copy of the initial user documentation for the system may be found in Appendix D of this document.

Strategic Objectives:

The NIH Division of Police have identified eight (8) major strategic objectives that articulate the direction of DP, the measures of success in meeting these objectives, and a series of initiatives mapped to the strategic objectives which address the three focus areas discussed above. This framework was derived using the Performance Management Plan (PMP) approach and applying *Balanced Scorecard* principles and methodology. It is the intention of the Division of Police to use this framework to align with ORS, NIH HHS as well as to articulate the linkages with our three branches. DP chose this framework because it uses a proven methodology, and because it ensures we have a balanced approach to our focus. It requires the Division to continuously look at ourselves from a number of angles, so that we don't “sub-optimize” the work that we do. DP's objectives, by perspective, include:

Customer:

The Division of Police is the responsible operational agent for the safety and security of the NIH research and the community that supports that research. DP will make every effort to carry out this responsibility in manner that minimizes inconvenience to NIH employees and visitors, while also being fiscally responsible to our stakeholders. Our major strategic objectives for fulfilling our customer's needs include:

CI. Provide for the Safety of NIH tangible and intangible assets- The Division of Police is responsible for protecting both the researchers and their research from harm. We consider the work performed by the NIH research community to be “a national treasure,” and therefore entitled to the best possible security and safety resources to enable continued research.

C2. Maximize safety with minimal inconvenience at the best price- The Division recognizes that the level of safety and security required to protect the NIH may be seen as inconvenient or intrusive. It is DP's objective to offer the highest level of security and safety while minimizing the inconvenience to either employees or visitors. In addition, the Division of Police will be cognizant of cost of offering these services and will work to always provide services at the best possible price.

Internal Business Processes:

DP must continuously improve its business processes in large part because of the need to assign scarce resources properly. The Division cannot afford to engage in processes that are not streamlined or that may slow down response time. The majority of DP's operational improvements are, therefore, focused on one objective:

IB1. Stay ahead of potential threats- The Division of Police will realign its processes to ensure the elimination of barriers and redundancies. The Division's focus must be on the ability to lessen the administrative burden through automation, and to standardize procedures to better enable our officers and employees to not only perform their assigned duties, but also to anticipate and prepare for potential threats.

Learning and Growth:

DP places high value on the people who work in Division of Police. Officers and employees are the primary asset the Division offers in accomplishing our mission. We must focus attention on ensuring that we provide our people with the right tools, work-environment, and skill-set to be successful members of the DP team. Therefore, 50% of the Division's strategic objectives are focused on its people. These include:

LG1. Improve the well-being of the Police Division workforce- DP is committed to improving the culture and climate within the Division of Police including improving leadership-employee relations and adequately addressing and resolving personnel issues that arise. It is the intention of the Division to remove barriers to the well-being of its officers and employees to better enable a focus on its mission.

LG2. Maximize the use of automated performance management systems- In support of streamlining its operational processes, the Division of Police will be automating a number of paper-intensive, and people-intensive processes. These include processes such as requesting training, assigning tasks, and making staffing decisions. This combination of automated systems, or consoles, will offer both employees and leadership a more informed basis for making operational decisions.

LG3. Ensure KSAs of the workforce are in line with potential threats- The Division must make sure that the key skills and abilities of the DP workforce are aligned with the future safety and security needs of NIH. DP will evaluate all new hires within the context of future needs, and will continuously evaluate its existing skill base to ensure the proper training courses or experiential assignments are made available.

LG4. Improve Communications within the Police Division- Division of Police is committed to improving communications among its branches as well as between leadership and employees. DP will develop and implement an internal communications plan that will allow DP managers and staff to communicate better with one another and to improve the availability and access to information by all employees.

Financial:

The recent loss of two primary budget analysts has highlighted the need to broaden our internal expertise and understanding of our ongoing financial and budgetary activities. DP is focusing its attention on assisting its managers and supervisors to become better financial stewards of budgeted funds, and on understanding how to forecast and justify future needs that must be inserted into our budget requests. The primary strategic object focused on financial and budget aspects of the Division of Police is as follows:

F1. Ensure funding for maximum readiness- DP will focus leadership attention on enhancing the forecasting future budget needs, and on ensuring that approved budget dollars are consistently spent as authorized. The Division intends to infuse rigor and discipline into managing spending plans and in justifying budget requests.

The PMP template (see page 11) provides a more complete picture of the way in which the Division of Police has aligned its Strategic Objectives, Measures of Success, and Key Initiatives. Even though it is not an ORS requirement, the Division will measure its progress on each strategic objective by reporting the data associated with each measure.

