Executive Services Directorate

2007 - 2011 STRATEGIC PLAN

Message from the Director

Almost 18 months ago, ESD developed its first strategic plan. Since then, there have been many changes that have impacted our organization, to include changes in our internal structure, new personnel in key positions, increased missions and opportunities, implementation of NSPS, and the successful completion of numerous, major requirements.

This organization embraces change and recognizes the importance to being viable and relevant. Collectively we must posture and prepare for the future. We do so by reflecting and building upon the lessons learned and experiences from the past and then doing the necessary analysis and strategic planning.

This, the second iteration of the ESD Strategic Plan, is not a major overhaul of the first. Rather it is a refinement, more oriented to ensure ESD has a strategic direction for the future. The initial version focused more on the establishment and development of ESD as an organization, following the 2004 WHS reorganization. The maturation process progressed more quickly and effectively than most of us could ever have envisioned – something not possible without the support, cooperation, involvement, confidence, and investment of self by each member of the ESD Family – civilian, military, and contractor.

ESD is entrusted with a myriad of tremendous and critical missions in support of the Secretary of Defense and his senior leaders who bear the responsibility for the security of our Nation. We are able to fulfill these consistently in a professional manner. ESD is a great organization, recognized for being responsive, reliable, and relevant. But, we cannot and should not be content with whom and what we were yesterday and who and what we are today. If we are, then we risk becoming stagnant and losing the edge. Each of us has the responsibility to not only do our best every day, but also to seek opportunities to make improvements to our business processes and tools along with our customer service, to stretch ourselves, and to contribute to making ESD a better organization in which to work and serve.

I trust that this strategic plan will help you and ESD to be the catalysts for change, to improve our capabilities to prepare for and react to the unknowns we will face tomorrow, and to prepare the way for those who will follow in our footsteps to successfully carry on the ESD missions and traditions.

Best wishes in your endeavors and thank you for all you do, day in and out, in support of our Nation.

Craig H. Glassner
Director, Executive Services

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Mission

ESD provides comprehensive administrative management and graphics services to the Office of the Secretary of Defense and executes federally mandated and regulatory programs, including Freedom of Information Act, Security Review, Privacy Act, Records Management, Directives, Forms, Declassification Review, and Information Collection, on behalf of the Secretary within the Department and externally to Government agencies and the general public.

Vision

To be a creative, results driven, preeminent provider of executive services and program management recognized for excellence within the Department and throughout the Federal Government.

Reputation for being responsible, reliable, resourceful and relevant.

ESD is fully aligned with the WHS Guiding Principles

Work as a Team

Invest in our People

Commit to Quality

Act with Integrity

Enjoy our Job

Be Accountable

ESD Priorities

As noted in our initial Strategic Plan, ESD must continue to position itself to excel in a divergent environment by anticipating challenges, predicting requirements, and managing change with appropriate communication and resources. Our priorities in all efforts continue to be:

Transform business processes

Manage resources vigilantly

Communicate effectively

Engage customers

Measure results

ESD Goals

GOAL 1 Leadership and Communication

Responsive and reliable action is the hallmark of how ESD does business.

GOAL 2 Superior Customer Service

ESD intensely focuses on customer needs – stated and implied, current and future.

GOAL 3 Quality Workforce

ESD values its professional team. Our behavior will support personal and professional growth and demonstrate mutual respect and trust.

GOAL 4 Stewardship and Performance Management

ESD acts ethically and measures performance through results and value for taxpayer dollars.

GOAL 5 Future Focus

The ESD strategic edge is concurrent focus on exemplary day-to-day service while positioning for the future within a changing environment.

Leadership and Communication Objectives

1 GOAL

ESD Focus: Communicate Effectively

1. Publish a strategic communication plan to tell the ESD story to the senior leadership, employees, customers and stakeholders.

