

Director of  
Administration and Management  
**STRATEGIC PLAN**  
2012 - 2017



## DA&M VISION

To be an essential mission partner and trusted advisor to the Secretary and Deputy Secretary of Defense and to deliver premier program management and oversight, security services, and support functions that enable uninterrupted operation of the DoD Headquarters.

## MISSION

The Director of Administration and Management (DA&M) has three broad missions in support of the Secretary and Deputy Secretary of Defense, the Office of the Secretary of Defense (OSD), tenants of the Pentagon Reservation, and specified Defense activities:

Principal Staff Assistant and advisor to the Secretary and Deputy Secretary of Defense on specified organizational, management, and administrative matters;

Administrative services agent in the National Capital Region and senior responsible official for the Pentagon Reservation; and

Security, law enforcement, and emergency management provider for the Pentagon, and designated Department of Defense (DoD) facilities in the National Capital Region.

The DA&M exercises authority, direction, and control over the staffs and resources of ODA&M, Washington Headquarters Services, and Pentagon Force Protection Agency, and engages partners and stakeholders in its management, governance, services, and contingency and continuity of operations functions.

# CORPORATE COURSE RESET



**Michael Rhodes**  
Director, Administration & Management

### GOAL TENDERS



**Bill Brazis**  
Director  
Washington Headquarters  
Services (WHS) and  
Deputy, DA&M



**Steven Galvery**  
Director  
Pentagon Force  
Protection Agency  
(PFPA)  
Deputy, DA&M



**Regina Meiners**  
Director for  
Organizational and  
Management Planning



**Don Perkal**  
General Counsel  
WHS and PFPA

### GOAL 1 Customer Focus

DA&M delivers integrated support and services that are valued by customers and reflect best practices

**1.1** Jointly identify DA&M customers' requirements and expectations

**1.2** Promote a customer-centric culture

**1.3** Continuously improve the customer experience

### GOAL 2 Operations Focus

DA&M operations are integrated, efficient, and agile

**2.1** Streamline, standardize and improve key business processes

**2.2** Reduce operating and sustainment costs and resource consumption while assuring mission critical resources remain available

**2.3** Increase collaboration and integration of services across DA&M, DoD, and interagency partners

### GOAL 3 Measurement, Analysis, and Knowledge Management

DA&M systematically measures and analyzes performance to inform decision-making promote efficiency, and enable transparency to all

**3.1** Implement a corporate-level performance measurement capability

**3.2** Provide accessible and comprehensive performance information

**3.3** Maximize utilization of resources to meet authorized responsibilities and functions

### GOAL 4 Workforce Focus

DA&M attracts and retains a highly-skilled, versatile and motivated workforce that reflects diversity and is prepared to meet 21st Century challenges

**4.1** DA&M organizations will be in the top five of "Best Places to Work" in DoD

**4.2** DA&M achieves an open and collaborative workforce environment

**4.3** Train, educate and mentor the workforce to foster a performance-oriented culture

## Commitment to PUBLIC SERVICE



## CORE VALUES

**CUSTOMER FOCUS**  
We are committed to those we serve

**INNOVATION**  
We are creative and responsive problem solvers

**INTEGRITY**  
We bring honor, pride, and character to our work

**COLLABORATION**  
We work together to achieve shared goals

**EMPLOYEE FOCUS**  
We are committed to our workforce

**RESULTS**  
We get the job done right and on-time

# &M STRATEGY 2012-2017

## VALUES AND GUIDING PRINCIPLES

- **Customer Focus - We are committed to those we serve.**
  - We demonstrate through our actions and results that customers have top priority in our daily work.
  - We strive to provide high quality service that helps customers succeed and can be depended on 24/7.
  - We communicate openly to learn from our customers, provide transparency, anticipate their future needs, and follow up to ensure their satisfaction.
- **Innovation - We are creative and responsive problem solvers.**
  - We encourage adaptive change for greater efficiency and effectiveness.
  - We create an environment that champions creative thinking and continuous improvement; this means that our work is never done.
  - We meet challenges of resource constraints with responsive and sustainable service solutions.
- **Integrity - We bring honor, pride, and character to our work.**
  - We act in ways that build trust, confidence, and respect.
  - We speak candidly, provide sound and professional advice, and keep our commitments.
  - We are accountable for our actions and make decisions based on facts and sound judgment.
- **Collaboration - We work together to achieve shared goals.**
  - We build trusted relationships.
  - We respect and support each other's roles and responsibilities.
  - We communicate and coordinate across functions and organizations to maximize productivity and achieve results.
- **Employee Focus - We are committed to our workforce.**
  - We take care of each other.
  - We build healthy, strong interpersonal relationships.
  - We treat colleagues with dignity and respect.
- **Results - We get the job done right and on-time.**
  - We value determination, perseverance, and the sense of urgency for accomplishment and improvement.
  - We produce results that meet or exceed the standards that our customers expect.
  - We are responsible stewards of resources and time.



# DA STRATEGY 2012