Key Initiatives:

The initiatives shown here are key to achieving the strategic objectives (discussed in the prior section) and to ensuring that the measures show positive results over time. It is important to note that these initiatives align with the Division-level Strategic Plan, as decomposed into the PMP template (see next page). A more complete version of the Division-level PMP is provided in Appendix E.

1. Improved Polices and Procedures: This initiative is the means to meeting Division of Police customer objectives (*C1. Provide for the safety of NIH tangible and intangible assets* and *C2. Maximize safety with minimal inconvenience at the best price*) because it standardizes the way in which we carry out our mission. Many of the subtasks required to complete this key task were also highlighted in the Climate Assessment. These subtasks include:
 - a. Develop documented Procedural Guidelines
 - b. Update the Recruiting Process
 - c. Proper Use of Internal Investigations
 - d. Implementation of fair hiring and development process

Additionally, DP must *Obtain jurisdiction sufficient to cover all NIH facilities*. The DP will pursue the acquisition of additional jurisdiction through the legislative process. The Director of the NIH, along with DHHS, recognize the need for expanded jurisdiction and both support this objective.

2. Strengthen the Strategic Plans: This initiative supports the Division of Police's Internal Business Process Objective (*IB1: Stay ahead of Potential Threats*) because it directs needed attention on future requirements. In addition, the three subtasks necessary for completion of this task were highlighted in the Climate Assessment. These subtasks include:
 - a. Articulate and document DP's strategic direction.
 - b. Develop and document a Training Plan
 - c. Clarify and communicate the DP Mission and Vision

3. Improved Environment: This initiative is the driver to accomplishing one of Division of Police People, Learning and Growth objectives (*LG1. Improve the well-being of the Police Division workforce*) because it focuses on improving the climate and culture of the DP work environment. The subtasks associated with this task that were also highlighted in the Climate Assessment include:
 - a. Improved Leadership-Employee Contact
 - b. Improved Racial Climate
 - c. Cohesive Work Environment

In addition, this initiative includes the development and institutionalization of Physical Standards for the Division of Police. These standards will ensure that all uniformed police meet minimum physical requirements, as required government-wide. A draft copy of these standards is provided in Appendix N.

	Objective	Measure	FY 05 Target	FY06 Target	FY07 Target	Initiative	Owner
Customer	C1: Provide for the safety of NIH tangible and intangible assets	Tangible Assets: Reported Losses, Security Breaches				Improved Policies and Procedures -Documented Procedural Guidelines -Outdated Recruiting Focus -Overuse of Internal Investigations -Unfair Hiring and Development Process -Obtain Sufficient Jurisdiction	Fuller (Whitaker, Dey, Bartz, Yoemans Alford, Robertson)
		Accreditation Status					
	C2: Maximize Safety with minimal inconvenience at the best price	Public Perception (Customer Satisfaction from survey)					
Internal Business	IB1: Stay ahead of potential threats	Monthly Readiness Status (Protocol vs. Actual)				Strengthen the Strategic Plans -Strategic Direction -Training Plan -Unspecified Mission/Vision	Fuller (Whitaker, Bartz, Haynes, Alford, Robertson)
		Percent of linkage among resources available and planning requirements					
Learning and Growth	LG1: Improve the well-being of the Police Division workforce	Climate Assessment Results				Improved Environment - Leadership-Employee Contact -Racial Climate -Splintered Environment	Hinton/ Fuller (Haynes, Alford, Robertson, Bartz, Gruber)
		Decrease in complaints					
		Turnover rate					
	LG2: Maximize the use of automated performance management systems	Bi-annual assessment (results) of enterprise systems				Implement Management Information System- -Training Console -IDPs -Task Management -Budget Management -PMP Tracking -Staffing Assignments	Fuller (Haynes, Alford, Robertson, Cox, Bell, IT)
		Compliance to paper-reduction act					
	LG3: Ensure KSAs of workforce are in line with potential threats	Percent of positions that are aligned with strategic plan				Strategic Alignment -Revise, Collect KSAs, PDs, Performance Contracts. -Build IDPs	Fuller (Robertson, Alford, Haynes, Cox)
Percent of key staff with succession plans (Are key positions filled, do we have succession plans, workforce planning on key positions)							
LG4: Improve Communications within the Police Division	Success of communications plan (number of people attending forums, briefings; number of neg/pos comments; number of recurring neg/pos comments)				Improved Communication -Insufficient ECC/Officer Collaboration -Guard Force Affects Police Image -Limited two-way Communication -Infrequent Leader-Employee contact	Fuller (Bartz, Gruber, Scott, Robertson, Alford, Haynes, Bartz)	
	Amount of Policies & Procedures Approved						
Financial	F1: Ensure Funding for Maximum Readiness	Budget Request vs Authorized (\$amt and %)				Improved Business Acumen -Insufficient manpower and equipment -Improved Spending Plan Management	Fuller (Mason, Haynes, Alford, Robertson, Patterson, Boher)
		Percent of resources requested in accordance with strategic initiatives					