Champion: Strategy, Plans and Operations Office

Measures of Success:
By August 31, 2007

- A strategic communication plan published
- Recurring actions tasked and scheduled on a master plan

Superior Customer Service Objectives

ESD Focus: Engage Customers

1. Develop a customer service plan.

Champion: Strategy, Plans and Operations Office

Measures of Success:
By March 31, 2008

- Customer service feedback solicited, received and analyzed
- Plan of action developed that responds to findings indicating a need to improve customer service

Quality Workforce Objectives

ESD Focus: Manage Resources Vigilantly - People & Dollars

1. Conduct an ESD organizational assessment in coordination with WHS/P&ED to evaluate the workforce environment and identify future workforce-related objectives.

   Champion: Strategy, Plans and Operations Office

   Measures of Success:
   By May 15, 2007 and biennially thereafter
   - Survey developed and conducted
   - Results assessed and incorporated into the strategic planning process

2. Implementation of NSPS milestones.

   Champion: Strategy, Plans and Operations Office

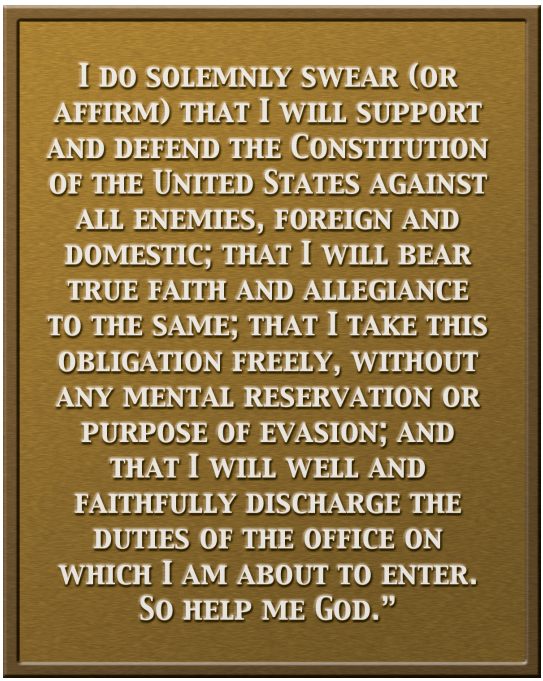
   Measures of Success:
   By the appropriate dates as dictated by Department and WHS issuances
   - ESD workforce trained in Human Resources and Performance Management Elements
   - Performance objectives developed, approved and implemented
   - Interviews and performance assessments completed
   - ESD pay pool members trained
   - Individual development plans documented
   - Employee feedback confirms understanding of NSPS

3. Publish ESD Succession Plan.

Champion: Director

Measures of Success:
By September 30, 2007

- A succession plan published
- Plan implementation in accordance with established milestones
- Qualified successor roadmap



Stewardship and Performance Management Objectives

ESD Focus: Manage Resources Vigilantly - People and Dollars /Measure Results

1. Continue to refine meaningful metrics to measure performance to meet current and emerging requirements.

Champion: Each Division Chief

Measures of Success:
By July 31, 2007 for initial review

- Performance oriented metrics are reviewed, and then refined, implemented and tracked
- Periodic Reviews conducted (minimum annually or maximum quarterly)

Future Focus Objectives

ESD Focus: Transform Business Processes

1. Review ESD business processes to identify opportunities for improving customer service, enabling technology enhancements, and responding to changing environmental conditions.

   Champion: Each Division Chief

   Measure of success:
   During Periodic Review
   - Identify and prioritize functions/processes requiring change
   - Identify resources
   - Justification is prepared to obtain the appropriate resource(s) needed to improve process/capability (e.g., technology, funding, skill set)

2. Continue to engage interagency counterparts to provide structured professional exchange of ideas and provide a venue for sharing best practices.

