

2003 Annual Report



OAA

This report is an assessment of our performance during the fiscal year 2003. We were committed to providing what our customers deserve: reliable, responsive and courteous service; and will continue to provide the right product, the right service, on time every time!

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Message from the Administrative Assistant



Twelve months ago, we faced what appeared to be insurmountable problems as we reduced our workforce by 25 percent, outsourced several key competencies, refocused our energies to address the changing business environment, and partnered with other DOD elements in meeting the challenges of the Global War on Terrorism. Yet, the past twelve months have been filled with infinite opportunities. What a difference a year makes!

At times it seemed as if we were engaged in a marathon that was sometimes interrupted by a one-hundred-yard dash. Nevertheless, we remained firm in our commitment to be the best support provider today and the only clear choice for tomorrow, and by doing so we became a stronger, more competent provider in virtually every product line. We did this by staying focused on our objective to adeptly balance the needs of our customers, our employees, and our stakeholders, while adding value to all three.

As change agents, we believe that the ideal time to initiate change is during challenging times, and clearly fiscal year 2003 afforded us numerous opportunities. While we are proud of all of the accomplishments discussed in this report, the following typify our commitment to meeting our customers' needs with responsive, innovative, cost-effective solutions. First, as a direct result of our ability to anticipate customer needs, be resourceful, and be flexible, the Army has been able to place and deliver the right people, equipment, and funding to meet the Coalition Provision Authority's requirements in support of Operation Iraqi Freedom. Next, we have been equally innovative and adaptive in partnering with DOD's Business Initiative Council and the Department of State to launch an electronic passport application process. This customer-focused innovation streamlines the application process, while assuring the legality and validity of the passport. Finally, our expertise in leveraging technology to solve complex IT challenges was realized through the fully funded Command, Control, and Survivability Plan that ensures survivability of the Pentagon's information technology, communication systems, and networks in the event of future attacks. Each of these accomplishments was significant, and all were achieved through the teamwork of our talented and dedicated workforce.

Energized by a sense of commitment, we have set more ambitious performance goals for fiscal year 2004. We are confident that we will meet and exceed these goals because OAA remains dedicated to being a stable force in uncertain times that can be depended on to deliver superior customer service through the teamwork and commitment of our people. We possess the components for continued success, and I firmly believe that our strengths will generate another banner year!

Administrative Assistant
to the
Secretary of the Army

Who We Are

In 1789 Congress enacted legislation that provided for a Chief Clerk to assist the secretary of war. As our young nation grew, the duties and responsibilities for the Office of the Chief Clerk also grew. The associated organizational entities significantly expanded and the title changed. Yet, throughout this long history, the tradition of unobtrusive, dedicated service remained a constant in the office known today as the Office of the Administrative Assistant (OAA) to the Secretary of the Army.

The personnel of OAA are extremely proud of this heritage and are fully dedicated to the central purpose of providing a broad spectrum of products, support, and services. The professionalism and customer service rendered by the personnel are steadfast. We address the most challenging management issues and provide innovative, customer-focused solutions to a wide variety of business initiatives, employing the most effective practices from both the public and private sectors.

The Administrative Assistant has duties in two distinct arenas: Executive Services and Base Operations Support.

The Executive Services function comprises special staff elements formed to assist the Administrative Assistant in carrying out Title 10 responsibilities: maintaining custody of all records, books, and papers of the Department of the Army; acting on behalf of the Secretary on administrative matters; providing advice on management issues and administrative continuity within the Army during normal changes; and serving as the primary Army point of contact for transitions between Presidential Administrations.

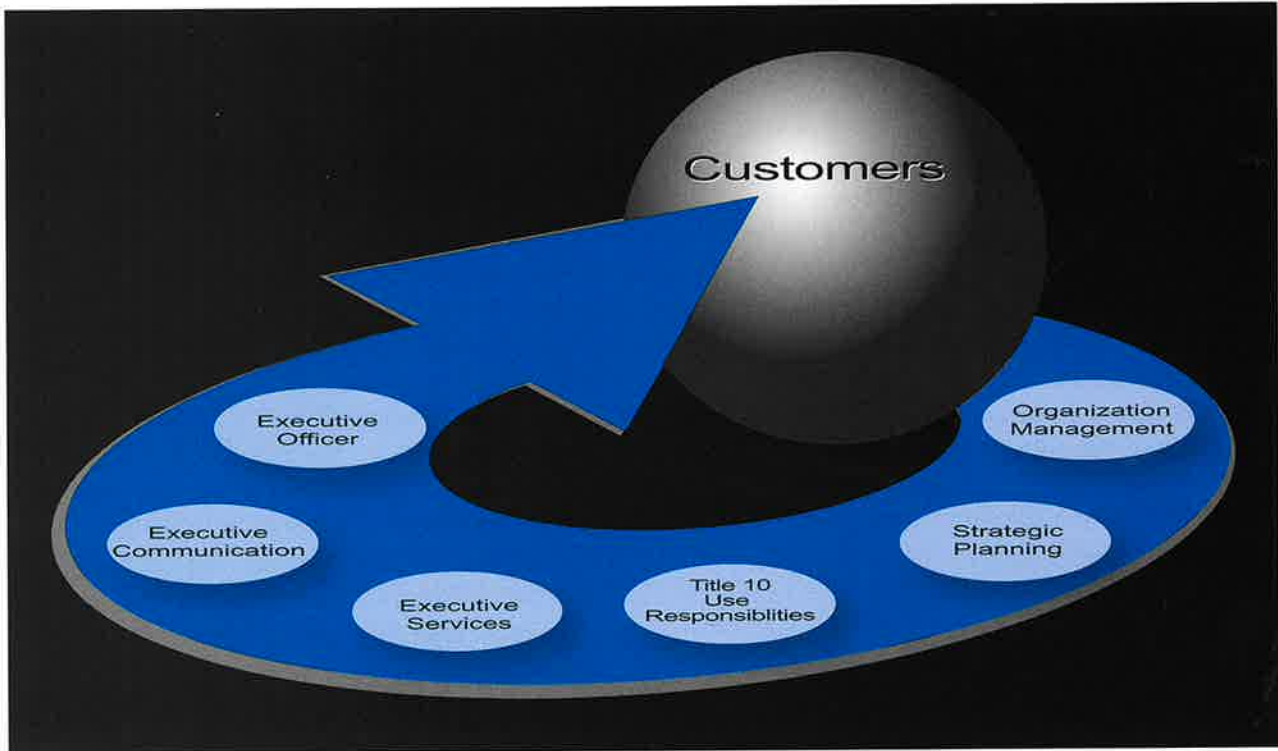
Base Operations Support activities are carried out through field operating agencies that provide administrative products and services to a diverse and dynamic customer base in three