4. Implement Management Information System: In an ongoing effort to gain efficiencies, and in support of the Division's People, Learning and Growth Objective (*LG2: Maximize the use of automated performance management systems*), DP has begun the design and development of an automated Management Information System. This system will provide a repository for information currently gathered manually and will provide supervisors and executives with much needed status reports regarding completion of assignments and tasks. The system will have several integrated modules including Training and IDPs, Task Management, Staffing Assignments, Inventory Management, Spending Plan Management, and PMP Tracking. When complete, the system will provide the Division with a "dashboard" that will enable managers and staff to quickly identify potential problem areas and to reassign resources to optimize use. This initiative will support all of the Climate Assessment initiatives and should provide a platform for decision support.

5. Strategic Alignment: This initiative focuses on one of DP's People, Learning and Growth objectives (*LG3: Ensure KSAs of workforce are in line with potential threats*) because it provides a logical way of linking Individual Development Plans, Position Descriptions, and Performance Contracts and Plans with Organizational (Branch-level) Performance Plans (PMPs) and ultimately, the Division Strategic Plan. This effort will ensure that DP officers, employees, supervisors and executives are working toward a set of common goals, and further will clarify everyone's role in fulfilling these goals. The Division of Police Training plan (see Appendix F) provides more detail regarding the way in which the training portion of the IDPs will link and align with other critical plans and documents. The automated system (see Initiative 4, above) will support this effort. This strategic alignment is central to the completion of many of the Climate Assessment initiatives. A sample copy of a linked IDP is provided in Appendix O.

6. Improved Communication: This initiative summarizes a number of tasks and subtasks focused on one the Division's People, Learning, and Growth objectives (*LG4: Improve Communications within the Division of Police*). This initiative was identified during the Management Offsite held at the beginning of FY 2005 and was targeted for immediate and long-term improvements. The subtasks associated with this task that were also highlighted in the Climate Assessment include:
 - a. Increased ECC/Officer Collaboration
 - b. Police Image is Impacted by Guard Force
 - c. Increase two-way communications
 - d. Increase Employee-Leader Contact

7. Improved Business Acumen: This initiative support the Division's Financial objective, (*F1. Ensure Funding for Maximum Results*) and is directed at the need to better understand and manage budgets and spending plans. This objective also links with the President's Management Agenda (PMA) objective regarding linking budgets with results. The focus of this initiative is on improving DPs ability to manage its resources, through better management of its spending plans,

and to articulate measurable results of HHS and NIH investment in the DP mission. The subtask associated with this task that was also highlighted in the Climate Assessment includes:

- a. Aligned manpower and equipment

The detailed approach to each of the major subtasks, as well as a GANT showing the dependencies and expected completion timelines, are included in The Climate Assessment Initiatives Plans provided in Appendix G of this document. These tasks and subtasks represent the Business Plan (annual plan) for the Division of Police and correspond to activities that DP staff will be focusing on during the next fiscal year. A more tactical view of these initiatives, tasks, and subtasks is provided in Appendix H: http://ser.ors.od.nih.gov/div_police_goals.htm. This Appendix provides a view of short-term, mid-term, and long-term initiatives.

Linkages With Other Plans:

The Division of Police Strategic Plan was not developed in isolation. It was deliberately linked to the President's Management Agenda, Homeland Security directives (see Appendix I: <http://www.whitehouse.gov/infocus/homeland/>), HHS' mission and goals (see Appendix J: <http://www.hhs.gov/500DayPlan/500dayplan.html>), and to the NIH mission and objectives (see appendix K: <http://www.nih.gov/about/index.html#mission>). The Division's strategic direction and vision were discussed, and surveyed, with the CABS committee to further ensure feedback and alignment. In addition, DP's strategy is aligned with the Division's Security Plan (see Appendix L) and the Division's Training Plan (see Appendix F). The Division Plan and PMP are also the over-arching reflection of internal lower-level plans articulated in the Branch-level PMPs (see Appendix M.) Further, DP is finalizing its Individual Development Plans to ensure linkage with the Division's Strategic Plan, Security Plan, and Branch PMPs, as appropriate. Appendix M provides a sample IDP that is linked with Division of Police Strategic Plan. The remainder of this section provides a summary of the way in which these external and internal plans are integrated, linked and supported by the Division of Police Strategic Plan.

President's Management Agenda (PMA)

The President's Management Agenda focuses on five areas of management in the Federal government. These include:

- Strategic Management of Human Capital, which is characterized by workforce planning and restructuring efforts and requires organizations to link their human resource strategies to their missions, visions, core values, goals and objectives. This effort is expected to have a positive impact on recruiting and retention efforts in government organizations.

