



Director  
of  
Administration  
and Management  
STRATEGIC PLAN  
2007-2012



## Message from the Director, Administration and Management



I am pleased to present the Director, Administration and Management (DA&M) Strategic Plan for Fiscal Years 2007–2012. This Plan will guide our work over the next five years as we support the Secretary of Defense and the President and aid in the fulfillment of their management agenda for national security.


The DA&M has three broad responsibilities: to advise the Secretary and his senior leadership team on emerging organizational and management matters of institutional importance; provide administrative support and oversee the Pentagon Reservation, headquarters of the U.S. Defense establishment and a highly visible symbol of U.S. military power; and secure and protect the people, facilities, and infrastructure of the Pentagon Reservation and DoD-leased facilities in the National Capital Region (NCR).

Execution of the DA&M Strategic Plan is closely related to the Strategic Plans of the DA&M's subordinate organizations, the Washington Headquarters Services (WHS) and the Pentagon Force Protection Agency (PFPA). The Plan aims to establish deeper linkages between our work and the larger organizational objectives of the Department of Defense. Specifically, our focus will be on integrating the efforts of the separate components of the Office of the Secretary of Defense (OSD) into a stronger unified entity supporting the Secretary of Defense; strengthening the internal governance and management processes for the OSD, the Pentagon, and the Department of Defense; ensuring that DoD real property and facilities in the NCR, the Pentagon Renovation, information technology, human resources, budget and financial management, executive services and communications, and other critical WHS functions facilitate efficient operation of the DoD Headquarters; and ensuring that PFPA continues to evolve as a highly competent, broad-based security organization whose operations are fully integrated with its local community, DoD, and interagency partners.

This Plan is a living document that creates our roadmap for the future, shapes commitments to our customers and strategic partners, and establishes the yardstick against which our work will be measured. While designed around specific expectations and metrics, it is also intended to be flexible, sensitive to the availability of resources, and adaptive to the dynamic environment in which we operate.

The continuing dedication of the DA&M workforce and your many accomplishments to date make me confident that the strategic objectives in this Plan can and will be achieved. Though we face many challenges, our collective ability to integrate the DA&M's formidable resources to solve problems remains key to our future success.

Thank you for all you do each day in support of our national security.

  
Michael B. Donley  
Director



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## Strategic Guidance

The FY 2007 Director, Administration and Management (DA&M) Strategic Plan has been shaped by executive-level guidance contained in the National Security and Defense Strategies and, specifically, the 2006 Quadrennial Defense Review (QDR), which is the most recent comprehensive review of the current status and future direction of the Department of Defense.

The DA&M Strategic Plan is consistent with the goals and objectives of the Department of Defense and is critical to achieving the stated organizational priorities in the areas highlighted below:

- Win the Global War on Terror
  - Strengthen U.S. Combined and Joint Warfighting Capabilities
  - Meet the Challenge of Improvised Explosive Devices
  - Continue Transforming the Joint Force
  - Significantly Improve Military Intelligence Capabilities
- Continue Transforming Enterprise Management
  - Focus on People—Military and Civilian
  - Improve Effectiveness and Efficiency Across the Board

The DA&M must be responsive to the President, the Secretary of Defense, the Office of the Secretary of Defense (OSD) leadership, DoD customers and partners, and the American taxpayer; provide information and analysis necessary to support timely, well-informed decision-making; and effect reforms to ensure efficient and effective business practices in support of DoD's mission.