distinct functional areas: Resource Management and Programs, Installations and Operations, and Information Technology. In this regard, the Administrative Assistant functions much like the commander of a major Army command, representing the interests of the Headquarters, Department of the Army (HQDA). Our customer base encompasses the Office of the Secretary of Defense, Defense agencies, and the Service Departments, as well as the Army's Headquarters, Staff support, and field operating agencies. The OAA is also engaged in collateral agreements and customer provider relationships with other Federal agencies. Our geographic network of products and services includes the Pentagon, major commands within the National Capital Region, and field agencies worldwide.

The OAA has evolved into an organization that performs consolidated support and service functions previously performed by other components. This consolidation of services allows our customers to focus on employing an overall management style that emphasizes an effective integration and collaboration throughout the OAA, both horizontally and vertically.

Our \$600M annual budget is constantly monitored, allowing us to keep pace with an ever-changing mission and responsibilities during an era of shrinking resources. Yet, our commitment to quality remains unwavering. We realize that to succeed we must ensure that we provide the right product, the right service, on time, every time! This means that we concentrate on the key elements of good customer service, manage well, and empower our military and civilian workforce to provide quality customer service.

Executive Support & Organizational Management



Oversight of the OAA includes many aspects, ranging from planning to coordinating executive services—the focus is on the customer.

As in previous years, 2003 was clearly a year of continuing change. Within HQDA greater focus on the Global War on Terrorism created an environment with a multitude of opportunities and challenges. Those opportunities and challenges translated into support requirements for the OAA. Within the OAA, we continued the implementation of our first 5-year strategic plan by concentrating on developing metrics consistent with requirements articulated in the Government Performance and Results Act and the President's Management Agenda. The transition of several principal officials and key senior leaders, the creation of the Coalition Provisional Authority, and the designation of the Secretary of the Army to be the Executive Agent, as well as our organizational desire to enhance the well-being of our personnel and improve our leadership team, provided a host of opportunities for our managers and workforce. Throughout the year, we met every challenge with precision, professionalism, and dedication, ensuring mission accomplishment on time, every time.

Strategic Planning

In 2003 we used our initial strategic plan to guide the organization as we considered its future. The initial strategic plan and performance plan developed and published in 2002 provided the framework to assist our Directorates in identifying their core processes and customer requirements in our ever-changing environment.

Our leadership team met in April to begin identifying reportable metrics that reflect not only the amount of support we provide to our customers, but also their assessment of how well we satisfy their needs. Two survey instruments were selected to solicit feedback from our external and internal customers. We define our external customers as those receiving our products and services in direct support of their missions. Our internal customers are our employees providing our products and services to our customers.

The Interactive Customer Evaluation (ICE) system is a Web-based system developed by the Department of Defense to solicit feedback from customers using a variety of installation support activities (for example, commissary, post exchanges, theaters, and gyms). The OAA was the first organization to implement ICE as a method of soliciting customer comments for its full range of functional support activities (for example, personnel, logistics, contracting, information technology, and security). Comments provide opportunities to improve our products and services. As we ended fiscal year 2003, we achieved an overall customer satisfaction rating of 96 percent.

To solicit feedback from our employees, we developed our own survey using the guidelines set forth in the Malcolm Baldrige National Quality Award criteria used to evaluate private industry and the Army Performance Improvement Criteria used to select Army units for the President's Quality Award competition. The OAA Organizational Assessment is also Web-based and provides an opportunity for all employees (civilian, military and contractor) to comment on how well our leadership team meets their needs. Although our Web-based assessment was developed in fiscal year 2003, it was developed so that we were able to compare data with two previous assessments. The comparative analysis performed following the September 2003 assessment was presented during the Executive Strategic Planning

Workshop conducted in October 2003. The results of this comparative analysis are included as updates to the OAA Strategic Plan 2005–2010.

These surveys provide significant measures of progress toward meeting our major strategic objectives. As we continue the implementation of our strategic plan we look forward to the challenges of the future. We are proud of the accomplishments of the personnel of our Strategic Planning Office as they continue to keep us focused during these ever-changing times.

Guiding Principles

- **Customers Come First:**
We know our customers, establish good relationships and ensure they are satisfied with our products and services.
- **We take care of our people:**
Our people are the prime contributors to our success. We recruit smartly and effectively manage, train, develop, motivate, and reward our talent.
- **Stewardship:**
We are guardians of the public trust; accountable for our resources.
- **Quality in Products & Services:**
Our competitive advantage is the continuous high quality of our products and services. We do it right the first time!
- **Encourage & Implement Innovation:**
We foster an environment that promotes and rewards innovative thinking and risktaking.

Executive Support & Organizational Management

Transition of Principal Officials and Senior Leadership Positions

The transition of political appointees between administrations following a general election is one of our primary missions. However, major changes in Army leadership created an unexpected workload, as well as an opportunity, for personnel assigned to our Executive Support Office.