The Division of Police is supporting this focus area through the initiatives and tasks associated with its People, Learning and Growth objectives as follows:

- ✓ Objective C1. *Provide for the safety of NIH tangible and intangible assets* is supported by the strategic initiative "Improve Policies and Procedures" with subtasks of Updating the recruiting process, and Implementing fair hiring and development process, and
- ✓ Objective LG3. *Ensure KSAs of workforce are in line with potential threats*, supported by the strategic initiative "Strategic Alignment" with subtasks of Revising and aligning Position Descriptions, IDPs, KSAs, and Performance Contracts with organization mission, objectives, measures and initiatives. In addition, a major subtask in support of this objective is the Development of a division- wide workforce plan that is driven by volume and location of security needs in consideration of implementing

the new perimeter fence system in alignment with organization mission, goals, and objectives.

- Competitive Sourcing, which is focused on determining the best mix of out-sourced and in-house support, and focuses organizations on determining the most efficient way to accomplish its tasks.
 - ✓ The Division of Police, in its role as a major organizational unit within NIH ORS, has participated in A-76 studies and currently manages the largest performance-based contract for outsourced guard services.
- Improved Financial Performance, which relates to improving the accuracy of benefit payments and, more relevant to Division of Police, improving the reliability of financial information in support of better performance and decision making.

The Division is supporting this focus area through the objectives, measures, initiatives and subtasks as follows:

- ✓ Objective F1: *Ensure Funding for Maximum Readiness*, which will be accomplished through the Strategic Initiative “Improve Business Acumen” with subtasks of Aligning manpower and equipment and Improve spending plan management.
- Expanded Electronic Government, which is characterized by increased customer service through electronics in an effort to streamline access to information and, in general, make government organizations more transparent, efficient, and accountable

DP supports this focus area through the following objectives, measures and initiatives:

 - ✓ Objective LG2. *Maximize the use of automated performance management systems*, which will be reinforced through the Strategic Initiative, “Implement Management Information System” whose total aim is to streamline processes and provide accuracy and accountability.
- Budget and Performance Integration, is focused on linking the performance and the outcomes of organizations to their budget resources, and is expected to lead to better control of resources.

Since 2001, all ORS organizations- including the Division of Police- have participated in developing Performance Management Plans (PMPs). These plans have significantly improved organizational effectiveness over time and have required both the Division and the Branches to self-examine the costs

and the resulting services provided. Specifically DP supports this focus area through implementation of the following objectives:

- ✓ Objective IB1. *Stay Ahead of Potential Threats*, which is measured by the percent of linkage among resources available and planning requirements, and
- ✓ Objective F1: *Ensure Funding for Maximum Readiness*, which is measured by the percent of resources requested that are in accordance with strategic initiatives.

Detailed current information regarding the President's Management Agenda can be found online at <http://www.whitehouse.gov/results/>.

Homeland Security Presidential Directives 5, 7, 8, and 12

This series of Presidential Directives (PDs) provides direction to Agencies and Departments regarding the protection of Federal properties and assets against terrorist attacks, major disasters, and other emergencies. Three of these PDs, including HSPD 5, 7, 8, and 12 (<http://www.whitehouse.gov/infocus/homeland/>) are of particular relevance to the NIH Division of Police strategic planning efforts. Each of these PDs and their relevance to the NIH Division of Police Strategic Plan are discussed below.

- HSPD5-Management of Domestic Incidents: This directive establishes the lines of authority for Homeland Security in directing all Government Agencies with regard to their obligation in the homeland security efforts.
- HSPD7-Critical Infrastructure Identification, Prioritization, and Protection: This directive guides Agencies to identify a security plan that provides needed levels of security and safety for critical infrastructure.
- HSPD-8 National Preparedness Goal: This directive, although still in draft form, provides initial guidelines for "preparedness" in response to various emergencies including domestic terrorism or other threats to people, facilities, and intellectual property.
- HSDP-12 Policy for Common Identification Standard: This directive will result in substantial changes to the way in which access is managed at NIH facilities.

In response to these directives, NIH Division of Police has developed the NIH Security Plan, discussed below. In addition, DP is organizing itself to better manage this security plan and to improve its ability to establish a safe environment. DP is working closely with other SER Divisions to ensure proper implementation of these directives. More information on the Homeland Security Directives discussed here are provided in Appendix I (<http://www.whitehouse.gov/infocus/homeland/>).