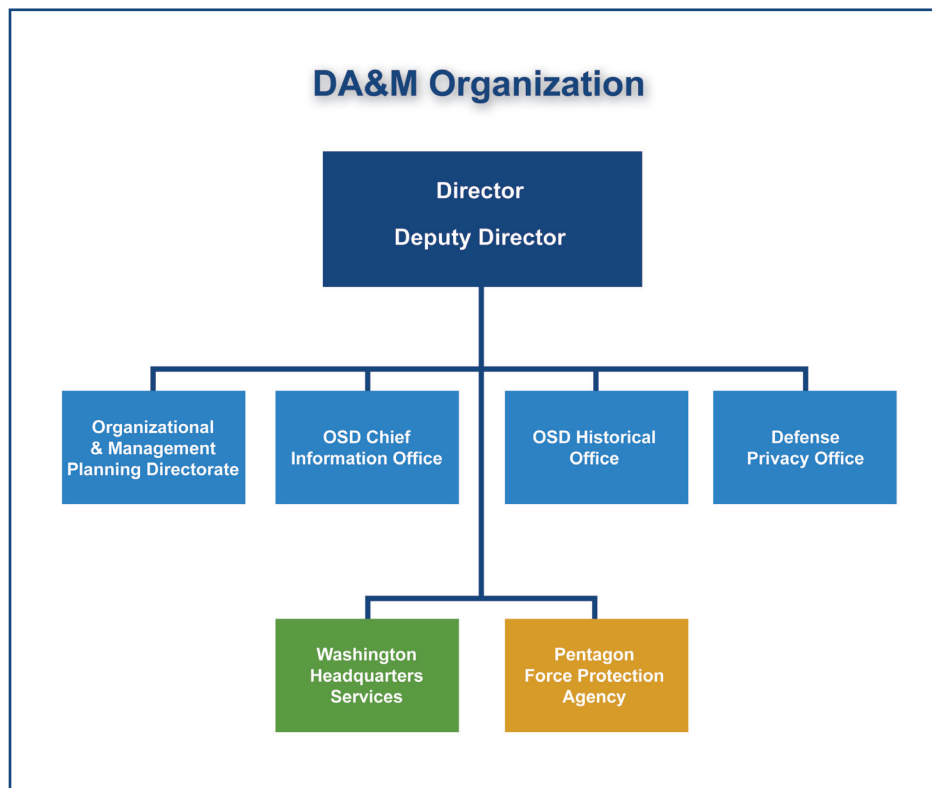
This Strategic Plan summarizes the DA&M functions and responsibilities, and establishes the vision, goals, objectives, and metrics for their accomplishment. Its execution is closely linked to the Strategic Plans of the DA&M's subordinate organizations, which include the Washington Headquarters Services (WHS) and the Pentagon Force Protection Agency (PFPA). This Strategic Plan will guide the development of future updates of the WHS and the PFPA Plans.

## Mission and Organization

The DA&M has three broad responsibilities in support of the Secretary and Deputy Secretary of Defense, the broader OSD leadership, the Pentagon Reservation, and the Department of Defense as a whole. These responsibilities include:

- Principal Staff Assistant (PSA) and advisor on DoD-wide organizational, management, and administrative matters.
- The Secretary of Defense’s administrative agent and installation manager for the Pentagon Reservation.
- Anti-terrorism/force protection and law enforcement provider for the Pentagon and DoD-leased facilities in the National Capital Region (NCR).

As a part of these responsibilities, the DA&M exercises authority, direction, and control over the OSD/DA&M staff, the WHS, and the PFPA, and engages other partners and stakeholders in its work, both inside and outside of the Department of Defense. The DA&M organization is reflected below.





## Vision

The DA&M will effectively assist the Secretary of Defense and his senior leadership team in accomplishing their organizational and management priorities and in orchestrating internal governance and management processes at the OSD, Pentagon, and DoD levels. This vision will be realized through the execution of three distinct responsibilities:

- **PSA and Advisor to the Secretary.** The DA&M is a recognized leader in advising the Secretary and Deputy Secretary of Defense on the obstacles to, and opportunities for, effective governance and integration of management efforts across DoD functions and components; integrating the efforts and actions of 15 separate OSD offices into a highly professional single component supporting the Secretary of Defense; and in documenting the organizational framework and performance of DoD components and senior officials.
- **Administrative Agent and Installation Manager for the Pentagon Reservation.** The DA&M, through the WHS, oversees, operates, and effectively integrates a broad range of critical functions, to include DoD real property and facilities in the NCR, Pentagon Renovation, information technology (IT), human resources (HR), budget and financial management, and executive services and communications. WHS operates within the mainstream of DoD activities, and each of its functional areas incorporates organizational standards and capabilities that meet or exceed levels of performance established for other DoD components.
- **Anti-Terrorism/Force Protection and Law Enforcement Provider.** Under the direction of the DA&M, the PFPA functions effectively across all public safety, interagency, and military communities of which it is a part, and is recognized as a premier full-spectrum security and law enforcement agency. The PFPA operates within the mainstream of DoD activities and coordinates with the WHS in the security and protection of Pentagon personnel and facilities.

## Strategic Goals, Objectives, and Performance Metrics

### **Goal 1: Enhance Support to the Immediate Office of the Secretary and Deputy Secretary of Defense**

**Background:** The Secretary and the Deputy Secretary of Defense have not previously had available to them an integrated view of DoD-level management reports. An initial capability was established in FY 2006 when the DA&M was assigned responsibility for tracking QDR implementation, and when the DA&M later coordinated preparation of DoD's organizational assessment for the new Senior Executive Service (SES) performance management system. The DA&M collection and monitoring of DoD-level management reports will provide the Secretary and Deputy Secretary of Defense with new integrated management tools to track DoD performance against assigned tasks and objectives. In addition, the Secretary of Defense transition of December 2006 demonstrated that policies and procedures are not adequately documented to facilitate the smooth transition of senior DoD officials that will be necessary at the end of 2008. More comprehensive DoD transition guidance must be in place before the end of this Administration.

**Objective:** Build on the initial capability that has been established by collecting strategic plans and priorities of DoD components, including DoD-level boards and working groups, and expanding the use of management tracking tools to develop a DoD corporate governance support system for the Secretary and Deputy Secretary of Defense.

- **Metric:** Expand the existing database tracking capability by adding four new management initiatives by *September 30, 2007*.

**Objective:** Document policies and procedures and develop an effective template for future transitions of senior DoD officials.

- **Metric:** Develop, for formal coordination, a DoD issuance to capture and standardize transition responsibilities and functions, relationships, and processes by *September 30, 2007*, and gain the Secretary's approval of DoD transition policies and procedures not later than *July 2008*.

**Objective:** Provide leadership and oversight for the OSD Historical Program, compiling public statements, histories, special studies, and interviews to capture and preserve relevant material.

- *Metric:* Publish the History of the 9/11 Attack on the Pentagon by *June 30, 2007*.
- *Metric:* Collect, compile, organize, and prepare four volumes of 2004 Public Statements of the Secretary of Defense for binding by *April 30, 2007*, and four volumes of 2005 Statements by *September 30, 2007*.
- *Metric:* Complete the manuscript of Volume VI of the OSD History for final editing by *September 30, 2007*.
- *Metric:* Conduct at least six major Oral History interviews by *September 30, 2007*.

## **Goal 2: Enhance Support to OSD**

**Background:** An OSD Management Forum was established in 2006 to address the need for stronger internal governance and coordination on matters of common OSD interest, to include facilities, HR, IT systems, and other functions. The Forum is chaired by the Special Assistant to the Secretary and Deputy Secretary of Defense, with the DA&M serving as the Executive Secretary.

**Objective:** Enhance effective internal governance; promote transparent decision making in facilities, HR, IT, administrative processes, and resource management; and facilitate a cohesive staff effort in support of the Secretary of Defense.

- *Metric:* Establish a routine cycle of operations for the OSD Management Forum, including the establishment of subordinate Working Groups for facilities, HR, IT, administrative processes, and resource management by *September 30, 2007*.
- *Metric:* Establish an OSD resource management process and formalize Working Groups by *September 30, 2007*.