In 2003, General Shinseki, Chief of Staff, Army, announced his plans to retire, creating a need to begin the transition for the incoming Chief of Staff, Army nominee. Secretary White's announcement of his planned departure, with the unexpected departure of two Assistant Secretaries, generated additional unanticipated support requirements.

While ensuring a smooth transition for the incoming Chief of Staff, assisting with the collection and compilation of information

papers and briefings, we began out-processing Secretary White and the two Assistant Secretaries, as well as starting preparations for a new Secretary of the Army nominee. Although the nomination of a new Secretary of the Army had not been completed prior to fiscal year 2003 closing, we began providing periodic updates to Army briefings to reflect the current political appointment status in anticipation of supporting the transition of a Secretary and Assistant Secretaries in 2004.

Our personnel eagerly embraced the challenge and consistently demonstrated their commitment to providing the best support possible and ensuring mission success with their "can do" attitude.



At his Farewell Review, Secretary Thomas White was presented the Outstanding Civilian Service Medal, by General Eric K. Shinseki.

Executive Support & Organizational Management

Chief of Staff Strategic Focus Areas

The global war on terrorism reminded everyone that all elements of our national power must be applied in a broad, unyielding, and relentless campaign to achieve success. To that end, the Army's senior leadership, with input from leaders and soldiers from every part of the Army, conducted an assessment of the Army, outlining issues on which to focus. This analysis provided the Chief of Staff, Army 16 immediate strategic focus areas through which combat commanders are provided "agile, versatile and strategically responsive forces, completely integrated and synchronized as members of the joint and interagency team." The 16 focus areas are interrelated and include "The Soldier," modularity, unit manning, installations, and resourcing, to name a few. We were, with the Office of the Director of the Army Staff, designated co-chair of the focus area on "Authorities, Responsibilities, and Accountability." Within this focus area, our mission is to enhance the effectiveness of Headquarters, Department of the Army by updating Army policies to reflect decisions made in the other focus areas and to document new missions assigned since September 11, 2001.

One of the first decisions implemented as a result of this focus area involves powering down decisionmaking authority to lower levels and defining ways to improve accountability at all levels. We have begun implementing delegations of signature authority to eliminate time spent by senior Army leaders on routine matters. As an organization, we are proud to have been selected to assist in developing innovations that will ensure success in winning the global war on terrorism, while supporting current commitments and preparing for new missions.

Committee Management Activities

As the Department of the Army's Committee Management Office, our mission is to maintain oversight of the management of all committees, boards, councils, and task forces. In this regard, fiscal year 2003 was a busy and productive year. Advisory committees, whether composed of subject matter "experts" from the private sector and academia or of personnel from within the Army, serve an important role for the Army and the Federal Government as a whole providing advice on a wide range of issues.

We coordinated the appointment of new members to 10 Army Federal Advisory Committees, working efficiently through a multi-step procedure involving the Office of the General Council and the White House Liaison Office. We played a key role in the initial stages of a revision to the Armament Retooling and Manufacturing Federal Advisory Committee establishing three new federal advisory committees: the Missouri River (North Dakota) Task Force, the Missouri River (South Dakota) Task Force, and the Army Amputee Care Program Board. We also worked diligently to validate and re-charter 35 intra-Army committees. The ability to manage these many and diverse bodies is further evidence of the flexibility of our personnel supporting the needs of the HQDA and beyond.

OAA Noncommissioned Officer of the Year & Soldier of the Year

OAA Noncommissioned Officer of the Year

SGT Laquisha Andrews-Hall, a native of Montgomery, AL enlisted in the US Army in January of 2000 and is a Personnel Information Systems Management Specialist (42F). She is best known for her enthusiasm and continues to strive to be the best noncommissioned officer possible. She is a career soldier with aspirations of becoming a Command Sergeant Major. Her hobbies include mentoring, singing, reading, and acting.

OAA Soldier of the Year

SPC Teresa Roshau is a Telecommunications Operator/maintainer (74C). Her career goals are to become a noncommissioned officer and eventually a warrant officer. Specialist Roshau extends the challenge all OAA soldiers to compete for the Soldier of the Year. She enjoys going to the ocean, fishing, clam digging, and outdoor sports.

Award Competition

The OAA soldier award competition consists of a board appearance in front of seven senior noncommissioned officers asking questions concerning basic soldier's survival skills, general military knowledge, and leadership skills. Points are also awarded for Army Physical Fitness Test scores and weapons qualifications scores. Each of the winners received the OAA coin of excellence and the Army Achievement Medal.

The runners-up were Sergeant Robert G. Bennett from the Army Operations Center Switch and Specialist Dhelice G. Harbin from the General Officers Mess. We are extremely proud of the six finalists, especially the two selected.



SGT Laquisha Andrews-Hall (left) is honored as the OAA Noncommissioned Officer of the Year. SPC Theresa Roshau(right) is selected as the OAA Soldier of the Year.

DA Staff Support Insignia & Unit Crest



Our Soldiers Proudly Wear the Newly Established Department of the Army Staff Support Insignia & Unit Crest

To recognize our soldiers for their association and contributions as a member of a HQDA Staff unit and to promote unit morale, we established a Staff Support Insignia and a Unit Crest. The shoulder sleeve insignia and unit crest were issued to all soldiers assigned to the OAA in an official ceremony hosted by Mr. Joel B. Hudson and Major General Robert Diamond. The crest and sleeve insignia have a long history associated with the military uniform. The design has its origin in the crest of the Coat of Arms of the United States and displays the national colors of red, white, and blue.

OAA Training & Developmental Programs

A Key to Attracting and Retaining Strong Leaders for the Future

During the development of our Strategic Plan in 2002, our leadership team recognized that the prime contributor to our success in providing outstanding customer service is our people and that quality of the workforce has a direct correlation on the overall performance of any organization. Within our organization, we also recognized that a significant number of employees will reach retirement eligibility within the next five years. With this impending reality, our leadership team created a strategic goal to attract, develop, maintain, and value a high quality and diverse workforce. While our goal recognizes that we will attract new talent, we also made a commitment to effectively manage, train, develop and motivate our existing internal talent and resources.