HHS Objectives

Health and Human Services has recently published a “500 Day Plan, with a 5,000 day Horizon” along with 20 Department wide Objectives. This plan re-articulates the President’s Management Agenda in addition to other HHS Objectives. Division of Police fully supports all of these principals and objectives and, in fact, directly links to 7 of 20 of these objectives. These links are as follows:

- **HHS Objective 2: Strategically Manage Human Capital-** part d) “Identify and reduce workforce competency gaps.”
 - ✓ One of DP’s Learning and Growth objectives, L&G 3. Improve the well-being of the Division’s workforce, includes initiatives for improving the quality and usefulness of Individual Development Plans (IDPs). It is through this effort that competency and skill gaps will be identified in discussions between supervisors and employees. These IDPs will identify specific individualized plans for eliminating any gaps through training and experience.
- **HHS Objective 4: Competitive Sourcing-** which emphasizes competitive sourcing.
 - ✓ The Division of Police, in its role as a major organizational unit within NIH ORS, has participated in A-76 studies and currently manages the largest performance-based contract for outsourced guard services.
- **HHS Objective 5: Advance Medical Research-** c) “Strengthen the mechanism for ensuring the protection of human subjects and the integrity of the research process.”
 - ✓ As discussed earlier, the NIH Division of Police defines its mission as “protect our country’s national treasure: Scientific Research and the NIH research community, and further to ensure that the mission of NIH is not impeded by personal attacks, loss of assets, criminal activity or acts of terrorism.” In addition, one of DP’s Customer Objectives is *CI. Provide for the safety of NIH tangible and intangible assets.* Both the DP mission statement and its customer objective strongly support and operationalize HHS objective 5.
- **HHS Objective 7: Secure the Homeland-** a) “Increase the capacity of the health care system to respond to public health threats from bio-terrorism as well as

natural causes” The NIH Division of Police strongly supports this objective within its strategic plan. Specifically:

- ✓ The NIH Division of Police defines its mission as “protect our country’s national treasure: Scientific Research and the NIH research community, and further to ensure that the mission of NIH is not impeded by personal attacks, loss of assets, criminal activity or acts of terrorism.”
 - ✓ In addition DP’s Customer Objectives are: *C1. Provide for the safety of NIH tangible and intangible assets and C2. Maximize Safety with minimal inconvenience at the best price.* Both of these objectives address the need to respond to threats and natural disasters in protection of the protection of the people and assets of the public healthcare system.
 - ✓ DP’s Internal Business Process Objective *IB1. Stay ahead of Potential Threats*, which focuses on supporting NIH’s capacity to be pro-active to threats to the health system.
 - ✓ DP’s Financial Objective *F1. Ensure funding for Maximum Readiness* speaks to ensuring that budget dollars are properly aligned with potential threats.
- **HHS Objective 10: Improve Budget and Performance Integration-** c. Submit timely performance budget justifications that clearly link the accomplishment of performance goals with the level of funding requested.
 - ✓ DP’s Learning and Growth Objective *LG1. Improve the well-being of the Division’s workforce”* focuses on better managing DP’s portion of the government workforce by addressing climate assessment issues and complaints, and by increasing it’s retention rate. *Objective LG3. Ensure the KSAs of the workforce aligns individual goals and objectives with organization goals and objectives.*
 - ✓ DP’s Financial Objective *F1. Ensure funding for Maximum Readiness* speaks to improving its business acumen and to becoming better stewards of its finances.
 - ✓ Objective *LG2. Maximize the use of automated performance management systems* defines the way in which DP intends to automate manual functions and provide a repository of tracking data that will give managers and supervisors a better tool for decision-making. In addition, this objective requires DP to link its activities with its budget.
 - **HHS Objective 14: Achieve Performance Accountability-** b) Align OP/Staff/Div and individual performance expectations with the Departmental top 20. The NIH Division of Police supports this objective within its strategic plan. Specifically through the development of its PMP and strategic plan and is supported in the following objectives:
 - ✓ *Objective LG3. Ensure the KSAs of the workforce aligns individual goals and objectives with organization goals and objectives.*

- ✓ Objective *LG2. Maximize the use of automated performance management systems* defines the way in which DP intends to automate manual functions and provide a repository of tracking data that will give managers and supervisors a better tool for decision-making. In addition, this objective requires DP to link its activities with its budget.
- **HHS Objective 18: Consolidate Management Functions and Streamline Administrative Process-** a. Participate in initiatives including The Balanced Scorecard, and b) Implement Department-wide HSPD-12. These objectives are supported through the following:
 - ✓ The DP Strategic Plan (this document) has been constructed in a Balanced Scorecard format. This construct, and its components, have been applied throughout ORS since 2001. DP will continue to refine its scorecard to ensure relevance.
 - ✓ DP is fully engaged, along with other SER Divisions, in HSPD-12 and other HSPD directives. In response to these directives, NIH Division of Police has developed the NIH Security Plan, discussed later in this section. In addition, DP is organizing itself to better manage this security plan and to improve its ability to establish a safe environment. DP is working closely with other SER Divisions to ensure proper implementation of these directives. This activity is specifically identified as a mid-term initiative in Appendix H: http://ser.ors.od.nih.gov/div_police_goals.htm and is directly linked to DP's Initiatives that are focused on Improving the Environment and Improving DP Operations.

