



**DEPARTMENT OF THE ARMY**  
**ADMINISTRATIVE ASSISTANT TO THE SECRETARY**  
**105 ARMY PENTAGON**  
**WASHINGTON DC 20310-0105**

May 16, 2001

MEMORANDUM FOR COMMANDER, DEFENSE SUPPLY SERVICE –  
WASHINGTON

DIRECTOR, USA VISUAL INFORMATION CENTER  
DIRECTOR, DEFENSE TELECOMMUNICATIONS SERVICE -  
WASHINGTON  
DIRECTOR, EQUAL EMPLOYMENT OPPORTUNITY  
DIRECTOR, EXECUTIVE COMMUNICATIONS AND CONTROL  
DIRECTOR, HEADQUARTER SUPPORT SERVICES ACTIVITY  
DIRECTOR, INFORMATION MANAGEMENT SUPPORT  
CENTER  
DIRECTOR, INSTALLATION SERVICES  
DIRECTOR, INTERNAL REVIEW  
DIRECTOR, NETWORK INFRASTRUCTURE SERVICES  
AGENCY - PENTAGON  
DIRECTOR, PERSONNEL AND EMPLOYMENT SERVICES -  
WASHINGTON  
DIRECTOR, POLICY AND PLANS  
DIRECTOR, RESOURCE SERVICES - WASHINGTON  
DIRECTOR, US ARMY PUBLISHING AGENCY  
DIRECTOR, US ARMY SERVICE CENTER FOR THE ARMED  
CHIEF ATTORNEY  
CHIEF, RE-ENGINEERING OFFICE

SUBJECT: Office of the Administrative Assistant to the Secretary of the Army (OAA)  
Functional Integration Implementation Plan

In December, I asked the Deputy Administrative Assistant (DAA) to establish a small working group to conduct a detailed analysis of organizational options for OAA, and for the working group to present a lay down of their analysis to the DAA prior to my review. Based on the input each of you provided, the hard work and detailed analysis conducted by the working group, and the need for OAA to posture itself for the future, I have approved the implementation of the following initiatives effective June 1, 2001:

a. The major responsibilities of the Office of the Administrative Assistant to the Secretary of the Army have been aligned to reflect our corporate image and identity, and to simplify the articulation of our missions and core functions to our customers, senior leaders, and the Army. The OAA Core Functions are as follows:

**Executive Responsibilities**

- Executive Title 10 Responsibilities (Army)
- Executive Agency Responsibilities (DoD)
- Internal Management Functions (OAA)

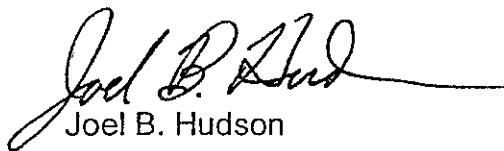
**Management Responsibilities (Core Functions)**

- Resources and Programs
- Installations and Operations (BASOPS)
- Information Technology and Communications

b. OAA will begin to operate under a new Integrated Management approach, focusing on our six core responsibilities. I have asked my Deputy, Mrs. Riley, to direct and manage this major undertaking in the next several weeks. The structure of OAA will reflect our Functional Integration, matching missions and functions, a new management approach, and our people into a near seamless system in order to successively achieve our six core responsibilities. For this reason, I have approved the OAA realignment at enclosure 1 and the implementation instructions at enclosure 2.