The implementation of this strategic goal began this fiscal year with the introduction of three developmental programs directly focused on our current personnel: Mentorship, Intern Training, and Leadership Development.

To provide increased training opportunities to a larger population of employees, we consolidated the scheduling of some key courses and made them available locally. Consistent with our strategic goals to improve well-being and leadership, we developed a new employee orientation program and provided courses on Basic Report Writing and Critical Thinking. In addition, we offered other courses to improve supervisory skills, such as Supervisor Refresher, Individual Development Plan Design, and Supervising Military Personnel. During fiscal year 2003, more than 120 supervisors and employees took advantage of the courses.

Leadership Development Program

Our Leadership Development Program provides an opportunity for employees in grades between GS-9 and GS-14 identified as having leadership potential in core career fields to become our organization's leaders of tomorrow. The program was established and designed to develop a cadre of competent leaders with professional skills to ensure that our organization of the future continues the legacy of providing customer-focused support. A carefully developed training plan navigates each participant through a series of learning challenges. During the two-year program each participant receives experience and on-the-job training through rotational assignments in a variety of functional Directorates.

Intern Training Program

To meet the challenge of sustaining a high quality workforce, we implemented an organizational Intern Training Program, which includes eight positions with growth potential to the grade of GS-11. These positions are considered core competencies needed in any organization and provide functional experience in management analysis, human resources management, budgeting, contracting, and information technology. This program provides an opportunity for some of our personnel in grades GS-5 and GS-7 to transition into designated career fields with greater career opportunities.

Mentorship Program

Our Mentorship Program recognizes the need to develop professional skills that will benefit both the employee and the organization. The first year of this program has attracted 70 employees and 33 senior-level civilian leaders. Our senior leaders are continuing their one-on-one involvement, informally, with 37 of the original 70 employees. When considering normal personnel attrition, with another round of early retirement, we consider our Mentorship Program a resounding success.

Executive Support & Organizational Management

Department of Defense Base Realignment and Closure (BRAC) 2005

In November 2003, the Office of the Secretary of Defense issued guidance through a series of policy memoranda outlining the objectives for BRAC 2005. In addition to realigning the base structure to meet the post Cold War force structure, BRAC 2005 will examine and implement, where feasible, opportunities for greater joint activities. Guiding principles for BRAC 2005 are to eliminate redundancy, improve jointness, eliminate duplication and excess capacity, and exploit best business practices. Seven Joint Cross Service Groups have been established, which include the following

functions: Industrial, Supply/Storage, Education & Training, Technical, Headquarters and Support Activities, Medical and Intelligence.

We were asked to provide subject matter support on the Joint Cross Service Group for Headquarters and Support Activities as a member of the Installation Management team. Our representative serves as a primary analyst for installation management and installation management support functions and activities such as real property management, real property maintenance, real property services, utilities, environmental services, resource management, installation services,

contracting, transportation services, equipment maintenance, retail supply services, food services, airfield operations, housing management, personal and family services, recreation services, fire and emergency services, installation security, safety administration, education, personal property management, and military exchanges.

We are fortunate to have a staff of highly versatile personnel capable of assisting with a broad range of highly visible issues. Our ability to react to and support a broad range of requirements on the HQDA staff is the foundation of what makes our organization “the best support provider today, and the only clear choice for tomorrow.”

Supporting the Coalition Provisional Authority

The Secretary of Defense appointed the Secretary of the Army as the Executive Agent for the Coalition Provisional Authority, which resulted in some unprecedented opportunities for our organization during 2003. We were appointed by the Secretary of the Army to manage execution of the Secretary of the Army’s Coalition Provisional Authority Executive Agency responsibilities, providing administrative support to initiatives associated with the rebuilding of Iraq and providing administrative support to the Presidential Envoy to Iraq.

On 2 April 2003, the Secretary of Defense directed the Secretaries of the Military Departments, the Office of the Secretary of Defense, commanders of combatant commands, defense agencies and field activities to provide support to the President’s post-war planning group in Iraq. This group was designated as the Office of Reconstruction and Humanitarian Assistance. The activities of this office were critical in helping to “create the conditions for transition to Iraqi self-rule and the withdrawal of coalition forces upon completion of their military objectives.”

On 21 May 2003, the Deputy Secretary of Defense designated the Secretary of the Army as the DOD Executive Agent for

the Office of Reconstruction and Humanitarian Assistance with the mission to provide administrative, logistics, and contracting support, as required, for the humanitarian relief and reconstruction of Iraq. The Army was selected as being the Department of Defense component best suited to provide this support because we have a track record of success in this role, as evident by our support during similar peacekeeping operations in the past, such as in Germany and Japan. The Acting Secretary of the Army designated the Administrative Assistant to the Secretary, to serve as his principal representative to coordinate and manage the Army’s administrative Executive Agency responsibilities.

On 16 June 2003, the Deputy Secretary of Defense dissolved the Office of Reconstruction and Humanitarian Assistance and established the Coalition Provisional Authority to assume the functions, responsibilities, and legal obligations previously assigned to the Office of Reconstruction and Humanitarian Assistance. Ambassador L. Paul Bremer, a 23-year career veteran of the U.S. Diplomatic Service, was selected as Administrator of the Coalition Provisional Authority.