A more complete listing of HHS Principals and Objectives, including subtasks and initiatives, is provided in Appendix J: <http://www.hhs.gov/500DayPlan/500dayplan.html>.

NIH Goals and Roadmap Initiatives

The Division of Police's Strategic Plan was developed with purposeful linkages to the NIH Mission, the published NIH Goals as well as the NIH Roadmap Initiatives (see Appendix K: <http://www.nih.gov/about/index.html#mission.htm>). The NIH Mission Statement is as follows:

“NIH is the steward of medical and behavioral research for the nation. Its mission is science in pursuit of fundamental knowledge about the nature and behavior of living systems and the application of that knowledge to extend healthy life and reduce the burdens of illness and disability.”

DP recognizes the importance of the NIH mission and acknowledges its own role in ensuring and protecting the mission. The DP mission statement is:

“It is the mission of the NIH Division of Police to protect our country’s national treasure: Scientific Research and the NIH research community, and further to ensure that the mission of NIH is not impeded by personal attacks, loss of assets, criminal activity or acts of terrorism.”

Key elements of DP mission statement are underlined and demonstrate the linkage to the NIH Mission. DP strategic objectives support all four of the NIH agency goals, however the Division of Police is specifically linked with NIH Agency Goal 2:

“2. Develop, maintain, and renew scientific human and physical resources that will assure the Nation’s capability to prevent disease.”

DP’s mission statement and most of its strategic objectives are closely aligned with this Agency goal. It is the responsibility of the NIH Police to maintain the *safety of scientific human and physical resources* that will assure the Nation’s capability to prevent disease. More specifically, DP’s objectives in support of this responsibility include:

- ✓ *C1. Provide for the Safety of NIH tangible and intangible assets*
- ✓ *C2. Maximize safety with minimal inconvenience at the best price*
- ✓ *IB1. Stay ahead of potential threats*
- ✓ *LG3. Ensure KSAs of the workforce are in line with potential threats*
- ✓ *F1. Ensure funding for maximum readiness*

All of these objectives speak to the safety and security requirements of NIH in order to maintain its scientific human and physical resources.

NIH Security Plan

The NIH Security Plan (see Appendix L) is designed to address multiple levels of security and multiple entry points. This plan takes a “layering approach” to security on the Bethesda Campus beginning at the perimeter and providing additional “layers” of security in areas of vulnerability. The plan also defines the owners of each area by Branch. For example, because most of perimeter of the security plan is staffed by Guard Operations, they are the owners of this layer, with support from the Police Operations branch.

The NIH Security Plan is tightly linked with the Division’s Strategic Plan, although they are definitely not the same. The Strategic plan covers the “business” of the Division while the Security Plan addresses the technical aspects of providing security to the NIH population. The Strategic Plan covers the division’s long term strategic goals while the Security Plan addresses the more operational issues related specifically to security issues. These plans are, however, inextricably linked. All of the Objectives in the Strategic Plan are focused on the security and safety of the NIH community and its assets. More specifically, the following objectives from the strategic plan explicitly refer to the environment:

- ✓ *C1. Provide for the Safety of NIH tangible and intangible assets*
- ✓ *C2. Maximize safety with minimal inconvenience at the best price*
- ✓ *IB1. Stay ahead of potential threats*
- ✓ *LG3. Ensure KSAs of the workforce are in line with potential threats*
- ✓ *F1. Ensure funding for maximum readiness*

In terms of a “Balanced Scorecard” Approach, these objectives make up a “theme” that is represented within every perspective on the Division of Police scorecard. The logic to the relationship among these objectives is read from bottom to top of the scorecard and is as follows.

“The Division of Police must improve its ability to justify funding and rationalize resources needed to maximize its “readiness” in anticipation of potential threats. These resources are manifested in the skills and abilities of our people who provide the services associated with safety and security on a 365 by 7 basis. We must ensure that we align these skills and abilities with the organizational need to stay ahead of potential threats. Staying ahead of potential threats is the only way we can maximize the safety of the NIH community and, thus, protect NIH tangible and intangible assets.”

A more operational linkage with the Security Plan can be seen in each of the Branch’s Plans (PMPs) where a more tangible explanation of the role of each Branch can be seen in terms of their roles within the Security Plan.

Division of Police- Branch Plans (PMPs)

The three branches of the Division of Police have developed Performance Management Plans (PMPs) that are focused on the services they each provide to a common set of customers- the NIH community. These plans were developed using a Balanced Scorecard Approach and all three plans are provided in Appendix M of this document. The remainder of this section discusses the linkages of the three Branch-level PMPs with the Division-level plan and, where appropriate, with the Security Plan.