   Champion: Director and Assistant Directors

   Measure of Success:
   By July 2007 and every quarter thereafter
   - Interagency staff visit conducted by ESD senior leadership

3. Prepare for BRAC and beyond by proactive engagement of all planning and implementation.

Champion: Director and Assistant Directors

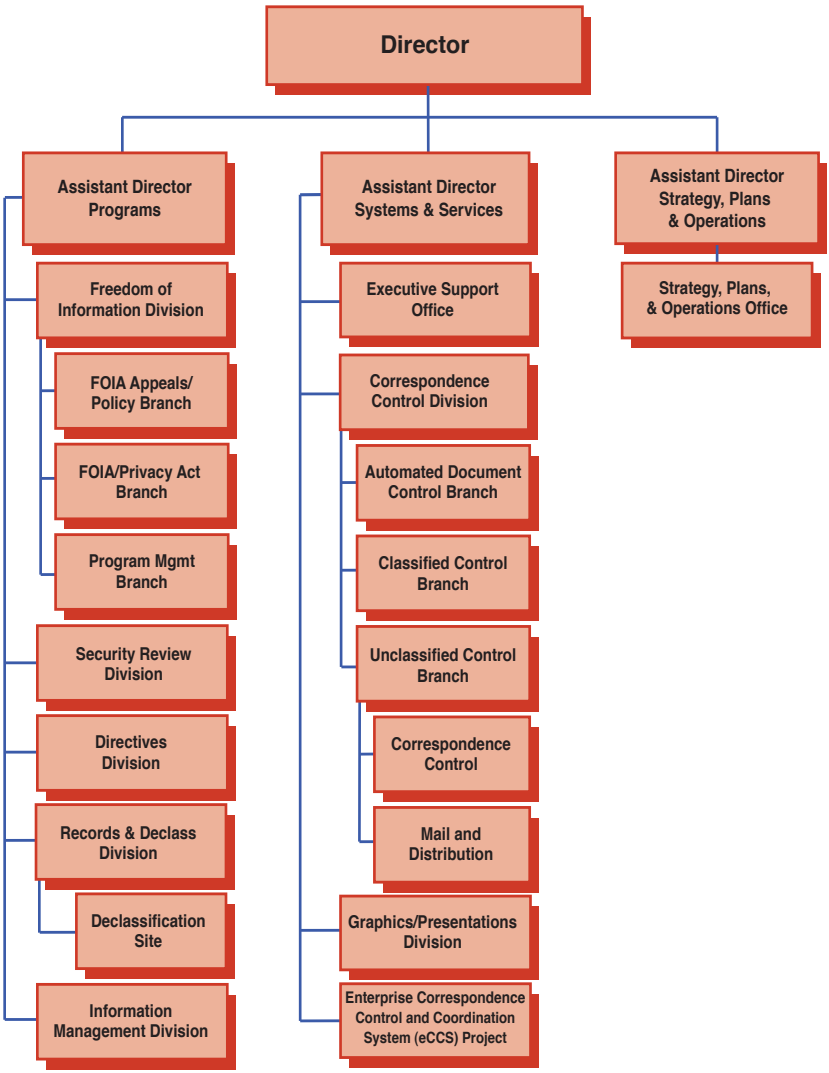
4. Maintain a responsive ESD Continuity of Operations Plan (COOP).

Champion: Strategy, Plans and Operations Office

Measures of success:
By April 2007 and at least annually thereafter

- ESD COOP plan is reviewed and refined or changed to reflect the readiness requirements for the Directorate to perform Mission Essential Functions under adverse conditions
- Review Mission Essential Functions and refine or change as the Directorate's business environment dictates
- Review the COOP Living Disaster Recovery Preparedness System's personnel listing against current personnel data to ensure civilian, military and appropriate contractors will receive WHS COOP and ESD alerts/messages

Executive Services Directorate Organization



Director

The Director, ESD provides overall management, supervision, and guidance over the Directorate's nine divisions with a workforce of over 170 civilian, military, and contractor personnel to ensure the effective execution of the Directorate's wide-ranging programs and the highly visible Secretary of Defense executive support services. The Director determines personnel, equipment and financial resource requirements to effectively execute the Directorate's various missions and assesses current and future staffing needs based on organizational goals and budget realities; prepares and justifies the Directorate's operational budget using cost-benefit analyses to set priorities; manages procurement and contractor support for both short and long term ESD missions. The Director formulates policies and procedures and directs and coordinates staff activities in carrying out the functions of the Directorate, and serves as the liaison between the Directorate and senior civilian and military leaders.