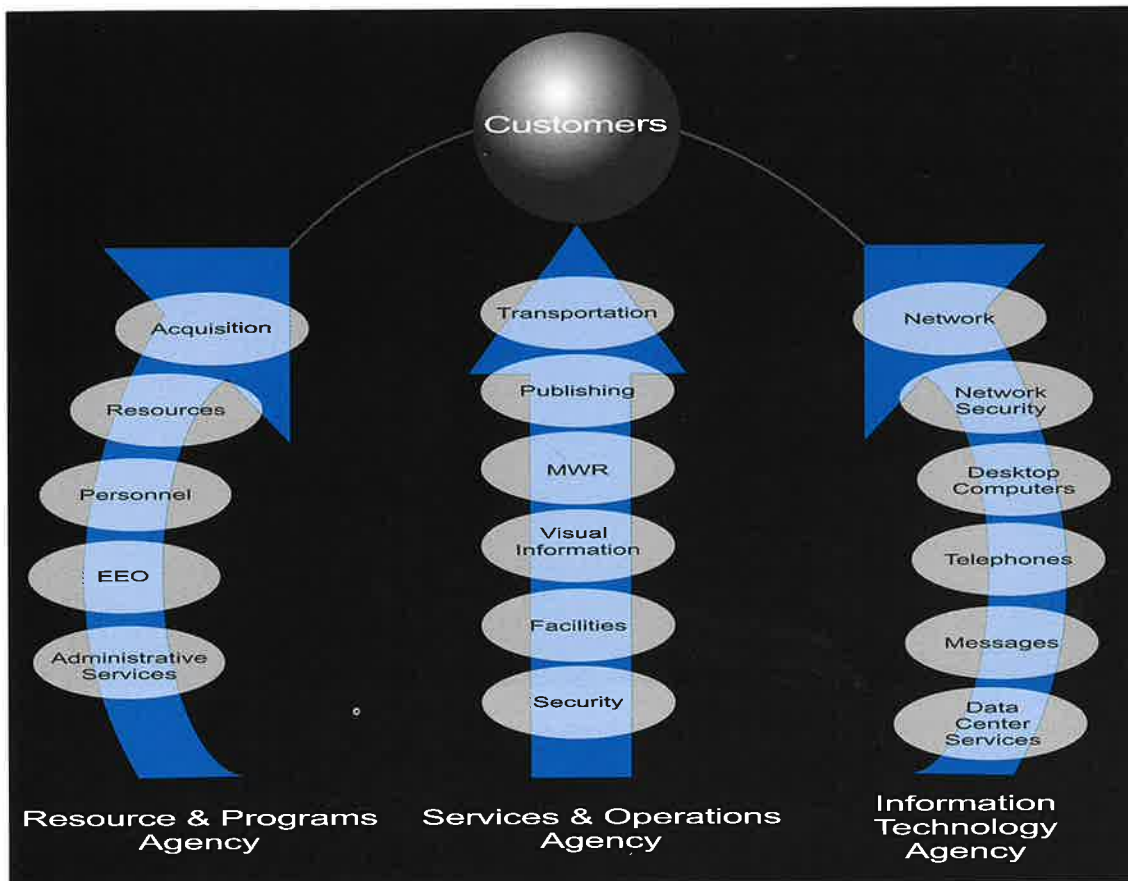
On 14 December 2003 Ambassador L. Paul Bremmer, Coalition Provisional Authority Administrator, and LTG Ricardo Sanchez, Commander, Joint Task Force Seven, speak to the media during a press conference at Iraqi Forum in Baghdad. The press conference covered the 13 December 2003 capture of Saddam Hussein by coalition forces in Tikrit.

Providing Assistance for the Restoration of Iraq

As soon as the Administrative Assistant to the Secretary of the Army was designated to manage the support to the Coalition Provisional Authority, our personnel began developing a Memorandum of Understanding transitioning the administrative support responsibilities from the Office of the Secretary of Defense to the Army and establishing a “support cell” to coordinate all activities required. Accomplishing this task required a team of functional experts assembled through partnerships with the Department of Defense, the Joint Chiefs of Staff, and HQDA representatives.

The Army Coalition Provisional Authority Support Cell was established prior to 1 August 2003 and serves as the central clearing house for requirements necessary to support the Office of the Secretary of Defense Coalition Provisional Authority Representative office and Coalition Provisional Authority (Forward) in Iraq. HQDA activities have detailed military and civilian personnel to staff the Army Coalition Provisional Authority Support Cell to provide administrative support in the areas of acquisition/contracting, budget and finance, information technology, military and civilian personnel, and logistics and supply services. Our personnel work closely with the Office of the Secretary of Defense Coalition Provisional Authority Representative office to ensure that the right people, equipment, and funding are available to satisfy reconstitution needs in an efficient and timely manner.

Completion of our Executive Agent mission supporting the Coalition Provisional Authority exemplifies our ability to focus on our customers, anticipate their needs, identify the changing requirements, and ensure every reasonable effort is made to satisfy the customer’s expectations. As a direct result of our efforts, the Army has been able to place and deliver the right people, equipment, and funding to meet Coalition Provisional Authority requirements. Responding accurately and in a timely manner has been the result of a collaborative effort between personnel assigned to the Office of the Administrative Assistant to the Secretary of the Army, Headquarters, Department of the Army, the Department of Defense, and joint defense activities, as well as several Federal agencies. We are extremely proud of our entire workforce in their efforts to support the Coalition Provisional Authority.



The OAA customer benefits from the strategic alliance and functional integration of Base Operations Support provided by Resource and Programs Agency, Services and Operations Agency, and the Information Technology Agency Directorates.

Base Operations Support

In our Base Operations Support effort, our strategies are focused on maximizing our resources to fulfill the needs of our customers, enhancing customer satisfaction, and making strategic alliances to capitalize on efficiencies. In this way, we add value to our products and services. We carry out our Base Operations Support activities through field operating agencies established to provide administrative products and services to a diverse and dynamic customer base through three distinct functional agencies: The U.S. Army Resources & Programs Agency, The U.S. Army Services & Operations Agency and The U.S. Army Information Technology Agency.