### Goal 3: Enhance Support to the DoD Headquarters Organizations

**Background:** In FY 2005-2006, the Deputy Secretary of Defense established policy guidance, goals, and metrics for reducing the total number of DoD directives, delegating more policymaking responsibilities to PSAs, reducing the number of directives previously backlogged in coordination, and achieving currency within two years. The DA&M is designated as the Chief Freedom of Information Act (FOIA) Officer, the Senior Privacy Official, and the Regulatory Policy Officer for the Department of Defense. In addition, he serves as the policy and oversight official for the DoD Committee Management and Federal Advisory Committee Management Programs.

**Objective:** Document and keep current the roles, functions, and responsibilities of DoD components and senior officials in the DoD Directives System.

- **Metric:** Develop an outline and plan for the revision of DoD Directive 5100.1, “Functions of the Department of Defense and Its Major Components,” a key directive delineating the functions and responsibilities of DoD components, by *September 30, 2007*.
- **Metric:** Complete no less than 20 charter directives by *September 30, 2007*.
- **Metric:** Develop the framework for a Joint Task Assignment Process as outlined in the QDR, which will systematically review new assignments of joint responsibility to DoD components by *September 30, 2007*.

**Objective:** Enhance oversight of the DoD FOIA Program by focusing on reducing the backlog of FOIA cases.

- **Metric:** Reduce the backlog of FOIA cases within the OSD FOIA Office by at least 10 percent within *Calendar Year 2007*.

**Objective:** Update the DoD Privacy Program.

- **Metric:** Baseline current DoD assignments of responsibility, assess the effectiveness of DoD’s decentralized management approach, and develop alternatives for improvement by *September 30, 2007*.

**Objective:** Centralize and increase oversight of the regulatory process for the Department of Defense.

- **Metric:** Publish an issuance promulgating procedural changes mandated by Executive Order 13422 by *September 30, 2007*.

**Objective:** Promote effective internal governance, oversight, and transparency in the DoD Federal Advisory Committee Management Program by ensuring that the DA&M and the Committee Management Officer (CMO) expeditiously assign committees to the appropriate OSD PSA, the Chairman of the Joint Chiefs of Staff/Combatant Commanders, and Military Departments; and that all internal DoD-established committees are funded prior to establishment.

- **Metric:** Revise and publish as a new DoD Instruction 5105.04, "Department of Defense Federal Advisory Committee Management Program," outlining DoD's roles, functions, and responsibilities and establishing a recurring process for DoD management review by *April 30, 2007*.
- **Metric:** Develop, in conjunction with appropriate stakeholders, improvements to the appointment process for, and accountability of, DoD-appointed committee members by *May 31, 2007*.
- **Metric:** Initiate a comprehensive, coordinated Phase II review of DoD-supported Federal advisory committees by *September 30, 2007*.

#### **Goal 4: Serve as the Principal Provider of OSD and Specified DoD-wide Services and Programs**

**Background:** As the Secretary's administrative agent and installation manager for the Pentagon Reservation, the DA&M provides executive services and communications for OSD. He also manages the following critical functions for OSD and/or specified WHS-supported activities: DoD property and facilities in the NCR; the Pentagon Renovation; HR; IT systems; budget and financial management; acquisition and procurement; and safety, fire prevention/protection, occupational health, and environmental compliance programs. The DA&M mission is expanding to include certain DoD and Pentagon-wide support services and programs, requiring increased oversight, introduction of new business practices, and application of modern technologies to improve services and programs to meet customer needs.

**Objective:** Improve records management by introducing and sustaining common, modern technologies for document control and searchable archives across OSD.

- *Metric:* Develop and implement an improved Electronic Records Management System across OSD as part of the OSD CIO Enterprise Architecture by *February 2009*.

**Objective:** Provide DoD personnel with modern and/or renovated facilities and IT infrastructure that enhances DoD mission accomplishment. Safeguard real property investments and personnel by properly maintaining and restoring those assets in a timely fashion, prioritizing projects within available funding consistent with the Pentagon Reservation Master Plan and the Pentagon Recapitalization and Sustainment Programs.