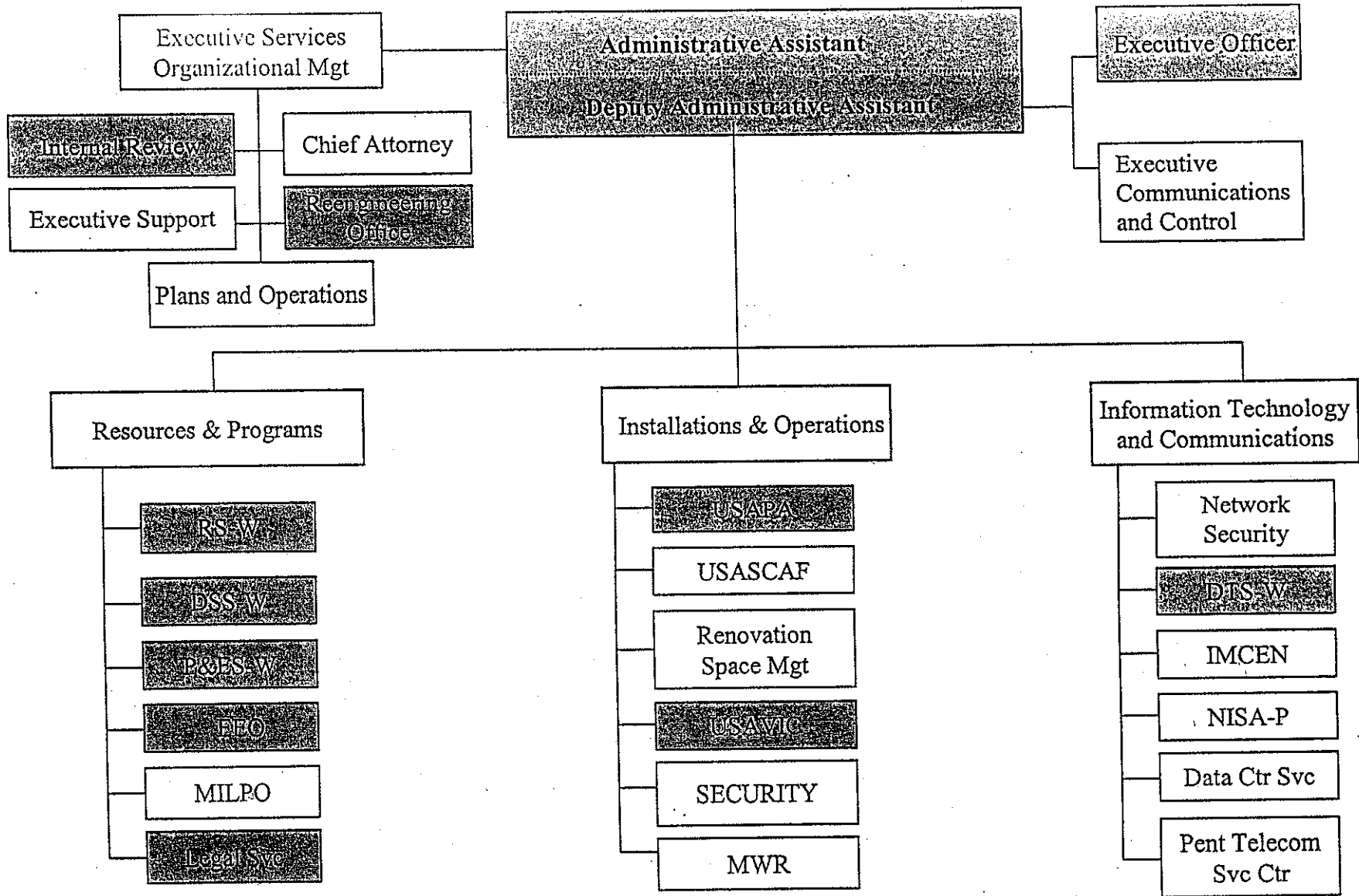
As we shift from the planning to the implementation stage in order to posture OAA to meet any challenges and uncertainties that may lie ahead, I have every faith and confidence in you, the OAA leadership, to inform your subordinates of our strategy, and carry out the strategy I have outlined in the same professional manner you have consistently demonstrated.

I appreciate the hard work and dedication that you and your staff has made in the past two years and that you will continue to make in contributing to the OAA Vision "To be recognized as the Best support provider today and the only clear choice tomorrow". Within in each directorate, we must continue our efforts to become the most efficient organization possible, and continue to organize ourselves at the OAA level to integrate and capitalize on these efficiencies, to communicate our new corporate image, and to articulate our new way of doing business to our customers.

  
Joel B. Hudson

Enclosures

# Office of the Administrative Assistant to the Secretary of the Army (Functional Integration)



No change

(See Memorandum Subject: OAA Functional Integration Implementation Plan for details)

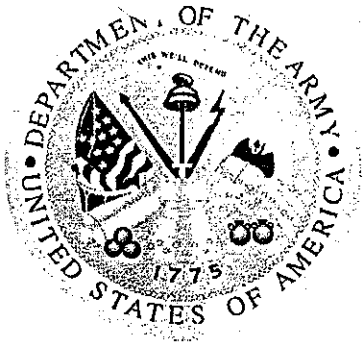
Subject: Office of the Administrative Assistant to the Secretary of the Army's Functional Integration Implementation Plan

Effective June 1, 2001 the following actions are directed:

1. Establish The Director, Executive Services and Organizational Management with the following reporting organizations:
  - Internal Review Directorate (No change)
  - Reengineering Office (No change)
  - Chief Attorney (Dual Hatted as Director, Legal Service)
  - Establish Executive Support, Directorate (from HQDA Support Services Activity Directorate, Add signature authority from the Correspondence Analysis and Records Division, IMCEN)
  - Establish Operations and Plans, Directorate (from Plans and Policy Directorate)
2. Executive Officer (No change)
3. Executive Communication and Control (Add the Correspondence and Records Division, IMCEN, less signature authority)
4. Establish The of Office of the Deputy for, Resources and Programs (Add Policy from Plans and Policy Directorate) with the following reporting organizations:
  - Resource Services-Washington (No change)
  - Defense Supply Service-Washington (No change)
  - Personnel and Employment Service-Washington (No change)
  - Equal Employment Opportunity Office (No change)
  - Military Personnel Office (From HQDA Support Services Activity Directorate)
  - Legal Service Office (No change, Director, Dual Hatted as Chief Attorney)
5. Establish The Office of the Deputy for, Installations and Operations (BASOPS) (Add Policy from Plans and Policy Directorate) with the following reporting organizations:
  - U.S. Army Publishing Agency (No change)
  - U.S. Army Service Center for the Armed Forces (Less The POAC)
  - U. S. Army Visual Information Center (No change)
  - Establish The Renovation and Space Management Directorate (From the Installation Services Directorate)
  - Establish Director, Morale, Welfare and Recreation (Add the POAC from the USASCAF Directorate; Add the Recreation Services Office from the HQDA Support Services Activity Directorate, and Add the General Officer Mess Number One)
  - Establish Director, Security (Add the Headquarters Department of the Army Security Office, the U.S. Army Special Security Office, the Central U.S Registry from Installation Services from the Installation Services Directorate)

6. Establish The Office of the Deputy for, Information Technology and Communications with the following reporting organizations:

- Establish Director, Network Security, Certification and Accreditation (from the NISA-P Directorate)
- Director, Defense Telecommunications Service-Washington (No change)
- Director, Information Management Support Center (Less the Correspondence Analysis and Processing Division)
- Director, Network Infrastructure Services Agency-Pentagon (Less the Pentagon Telecommunications Service Center, the Data Center Service and the Director of Security, Certification and Accreditation)
- Establish Director, Pentagon Telecommunications Service Center (from the NISA-P Directorate)
- Establish Director, Data Center Service (from the NISA-P Directorate)



**OFFICE OF THE ADMINISTRATIVE ASSISTANT TO  
THE SECRETARY OF THE ARMY**

***FUNCTIONAL INTEGRATION***

**Executive Summary**

# Purpose

To explore alternative organizational structures and process relationships, and recommend a *Transitional Support Structure* that will enable the OAASA to provide mission essential quality products and services to it's diverse customer base, today and into the future.

# Task

On 28 December, 2000, the Deputy Administrative Assistant to the Secretary of the Army established a small working group to conduct a detailed analysis of organizational options for the OAA, lay out pros and cons for each, and present a recommended option to the AA and DAA for final decision.