Not surprisingly, 2003 was a challenging and dynamic year in the Base Operations Support arena with achievements in all three functional agencies. Once again, it was a year of firsts with OAA instrumental in providing support to the Administration, the Department of Defense, the Department of the Army, and, more specifically, the soldiers directly involved prosecuting the global war on terrorism and supporting the Coalition Provision

Authority in Iraq. It was a year of partnerships as evidenced by our partnerships with Department of State in pursuit of electronic passports, with the Defense Logistics Agency to create a consolidated distribution facility, and with the Pentagon Renovation Program to relocate Army tenants to the newly renovated Wedge 2 space. Each joint venture was filled with opportunities, and each made a significant contribution to improving efficiencies. It was also a year of technological improvements with advances made in our messaging services, in our data storage capabilities, in our ability to detect network security instructions, and in our ability to ensure survivability of the Pentagon's information technology and communication systems and networks in the event of future attacks. Each step forward earned for us a reputation as a "best in class" organization. We are proud of our contributions to the Army and DOD, and know that we were able to meet these challenges because we worked with synergism, trust, and professional excellence.

US Army Resources & Programs Agency

The members of the U.S. Army Resources and Programs Agency are proud of what we do every day to make life easier for our customers. We attribute our success to three factors: the discipline and resourcefulness that underpins every service we provide, our ability to craft innovative solutions to the most challenging issues, and our people! Our members are among the finest in Government, and their hard work, professionalism, and talents have helped to make the OAA what it is today; and will determine its place in tomorrow's environment. The projects and initiatives accomplished during the past year are a testament that we have not only met the needs of our customers, but we are setting the stage for even greater accomplishments in the future.

Defense Post Office Maintains Security of Pentagon Mail

As executive agent responsible for providing official mail support, our mail screening operation continued to safeguard the Pentagon against the possibility of receiving any mail that may contain biochemicals, including Anthrax. Working with the National Academies of Science and the Pentagon Force Protection Agency, we continued to improve our screening procedures and upgrade our testing methods. During 2003, the Mail Screening Facility successfully inspected 2.4 million pieces of mail for biological threat, none of which tested positive for biochemicals or toxins.

We also took steps to further improve mail management, teaming with IMCEN to develop a Defense Post Office website. The website contains official mailing addresses of OSD, JCS, HQDA, Navy, Air Force and DOD concessions located in the Pentagon and can be accessed by anyone having a ".mil" e-mail address at <https://secureweb.hqda.pentagon.mil/dpo/index.htm>.

Supporting HQDA Records Management during Systems Changes

Although reorganizations, relocations, and the transition from the Modern Army Record Keeping System (MARKS) to an automated system, the Army Information Management System (ARIMS), caused us to postpone records management training and evaluations during 2003, we continued to keep 45 records managers and coordinators abreast of changes in record keeping procedures and requirements, met with records management officials from G1 and RMDA, and assisted IMCEN personnel in preserving records in the HQDA Tracking System while learning how to navigate ARIMS websites. We updated and automated our training materials and revamped how training will be conducted. In January 2004, training will be conducted in agencies focusing on records for which they are responsible and demonstrating how their personnel can navigate the ARIMS. Our goals and objectives are to continue stressing the importance of managing and preserving hard and electronic records that document HQDA history and provide support and services to the headquarters.

Passport & Visa Processing Increases

The war on terrorism and current world events has increased the demand for DOD personnel and contractors to obtain passports and visas. Our customer base has increased to include a much larger number of contractors. In 2003, the number of passports and visas processed exceeded 121,000 and 24,000, respectively.

As the Executive Agent for the Department of Defense, our relationship with the Department of State (DOS) spans more than 40 years. In addition to processing passports and visas, we also partner with the DOS in Passport Agent training around the world. During FY 2003, more than 1,100 DOD Passport Agents were trained.

Administrative Services Initiatives

In 2002, the Pentagon Library began its return to the Pentagon, when it opened the Pentagon Library Reference Center (PLRC) on the Concourse a year after the September 2001 attack on the Pentagon. In 2003, we completed our return by moving our entire collection to the Butler Building located just outside of the Pentagon near Corridor Two. Users can now receive reference assistance, request interlibrary loans, check out books and periodicals, e-books, search the internet, databases, and view the library catalog from three different locations: In the Butler Building with the main collection, the PLRC at the main concourse with essential resources, and the website: www.hqda.army.mil/library. We stand ready to meet our customers' needs any way we can.

As we plan for the future, we look forward to becoming a "Virtual" Library, providing more electronic resources at our users' desktops and serving more people with less space. To this end, we acquired and made available to the end user approximately 10 additional electronic databases, reducing the necessity for maintaining printed copies of certain materials. Our aim is to provide 60 percent of the databases we purchase to all users within the Pentagon at their desktops. Additionally, we began a project to digitize the Military Documents collection and already have more than 3,000,000 pages prepared for digitization. Once the Military Documents collection has

been completed, we will continue to digitize the Legislative History collection, and finish with some historical items in the general collection. Our goal is to provide access to these digitized materials, not only to the worldwide military community, but also to the general public. As new technology is implemented, our staff members are being trained to improve their technical skills to assist and train our patrons.

The Pentagon Library will be moving to its new location in 2006 and our vision is that this facility will be a "State of the Art Library," equipped with user-friendly systems and workstations. The planning committee, composed of RE&F Managers, Ritter Architects, ASBMN, and the Library team, has completed the first stage of planning for the new facility and will start with the second stage in December. We hope to provide high-speed internet access and efficient connections and perhaps extended hours (until 9 PM) so that we can fulfill our users' requirements in a convenient, comfortable, accessible environment.

The Pentagon Library provides services to Pentagon employees and other users of libraries in the National Capital Region (NCR) and extends to the international community, through the use of Fax, e-mail, and telephone service. We provided services to more than 4,000 local users at the PLRC alone in 2003.