- *Metric:* Complete Phase 1 of the relocation of North Rotary Road and DoD bus stops within the South Parking lot by *September 2007*.
- *Metric:* Develop a prioritized comprehensive capital improvements and major repair program by *July 30, 2007*.
- *Metric:* Complete construction of the Pentagon Hazardous Response Facility by *September 30, 2010*.
- *Metric:* Complete Phase 1 of the Pentagon Utility Upgrades by *September 30, 2009*.

**Objective:** Effectively integrate the planning of three closely related initiatives between now and 2011, including: completion of the Pentagon Renovation; scheduling the drawdown and final configuration of leased space in Northern Virginia; and construction of a DoD facility at Fort Belvoir (Army) to implement Base Realignment and Closure (BRAC) Commission Recommendation No. 133.

- *Metric:* Maintain the Pentagon Renovation schedule and costs within Congressional caps through *FY 2011*.
- *Metric:* Develop a Master Implementation Strategy and associated plan, which will implement new space assignments for DoD components in the Pentagon and will determine FY 2011 occupancy for the renovated Pentagon by *March 2007*.
- *Metric:* Develop preliminary conclusions concerning FY 2012 leased space requirements by *July 2007*.

- *Metric:* Finalize space and IT requirements for DoD tenants moving to Fort Belvoir by *September 30, 2007*.
- *Metric:* Gain Congressional approval of the FY 2008 legislative proposal for a revised schedule for demolition of the Navy Annex and transfer of property to Arlington National Cemetery in *FY 2013*.

**Objective:** Complete construction and open the Pentagon Memorial.

- *Metric:* Initiate Phase 2 construction of the Pentagon Memorial in *Spring 2007*, maintaining a schedule for completion in *September 2008*.
- *Metric:* Complete planning for the Memorial Gateway and interpretive elements, the North Rotary Road and Memorial intersection, perimeter security, restroom construction, and operations and maintenance by *September 2007*.

**Objective:** Provide acquisition and procurement support across WHS, and efficient budget and financial management, HR, and personnel security support to OSD and specified WHS-supported activities.

- *Metric:* Within available resources, implement a transparent OSD resource strategy process by the end of *FY 2008* that ensures that DA&M financial support is responsive to customer needs, meets established DoD Planning, Programming, Budgeting, and Execution standards, and promotes trust in the integrity of financial decisions.
- *Metric:* Implement, refine, and institutionalize the National Security Personnel System (NSPS) for OSD and specified WHS-supported activities throughout *FY 2007*, to include:
  - Prior to NSPS implementation, identify and publish readiness measures and milestones.
  - Implement NSPS for OSD and specified WHS-supported activities between *October 1, 2006*, and *April 30, 2007*.
  - Monitor and assess NSPS post-conversion progress through *September 30, 2007*.
  - As lead for the NSPS Senior Advisory Group for OSD and specified WHS-supported activities, develop and publish the overarching NSPS guidance for OSD/specified WHS-supported activities and complete the continuing collaboration process by *September 30, 2007*.

- *Metric:* Execute the Lean Six-Sigma (LSS) reductions in cycle time for hiring career SES personnel by *September 30, 2007*. For non-SES personnel, conduct a LSS study to streamline hiring and develop a plan for improvement by *September 30, 2007*.
- *Metric:* Establish a tiered SES structure for OSD and specified WHS-supported activities no later than *July 2007*.
- *Metric:* Within available resources, restrict the backlog of security adjudications to no more than 2006 levels throughout *FY 2007*.
- *Metric:* Foster an innovative acquisition and procurement community that enables WHS to shape its management environment and maintain a proactive management approach throughout *FY 2007*.

**Objective:** Make secure and reliable IT systems available to OSD and specified WHS-supported activities at any location within the assigned geographic area of responsibility, coupled with responsive support at levels agreed upon with users. Continue to provide the highest levels of 24/7 communications support for the Secretary and Deputy Secretary of Defense.