Guard Operations Branch

The Guard Operations Branch Performance Measurement Plan (PMP) focuses on the way in which Guard contract resources are assigned and managed in support of Division mission, vision, objectives, measures and initiatives. Guard Operations Branch PMP (see Appendix L) primarily addresses the following four Division-level objectives:

C1. Provide for the safety of NIH tangible and intangible assets: One of the Guard Operations Branch’s customer objectives is to “Decrease the probability of weaponized vehicles from entering the NIH Bethesda campus.” Guard Operations takes major responsibility for ensuring the safety of Perimeter (defined as the 2nd layer within the Security Plan). Another Objective defined by this Branch is “Provide an environment that is safe and secure for personnel and others while at NIH facilities.” Guard Operations provides a major portion of Building Perimeter security (defined as the 4th layer within

the Security Plan) and they support the Security with Offices/labs (the 6th layer within the Security Plan).

C2. Maximize safety with minimal inconvenience at the best price: The Guard Operations Branch supports this Division-wide objective in a variety of ways that are operationalized in its objective C2: “Provide an environment that is safe and secure for personnel and others while at NIH facilities” and is further supported through all of the Guard Operations Financial objectives (F1-F6) “Minimize Unit Costs”. This combination of objectives clarifies the role of Guard resources in maximizing safety and articulates the ongoing efforts of providing these resources as the best possible price.

IB1. Stay ahead of potential threats: This Division level objective is supported through the branch-level objectives LG2: “Use innovative technology to enhance skills and improve performance” and LG3: “Learn best practices from others.” The Guard Operations Branch is the primary owner/ operator of the security technology on the NIH Bethesda campus and at other NIH facilities. The combination of innovative technology and best practices better ensures that the Division is able to stay ahead of potential threats. These objectives also articulate the way in which Guard Operations implements the NIH Security Plan regarding the NIH Perimeter, (2nd Layer), the Building Security (4th Layer), Office/Lab Security (5th Layer), and Storage Container (6th Layer). The design of these Layers of Security is based on applying the right technology to the appropriate level of need. As technology advances are made, each will be evaluated in terms of application and future needs for the purpose of staying ahead of potential threats.

F1. Ensure funding for maximum readiness: Guard Operations Branch supports this Division-wide objective through two of its objectives: IB1: “Improve contract management”, and F7: “Optimize available Guard Resources.” Both of these objectives focus on ensuring delivery of the best combination of quality and quantity of guard services to ensure the overall “readiness” or preparedness of the NIH community against disruptions in the research process.

Police Operations Branch

The Police Operations Branch’s Performance Measurement Plan (PMP) focuses on the way in which Police resources are utilized in support of Division mission, vision, objectives, measures and initiatives. Police Operations Branch PMP (see Appendix L) primarily addresses the following four Division-level objectives:

C1. Provide for the safety of NIH tangible and intangible assets: One of the Police Operations Branch’s customer objectives is to “Decrease the probability of weapons of mass destruction from entering the NIH campus.” The Police Operations Branch supports Guard Operations in ensuring the safety of Perimeter (defined as the 2nd layer within the Security Plan) through the application of K-9 scans for explosives. Another Objective defined by this Branch is “Implement security strategies to protect people and property while achieving a balance between strict security and an open campus.” Police Operations achieves this objective through the use of patrols, criminal investigations, and

by responding to ECC calls. All of these activities provide security to the inner perimeter of the campus (defined as the 3rd Layer in the NIH Security Plan.)

IB1. Stay ahead of potential threats: This Division level objective is supported through the branch-level objectives IB2: “Increase coordination with Guard Operations to function as an integrated team” and LG2: “Acquire training and technologies for police officers to stay at the cutting edge.” Although the Guard Operations Branch is the primary owner/ operator of the security technology within NIH, the Police Operations Branch must work closely with guard staff to ensure a unity of effort in anticipating and preventing threats. In addition, the officers in the Police Operations Branch must be fully trained in the operations of technologies use to secure the NIH assets, and must have access to supporting technologies to stay ahead of potential threats.

LG3: Ensure KSAs of workforce are in line with potential threats: Police Operations Branch supports this objective through one of its Learning and Growth objectives LG1: “Increase knowledge, skills, and abilities of police officers.” This objective focuses on ensuring that individual development plans are in place and that these plans address the skills needed to address potential future threats. One of the measures of success for this objective is the percent of IDP objectives met during a fiscal year.