Contracting Highlights

Our Contracting Activity established in 1884, continued to make history in 2003 by obligating over \$2.2 billion while providing "best in class" support to a diverse customer base in the NCR and supporting Operation Iraqi Freedom and the Coalition Provisional Authority. We provide a full range of contracting services in a wide variety of functional areas to include procuring supplies and equipment, research and development and professional services. We also manage one of the largest purchase card programs in the Army with approximately 2200 cardholders executing 87,000 transactions totaling \$92M. Additionally, we implemented the Customer Automated Reporting Environment (CARE) system enabling electronic payment authorization to reduce interest charges and increase rebates.

We supported DOD during Operation Iraqi Freedom helping create an infrastructure for a state-of-the-art media system in Iraq and we continue to provide contracting services to the Coalition Provisional Authority in Iraq ensuring their time sensitive, mission critical needs are met.

In research and development, our support to the National Defense Center for Environmental Excellence includes contracts researching methods to eliminate or destroy waste safely, and the potential of using household garbage to enrich soil.

In September 2003, we supported the U.S. Army Community and Family Support Center, providing lodging contracts for more than 250 Soldiers on Rest and Recuperation leave before returning to Iraq and

Kuwait. Our personnel met the initial requirement in less than 24 hours and ensured the success of this ongoing requirement in the future.

Information technology support is critical to all of our customers. In addition to the typical support contracts awarded each year, 2003 included a very complex contract to convert legacy systems for TRICARE, the DOD medical program for active duty and retired military personnel and their family members worldwide, to a more modern system.

In addition to servicing our customers' contracting needs, we also realize the importance of building the small business community as potential contractors to support DOD through our outreach program. This year, through our Small and Disadvantaged Business Utilization office, we conducted the first Asian American Small Business Showcase on the Pentagon Concourse, at no cost to participants, where Asian American companies exhibited their goods and services; we met with the U.S. Chamber of Commerce discussing concerns about contracting opportunities for small business; and we met with more than 300 small businesses to gather information and discuss future contracting opportunities.

We successfully met our customers' needs in 2003 as we continued to strive to improve the services we provide. We are proud of our personnel as they create opportunities for customers and contractors to partner with us as we continue our quest to be the best support provider today and the only clear choice tomorrow.

Equal Employment Opportunity Initiatives

Surveying the Organizational Climate

After experiencing extensive job restructuring and realigning across OAA, and recognizing that people are our most valuable resource, we understood that work force morale was vital to the future success of our organization. We needed to assess how the OAA work force felt about all of the changes taking place. Therefore, we developed an EEO Climate Assessment tool that to give us insight into the work force "climate." Rather than issuing the typical paper and pencil survey, we took a more proactive approach, using survey teams to go onsite and conduct private, one-on-one personal interviews with our civilian, military and contract personnel. Skilled interviewers surveyed 80 to 100 percent of the work force within each directorate (depending on its size) and collected responses to organizational "climate" factors such as leadership, cohesion, morale, equal employment opportunity and the human relations environment; all which have a direct impact on our ability to provide quality customer service and Army readiness. Survey results, not only identified organizational strengths and weaknesses, but also provided a valuable tool for leaders to see if their perceptions agreed with those of their staff. In addition, it helped leaders focus their organizational improvement plans and communication efforts in those human relations areas needing the most attention leading to a more effective and productive work place. We are continuing the climate assessments into 2004 to ensure we meet our goal of surveying 100 percent of the OAA agencies.

Establishing a Community Outreach Program

We established a partnership with the Hybla Valley Elementary School in Alexandria, VA, in support of the Army's initiative to increase community outreach efforts to mentor and encourage children to stay in school. This partnership has been a mutually beneficial to the Department of the Army and the Hybla Valley Elementary School system. In February 2003, in observance of African American History Month, 90 students from the first to sixth grade competed in our poster contest, drawing their favorite African American in history. We displayed ten winning entries in the Pentagon as part of the Army's African American History Month exhibit. In addition, we invited the young winning artists to the Army's African American History Month Program observance in the Pentagon auditorium where we presented the students award certificates and mementoes of their Pentagon visit in an on-stage ceremony. During April 2003, we were invited to participate in Hybla Valley's Annual Career Day, where we delighted an audience of approximately 120 fourth-and sixth-grade students with information about the Army's mission, a career as a soldier and the importance of Army Values.

EEO On-line Registration

In response to the President's Management Agenda to expand e-Government, we implemented the EEO On-Line Registration process that enables customers to efficiently register for training, special emphasis program workshops and other EEO sponsored activities. We consider this process extremely successful with more than 700 employees registering for services on-line during the first five months.

Equal Employment Opportunity Initiatives

Another Successful Year of Special Emphasis Programs

As in previous years, we provided a variety of auditorium programs, workshops, and training seminars throughout the year to celebrate various ethnic and cultural observances. Most notably, in September 2003, Vice Admiral (VADM) Richard H. Carmona, The Surgeon General of the United States, was our guest speaker for the Hispanic Heritage Month observance. VADM Carmona is also Commander of the United States Public Health Service Commissioned Corps. A Vietnam Special Forces veteran, Dr. Carmona is of Puerto Rican heritage and grew up in New York City. He shared his inspirational message with the audience on his remarkable journey from a disadvantaged inner-city neighborhood where prison or death at an early age was the norm, to arriving at the White House to be sworn in as the 17th Surgeon General of the United States. Dr. Carmona credited the lessons in discipline and sense of mission learned during his Army service with helping him advance his career.

Sign Language Interpreting Requests Increase

Requests for sign language interpreting services continue to rise. During 2003, 29 HQDA agencies submitted requests for more than 640 hours of interpreting services. These hours represent a 51 percent increase over 2002 and reflect our commitment to employee well-being by ensuring full access to training, staff meetings, office functions, programs, and career advancement opportunities for deaf and hard of hearing employees. We provide sign language interpreting services enabling our employees to maximize their potential through enhanced communication, which leads to increased employee satisfaction and improved customer service.