**Team Members:** BG Diamond, COL Powell, Mr. Turner, Mr. Alexander, and Mr. Robert (as advisor).

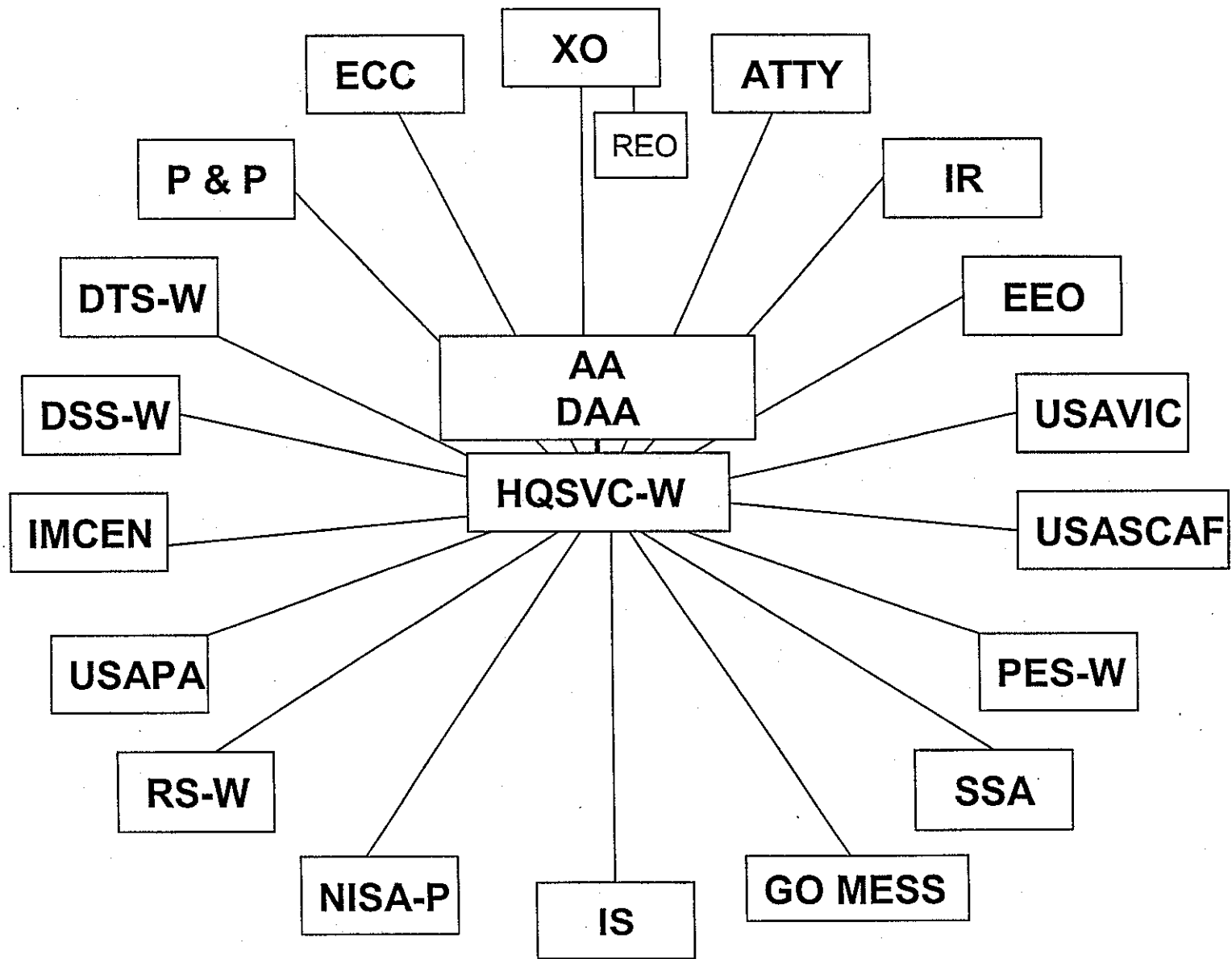
# As Is

- Doctrinal Model for OAA structure
  - Difficult to draw an apples-to-apples comparison across the Services i.e., OSD, Air Force and Navy
  - OAASA support responsibilities include centralized management of numerous services for DoD, Air Force and Navy
- Elements inherited or assigned over time; most came with their own customers' base and methods of doing business
- The front office evolved over time:
  - To manage the growing and more complex organization
  - Without a comprehensive integration of OAA functions and structure



# How We Operate

## (HQDA, Customer, Employee Perspective)



# Team Approach

1. Identify Office of the Administrative Assistant Core Functions
2. Distinguish Executive Functions from Management of Operational Functions and analyze separately
3. Identify OAA Executive Functions and develop supporting courses of action (Structures)
4. Identify Management Functions and develop supporting courses of action (Structures)
5. Combine the Executive and Management Structures to create an OAA Organizational Structure
6. Analyze Team's recommended structure with top two selections from the directors
7. Recommend a course of action to the OAA Leadership for consideration based on the analysis

# Identify Core Functions

**Six OAA Core Functions were identified:**

1. Executive Functions (Army)
2. Executive Agency Responsibilities (DoD)
3. Internal Management Functions (OAA)

**Executive**

.....  
**Management**

1. Resource Management Functions
2. Information Technology-Communications Functions
3. Installation and Logistic Support Functions