Assistant Directors

The three assistant directors for the Executive Service Directorate are the senior leadership and serve as managers, administrators and advisors to the Director. They serve as a "board of directors" in leading and managing the ESD successfully accomplishing its missions. They assist the Director in planning and initiating programs, carrying out day-to-day activities, developing policies, and coordinating the activities of the ESD's divisions and branches in providing service to the Secretary and Deputy Secretary of Defense, and customers within the Department and externally to Government agencies and the general public. The assistant directors ensure the Director is kept fully informed on all actual or potential issues that impact the effectiveness and the efficiency of services that may come to the attention of the senior leadership of the OSD Components, DA&M or WHS.

Assistant Director for Programs

This Assistant Director provides direct supervisory oversight and management of five divisions and their varied mission functions. The divisions are: Freedom of Information, Security Review, Records and Declassification, Directives, and Information

Management. Conducts special studies, directs highly-sensitive projects, and carries out assigned tasks of a critical nature. Assists the Director in developing and maintaining plans and programs focused on the ESD mission, vision, guiding principles, goals, and objectives, consistent with the WHS Strategic Plan. Researches, develops, and recommends policy, procedural, and administrative changes to the Director. Plans, directs, coordinates, and produces ad hoc projects in support of the Secretary and Deputy Secretary of Defense, DA&M, WHS and ESD priorities.

Freedom of Information Division

Develops FOIA policy for the Department of Defense; processes FOIA requests for the Office of the Secretary of Defense and the Chairman of the Joint Chiefs of Staff; processes FOIA appeals for these offices, selected DoD Field Activities and the Combatant Commands; and participates in FOIA litigation with the DoD Office of General Counsel.

Security Review Division

On behalf of the Secretary of Defense, acts as final DoD release authority conducting security and policy review of official DoD information intended for public release -- DoD statements, budget material, Questions For the Record, Information For the Record presented before Congress; International Traffic in Arms Regulations data; Department of State Foreign Relations of the U.S. documents; books, manuscripts, and articles; and DoD and private industry contractor documents intended for public release. Supports active DoD participation on the Interagency Security Classification Appeals Panel, and Executive Branch classification, appellate, authority. On behalf of DA&M, processes DoD appeals for release.

Records and Declassification Division

Establishes, oversees and administers the policies and procedures for the operation of the Records Management Program, Mandatory Declassification Program, Systematic Declassification Program, Historical Research Program, and Privacy Act Program for the Office of the Secretary of Defense, Defense Agencies, DoD Field Activities, and other DoD Components.

Directives Division

Administers the DoD Directives Program providing a uniform system governing the preparation, coordination, approval, publication, and internal review of DoD issuances that convey Department-wide polices, responsibilities and procedures. Oversees the development and publication of OSD rulemaking documents and notices in the Federal Register and Code of Federal Regulations.

Information Management Division

Administers the DoD information collection, forms, and regulatory programs; provides information management, control, and registration of information collection strategies and instruments; and establishes procedures and policies for processing, reviewing, and approving information requirements.