F1. Ensure funding for maximum readiness: Police Operations Branch supports this Division-wide objective through its Financial objective: F1: “Minimize unit cost for discrete services at a defined level of service”. This objective focuses on ensuring delivery police services to ensure the overall “readiness” or preparedness of the NIH community against disruptions in the research process.

Support Services Branch

The Support Services Branch’s Performance Measurement Plan (PMP) focuses on the way in which support resources are applied in the implementation of Division mission, vision, objectives, measures and initiatives. Support Services Branch PMP (see Appendix L) primarily addresses the following four Division-level objectives:

C1. Provide for the safety of NIH tangible and intangible assets: The Support Services Objectives that support this Division-wide objective are: C1: “Provide an environment that is safe and secure for personnel and others while at NIH facilities”. Support Services accomplishes this objective by distributing intelligence information and by managing an emergency communications system for the NIH community. In addition, this Branch performs preliminary background checks and security clearances. These efforts ensure the Personnel Security/Access Control efforts (defined as the 1st Layer within the NIH Security Plan.)

IB1. Stay ahead of potential threats: This Division level objective is supported through the branch-level objectives IB1: “Improve the quality of service” and IB2: “Improve coordination with police and fire services.” Both of these branch-level objectives focus on ensuring that critical communications systems are in place and provide for fast response to potential threats.

LG3: Ensure KSAs of workforce are in line with potential threats: Support Services Branch links with this Division-level objective through the branch-level objectives LG1: “Increase knowledge, Skills and Abilities” and LG2: “Use innovative technology to enhance skills.” Both of these objectives focus on the training and the tools that employees must have in order to ensure that employees are prepared for managing and filtering the communications of critical data from both external and internal sources.

F1. Ensure funding for maximum readiness: This Division-level objective is supported through all of the Support Services financial objectives (F1-F3) which focus on minimizing costs of operating the ECC, the cost of conducting preliminary background checks, and the cost of providing community policing. This group of financial objectives ensure funding is invested in readiness and preparedness for potential threats to the NIH community.

Summary

In summary, the Division of Police has defined its Strategic Plan in the context of the security environment and the organizational environment. This includes establishing tangible links with other strategic plans and guidance, such as the HHS Principals and Objectives, Guidance from Homeland Security, NIH mission and direction, and the NIH Security Plan. DP has also aligned its three branches to its Strategic Plan to ensure singleness of effort.

Not only has the Division strategy been articulated and aligned, but the tactics for achieving this strategy has been identified to ensure that DP staff is working on tasks that will improve the probability of meeting both its Division-level and Branch-level objectives. Further, DP has aligned the initiatives resulting from the recent climate assessment to its strategic objectives. These alignment efforts have provided clarity in the development of this Strategic Plan and in the detailed decomposition and definition of the way in which the plan is to be executed through the initiatives.

This document, along with the supporting Appendices, will be circulated for comment to the Division Executive staff, DP officers and employees, and related NIH and ORS stakeholders. These comments will be incorporated into the document as appropriate prior to final issuance and distribution. This document will be reexamined and updated at regular intervals to ensure currency and relevance. As major changes in the guiding plans or documents are received, the DP Strategic Plan will be evaluated for potential revision. Likewise, this plan will be assessed based on external factors affecting the security environment, and based on internal factors affecting policy or organizational structure. This plan will, at minimum, be reviewed in its entirety for potential refresh on an annual basis at the beginning of each fiscal year.

References

1. Division of Police Goals and Initiatives, accessed March 6, 2006.
http://ser.ors.od.nih.gov/div_police_goals.htm
2. The White House: Homeland Security, accessed March 6, 2006.
<http://www.whitehouse.gov/infocus/homeland/> (Note: Please see references below (3-6) for specific HSPD website locations.)
3. Homeland Security Presidential Directive/HSPD-5, "Management of Domestic Incidents," dated February 28, 2003.
<http://www.whitehouse.gov/news/releases/2003/02/20030228-9.html>
4. Homeland Security Presidential Directive/HSPD-7, "Critical Infrastructure Identification, Prioritization, and Protection," dated December 17, 2003.
<http://www.whitehouse.gov/news/releases/2003/12/20031217-5.html>
5. Homeland Security Presidential Directive/HSPD-8, "National Preparedness," dated December 17, 2003.
<http://www.whitehouse.gov/news/releases/2003/12/20031217-6.html>
6. Homeland Security Presidential Directive/HSPD-12, "Policy for a Common Identification Standard for Federal Employees and Contractors," dated August 27, 2004. <http://www.whitehouse.gov/news/releases/2004/08/20040827-8.html>
7. Secretary Leavitt's 500-Day Plan, dated July 26, 2005.
<http://www.hhs.gov/500DayPlan/500dayplan.html>
8. About NIH, "NIH Mission," dated September 16, 2005.
<http://www.nih.gov/about/index.html#mission.htm>