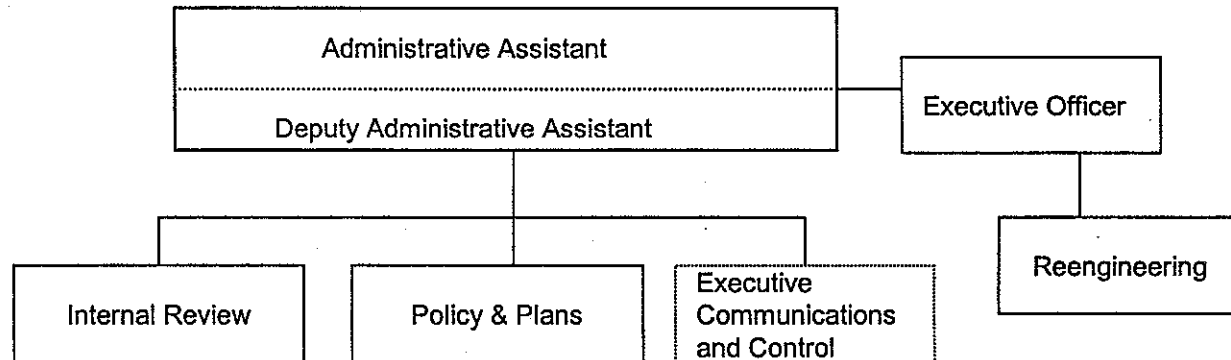
**Distinguishes Executive Functions from Management of Operational Functions and analyze separately**

# Identify OAA Executive Functions

- **Three Functions were identified:**

1. Executive Services Functions (Army)
2. Executive Agency Functions (DoD)
3. Internal OAA Management Functions

- **Current (As Is)**



# Identify Management of Operational Functions

- **Three Functions were identified:**

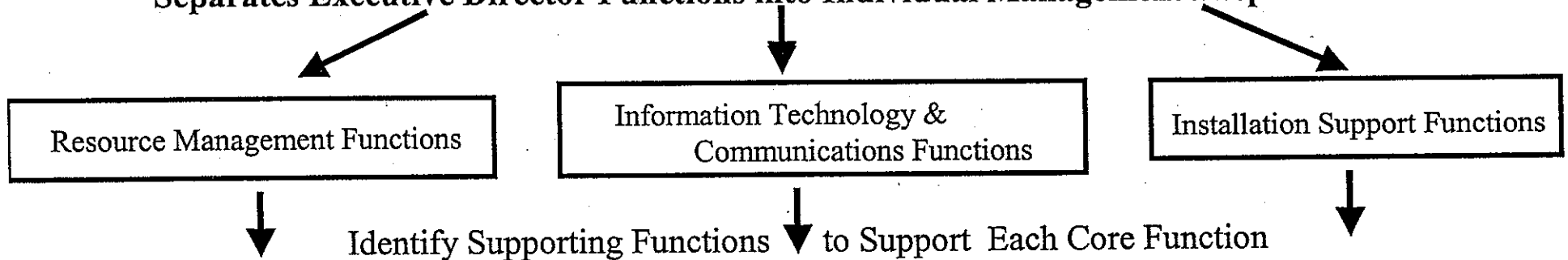
1. Resource Management Functions
2. Information Technology-Communications Functions
3. Installation Support Functions