- *Metric:* Complete Defense Continuity Information Network baseline capabilities for Pentagon tenants by *April 2007*.
- *Metric:* Finalize an IT Service Level Agreement with OSD PSAs no later than *May 2007*.
- *Metric:* Within available resources, further develop and field common OSD business applications in *FY 2007*, beginning with a document control and tracking system.
- *Metric:* Identify and pursue more efficient use of OSD IT resources, including consolidating multiple contract packages by *September 30, 2007*.
- *Metric:* Execute the Deputy Secretary of Defense's direction to consolidate 15 separate OSD networks, completing Phase 2 and reaching initial operating capability of the migration plan by *September 30, 2007*; and maintain a schedule to consolidate enterprise services and reach full operating capability by *September 2008*.



- **Metric:** Review all DA&M and WHS IT organizational responsibilities and assets, including the WHS Information Technology Management Directorate, Pentagon Renovation IT, OSD CIO, and potentially the Information Technology Agency, if transferred from Army, to assess the most effective and efficient way to organize these assets in support of DA&M's multiple IT missions and customers by *FY 2008*.

**Objective:** Rationalize existing Pentagon management arrangements among Army, Navy, Air Force, and WHS to move towards a shared services environment.

- **Metric:** Assist the Army in finalizing a Deputy Secretary of Defense decision package for the transfer of the Defense Post Office from the Army to the WHS by *September 30, 2007*.
- **Metric:** Assist the Army in finalizing a Deputy Secretary of Defense decision package to transfer the Pentagon Library from the Army to the WHS by *September 30, 2007*.
- **Metric:** Assist the Air Force in finalizing a Deputy Secretary of Defense decision package for the transfer of the National Military Command Center and the Executive Travel functions from the Air Force Pentagon Communications Agency to the Joint Staff and the WHS, respectively, by *September 30, 2007*.



## Goal 5:

### Evolve the Pentagon Reservation Security and Law Enforcement Infrastructure Consistent with the Threat Environment

**Background:** The PFPA is a relatively new organization, still building capacity while operating in a dynamic post-9/11 threat environment. Local security is challenged by a constant stream of official visitors and foreign dignitaries, broad public access to the Pentagon Reservation—the largest transportation center in Northern Virginia—and ongoing construction and renovation projects requiring access for many temporary workers and vehicles. The PFPA has become a full partner in the NCR's network of highly complex and integrated public safety and security arrangements, and has an interagency presence in our unified command structure for emergency preparedness and response.

**Objective:** Further enhance the PFPA's professional competence and increase coordination and collaboration with WHS and interagency partners.

- *Metric:* Strengthen intelligence analysis through the creation of a Threat Management Directorate (TMD), the identification of the intelligence customer base, and the definition of specific intelligence products, both classified and unclassified, for each TMD customer by *September 30, 2007*.
- *Metric:* Improve all-hazards preparedness and response capability by establishing an interim Bomb Squad at the Pentagon for hazardous device and explosive ordnance disposal, consisting of one Arlington County Bomb Squad Technician in place and a second individual in training by *September 30, 2007*.
- *Metric:* Develop and prototype, in conjunction with WHS partners, a readiness reporting system capturing the operational status of essential Pentagon security, facility, and IT services by *September 30, 2007*.

**Objective:** Within available resources, further improve the physical security and protection of the Pentagon and leased facilities and personnel in response to changing threats.

- *Metric:* Initiate installation of improved Chemical, Biological, Radiological, Nuclear detection and response technology, with approximately 15 percent of Pentagon Shield capability in the Pentagon and 100 percent of external (outside the building) base capability by *September 30, 2007*.
- *Metric:* Undertake a comprehensive review of perimeter security that accounts for changing requirements for the Pentagon Reservation by *September 30, 2007*.
- *Metric:* Improve all-hazards preparedness and response capability by simplifying and exercising the Pentagon Evacuation Plan so that Pentagon employees can confidently execute the Plan by *September 30, 2007*.
- *Metric:* Conduct a review of anti-terrorism/force protection requirements for leased space throughout the BRAC implementation, beginning in *FY 2008*.





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