Assistant Director for Systems and Services

This Assistant Director provides direct supervisory oversight and management of three divisions and their varied mission functions. The divisions are: Executive Support Office, Correspondence Control, and Graphics and Presentations. The assistant director ensures the divisions effectively execute their programs and provide superior customer service to the Secretary and Deputy Secretary of Defense, OSD Components, DA&M and WHS. Works closely with the Director to formulate policy, evaluate processes and procedures, prioritize missions and functions, and allocate resources. Serves as the program manager, providing functional oversight for special projects related to initiating, transmitting, tracking and managing correspondence documents in a digital-based environment; works closely with the ITMD Domain manager; collaborates with the functional and information technology representatives from the OSD Components, the Services and the Joint Staff: and serves as the principal spokesperson in briefings and updates for the senior leadership.

Executive Support Office

Provides direct support to the Immediate Offices of the Secretary of Defense, Deputy Secretary of Defense and the DoD Executive

Secretary for a wide range of executive support services and correspondence management issues. This office is responsible for expediting high-interest correspondence, the "last line' of defense for quality control, and serves as the liaison between the immediate front offices of the Secretary and Deputy Secretary of Defense. Responsible for managing and operating an automated document system for tracking, producing reports, filing, archiving and researching correspondence, managing the general and flag officer nomination program, and implementing the Secretary's guidance for the military and civilian award process.

Correspondence Control Division

Administers correspondence management policies and processes to control, assign, track, archive, research, and retrieve unclassified and classified correspondence, documents, and electronic communications addressed to and emanating from the offices of the Secretary and Deputy Secretary of Defense; provides oversight of correspondence management and data base information technology policies and procedures; operates the mail and distribution center; provides courier service; produces the digital record of tenure for the Secretary and Deputy Secretary of Defense; and manages the NATO Sub-Registry Program.

Graphics and Presentations Division

Provides consultation, design and production services for the Office of the Secretary of Defense and Department of Defense Components; responsible for visual aids for briefings and presentations, public displays, exhibits and signs; designs computer graphics and web pages; and produces electronic pre-press and camera-ready art for printing.

Enterprise Correspondence Control and Coordination Systems (eCCS)

Through this project an environment will be created within the Pentagon and DoD whereby the full cycle of document and correspondence management (from initiating to approval and distribution, to include coordination and tracking, both internally and externally to the organization) will be done digitally.

Tracking and accountability features will provide for performance measurement and real time visibility. Operating in a digital vice paper environment will improve the speed and quality of decision making in the Pentagon.

Assistant Director for Strategy, Plans and Operations

This Assistant Director provides direct supervisory oversight and management of the Strategy, Plans and Operations Office and its various mission functions. Monitors the Directorate-wide strategic plan that focuses on premier customer service, ensures a commonality of practices and procedures through a single focal point, and enhances resource utilization and protection through the Internal Management Control Program.

Strategy, Plans and Operations Office

Responsible for directorate-wide strategic planning, human capital management, strategic communications, continuity of operations planning, training, travel and building access programs; administrative management and internal management controls; implements directorate policy and procedures; and ensures there are standardized processes across the directorate and unity of effort in establishing directorate priorities and accomplishing organizational missions.

ESD Domain Manager

Information Technology support is a critical enabler in order for ESD to accomplish its missions. Although the ESD Domain (ESDD) Manager and support personnel are assigned to WHS' Information Technology Management Division (ITMD), they are embedded within ESD. The ESDD provides ESD with direct, reliable and responsive IT support, which is vital to ESD's day-to-day operations and its capacity and capability to improve business process and customer service support.

The Way Ahead

As we implement our strategic plan, ESD approaches its goals and objectives from a position of strength. Our challenge is to make a great organization even greater and steadily improve service to our customers. We know that without continuous improvement, today's high performing organization can become tomorrow's outdated bureaucracy. Our success will, as always, depend on people. The expertise and dedication of the entire ESD staff has enabled it to earn and maintain a strong reputation as a world class service provider. Going the extra mile is part of the daily routine as we collectively reach to anticipate and meet customer needs. Therein lies the power and the demonstrated will to organizationally stretch, reach, and grow - to be the very best within the Department, and throughout the Federal Government.