- **Current (As Is)**

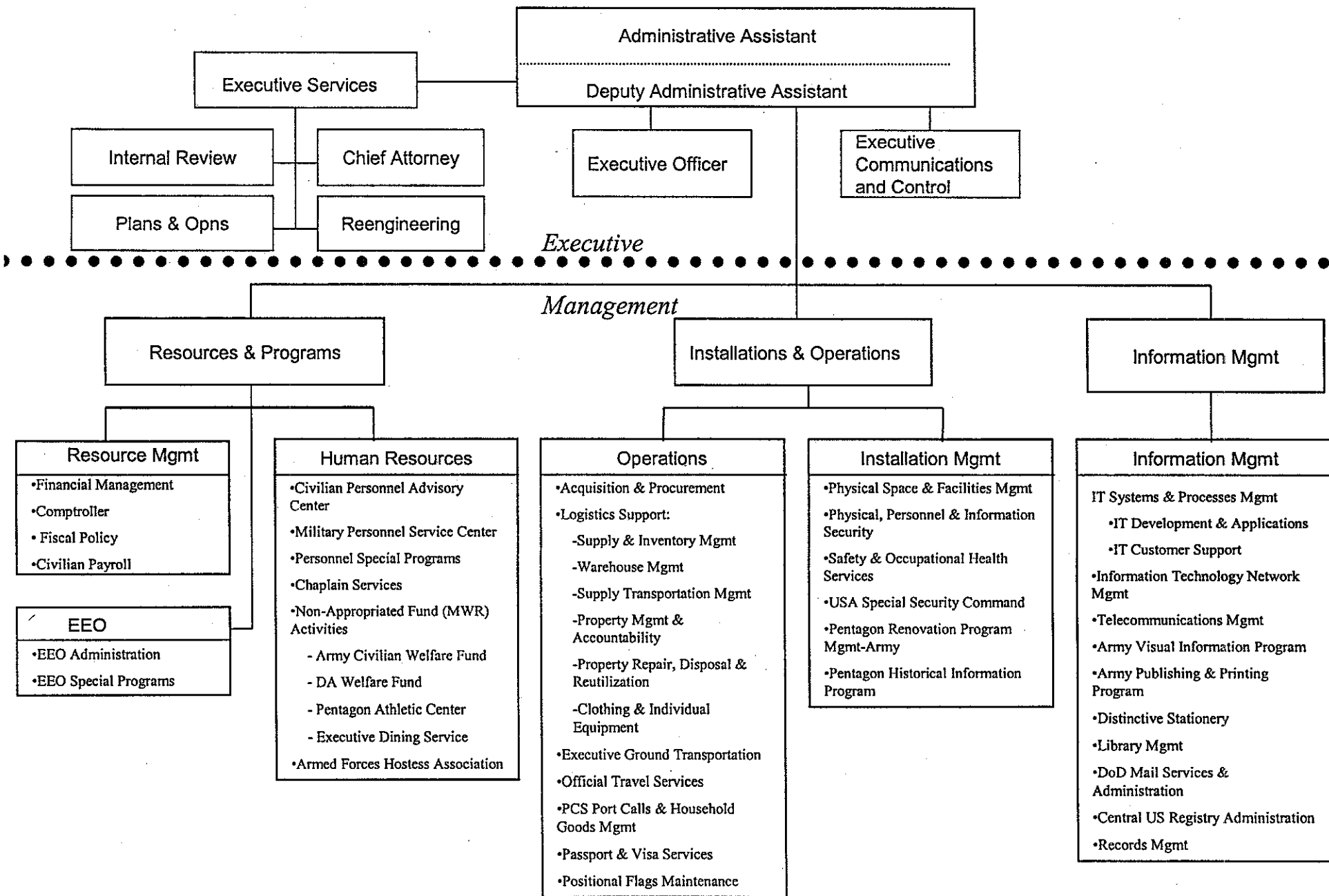
EXECUTIVE DIRECTOR, HQ SVCS-WASHINGTON  
(BASE OPERATIONS) W313AA

- **Proposed Transitional Structure**

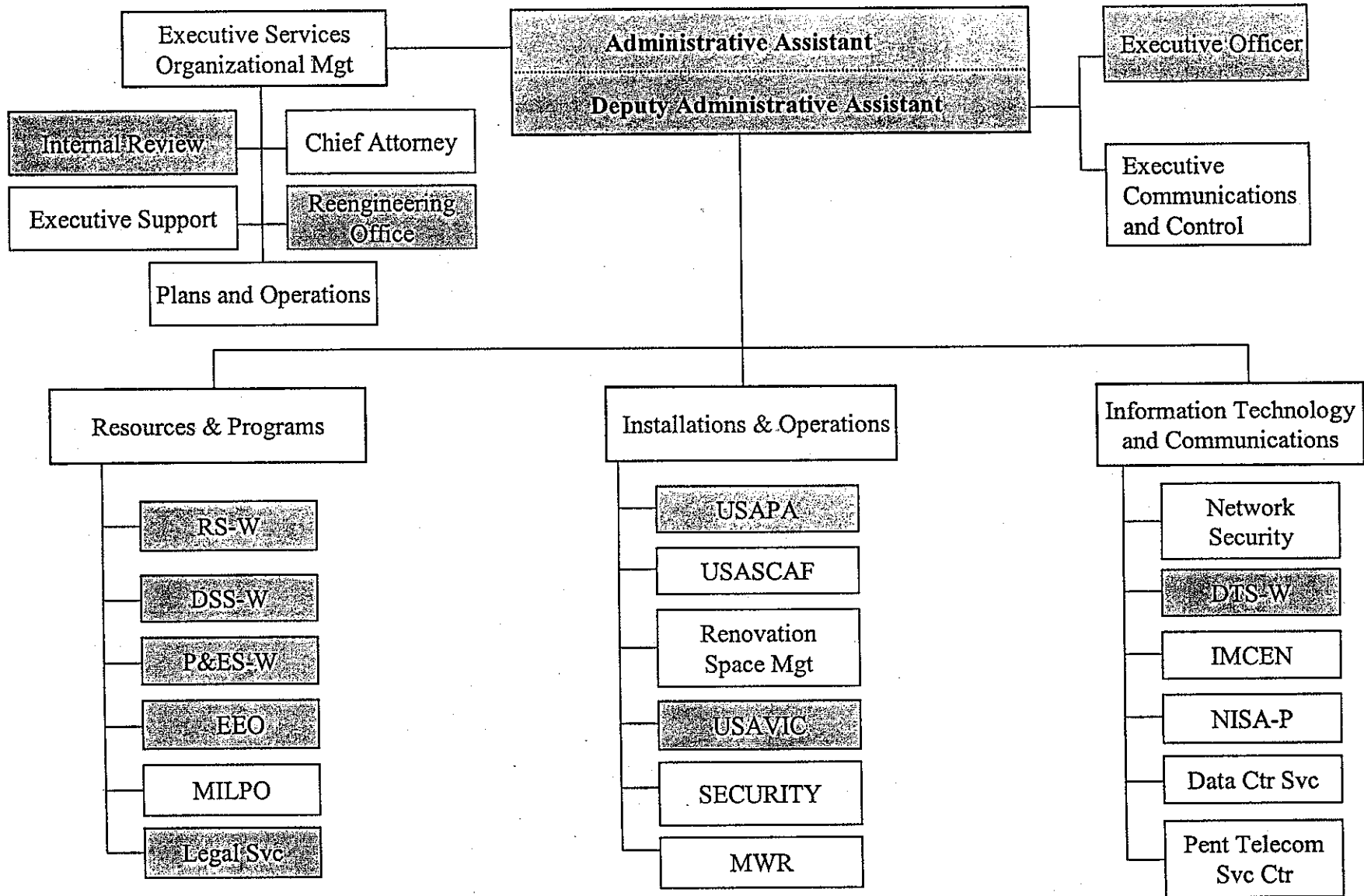
• **Separates Executive Director Functions into Individual Management Responsibilities**



# Combined Executive and Functional Structures



# Office of the Administrative Assistant to the Secretary of the Army (Functional Integration)

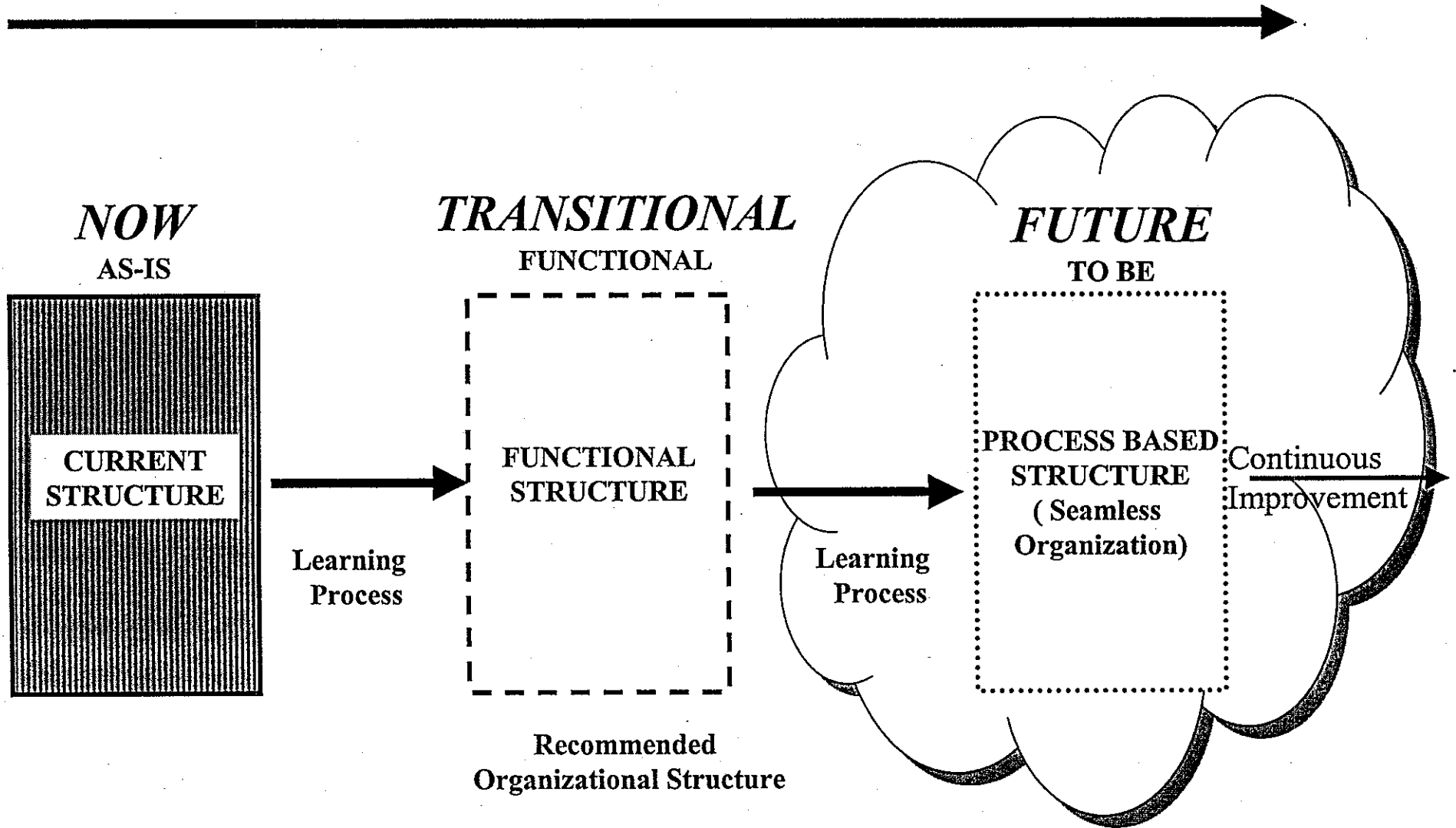


No change

(See Memorandum Subject: OAA Functional Integration Implementation Plan for details)

# THE WAY AHEAD

## A Three to Five Year Process





# Transitional Effects

- Communicates a Clear Delineation of AA/DAA's Executive Responsibilities to the Secretary the Secretariat and Our Customers
- Eliminates the Dual-Hatted role of the DAA as the Executive Director, Headquarters Services-Washington (HQSV-W)

*Executive  
Management*

- Establishes a Senior Executive Level of Management
- Realigns Current Agencies Under Each Core Function and Creates New process Owners
- Separates the Broad Responsibilities of the Executive Director, HQSV-W into Three Positions Responsible for OAA Core Competencies as Functional Integrators
- Retains Current Agencies' Leadership and Operational Processes and Minimizes Turmoil
- Fosters Senior Leader Development

# The Recommended Transitional Structure

- **Establishes a Structure to Support Six OAA Core Functions**
  - Creates an Executive Support Structure
  - Supports OAA Executive Agent Responsibilities
  - Creates an Internal OAA Management Structure

*Executive*

.....  
*Management*

- **Sub-divides Executive Director Responsibilities and Establishes a Management Structure**
  - Resource Management Function
  - Information Technology and Communications Function
  - Installation Support (Base Ops) Function
- **Establishes Process Owners as Functional Integrator**
  - Simplifies Process Development
  - Policy Development
  - Budget Formulation and Execution
  - Senior Leader Development

# **The Recommended Transitional Structure**

- **Consolidates MWR Functions and Responsibilities**
  - POAC
  - Recreation Services
  - GO Mess
  - Concessions
- **Consolidates Security Functions and Responsibilities**
  - Network Security
  - HQDA Security
  - Central US Registry
  - USA Special Security Office
- **Subdivided NISA-P into Three Functional Directorates**
  - Director, Network Infrastructure Services
  - Director, Data Service Center
  - Director, Pentagon Telecommunications Service Center

# The Recommended Transitional Structure *Supports*

**Our Mission** to support our customers

- **Our Vision** to be Recognized as the Best  
Today and Tomorrow
- **Our Strategy for the New Millennium**  
Change to a Seamless System  
Align People Processes with the New System  
Establishes a Plan to Manage the New System
- **Our Guiding Business Principles**
- The Army Performance Improvement Criteria (**APIC**)

**OFFICE OF THE ADMINISTRATIVE ASSISTANT TO  
THE SECRETARY OF THE ARMY**

**TRANSFORMATION**

**WHAT ARE YOUR  
QUESTIONS**