Record Usage of Scooters in the Temporary Electric Mobility Program

Our Temporary Electric Mobility Program (TEMP), a well-being program for our HQDA customers recovering from surgery, a serious illness, or injury that limits their mobility, saw record use during 2003. Through the use of a scooter, employees can, at their own discretion, return to work earlier than they could otherwise. During 2003, 28 employees took advantage of the scooter program and saved an average of 5 weeks of annual or sick leave per person, resulting in an overall increase of productivity of 5,600 hours or 3.22 work years of effort to the Army.

MENDING Relationships

In keeping with our Army values and guiding principles of creating a culture that promotes trust, respect, and open communication, we successfully settled 17 discrimination complaints using our alternate dispute resolution technique, known as Mediate Early and Negotiate Disputes (MEND). This represents significant cost avoidance to the Army because settlements of informal complaints range between \$1,200 and \$60K, while settlements of formal complaints have cost as much as \$100K or more. Since beginning our MEND Program in 2001, we have seen a slow, but steady, increase in its use in lieu of the traditional lengthy administrative process that often creates a continued adversarial working relationship. Getting managers and employees to come to the table with a neutral third party (mediator) to resolve discrimination complaints and work place disputes continues to be a challenge. To meet this challenge, we are continuing our extensive marketing campaign providing training, information booklets, briefings, and on-site visits to our customers discussing the tremendous benefits, both tangible and intangible, to all parties when MEND is used to resolve complaints at the lowest level possible.

HQDA Resource Management Initiatives

Supporting the Global War on Terrorism

We provided support to the Administration, DoD, DA, and more specifically the Army soldiers in prosecuting the global war on terrorism (GWOT). In response to an urgent need for a specific category of funds, we assisted OASA (FM&C) providing the Pakistani government with over \$100M for the transportation and sustainment of coalition forces. During the Operation Enduring Freedom and Operation Iraqi Freedom campaigns, Operating Agency 22 (OA22) funds were expended to support the increased requirements for such overseas needs as the second destination transportation costs to move equipment and APO Mail to the troops. As the Department of the Army began fulfilling its responsibilities as the DOD executive agent for the Coalition Provisional Authority (CPA), we began building another partnership with OASA (FM&C) as the principal operating agency to provide funds to support the CPA administrative requirements (for example, payroll, travel, and contracts). Additionally, we played a key role in policy determinations for the use of emergency and extraordinary expense funds, making funds available to provide injured and seriously ill soldiers opportunities to have their families near. Finally, GWOT and leadership special interest items led to over \$1B increase in fund allocation and a total annual funding program exceeding \$5B. OA22 Program Directors executed virtually 100 percent of the funds appropriated for mission performance in FY 03. We met the expressed goals of the Army leadership, executed the strategies of ASA (FM&C), and by year end, exceeded the expectations of its customers.

HQDA Realignment Efforts Continue

We continued to serve as a member of the Realignment Task Force Implementation Working Group chartered to achieve the intended outcomes of the Secretary of the Army/Chief of Staff decisions. The establishment of the Office of the Provost Marshal General and the Human Resources Command and the merging of the Civilian Personnel Advisory Centers and the Civilian Personnel Operations Centers (CPOCs) in the Civilian Human Resources Agency were three significant realignments. We were actively engaged in planning sessions and action teams, and in providing technical and political advice. Also, we worked closely with the Office of the Assistant Secretary of the Army (Financial Management and Comptroller), the Deputy Chief of Staff G-1 and G-3, the U.S. Army Force Management Support Agency, the Army Audit Agency, the Coalition Provisional Authority, the CPOCs, the Defense Finance and Accounting Service (DFAS), and the Defense Civilian Payroll System, to formulate and initiate the required manpower, financial, accounting, and civilian payroll transactions and documentation; for example, a comprehensive analysis of the ARPERSCOM and PERSCOM accounts and ledgers was required to merge the DFAS databases into a consolidated Human Resource Command FY 05 accounting structure.

Internal Review Initiatives

Exemplary stewardship continues to be a guiding principle across OAA. Our Internal Review staff supports this principle by providing objective and professional assurance and consulting services. Throughout the year, we worked closely with OAA managers to strengthen our management control environment and identify opportunities through which to reduce cost and improve efficiency. During 2003, we completed 44 requests for consulting and advisory services resulting in recommendations with a potential savings of approximately \$1.2M.

We also supported external audit organizations for example, the Army Audit Agency, completing 11 audits in contracting, publishing, transportation, executive services, and purchase cards. One very successful project was a joint effort with DODIG, the Service audit organizations, and several Internal Review Offices conducting a review of the DoD Government Purchase Card Program. The cooperative effort resulted in the development of proactive approaches for identifying misuse of government purchase cards and received The President's Council on Integrity and Efficiency Award for Excellence in October 2003.

Human Resource Management Initiatives

As the functional proponent for Human Resource Management programs and the servicing Civilian Personnel Advisory Center (CPAC) for HQDA, we played an important role in meeting HQDA realignment and OAA strategic objectives and in providing support to the Global War on Terrorism in FY 2003.

HQDA Realignment Task Force Initiatives Continue

In support of the continuing Realignment Task Force (RTF) initiatives affecting HQDA activities, we managed the HQDA Special Workforce Restructuring Buyout Authority, offering eligible employees an incentive to retire or resign to permit reshaping existing positions into positions that better support the organization's current mission and goals. This initiative resulted in 321 positions being restructured in 2003.

Another RTF initiative was to reduce the presence of soldiers in support positions throughout the HQDA, making them available for core military assignments. In July 2003, we eliminated virtually all military positions assigned to the Military Personnel Service Center (MPSC), freeing 46 military personnel assigned to support war-fighting efforts. The transition to contractor personnel was managed carefully to ensure the successful relocation of former MPSC soldiers with minimal impact to families.

Supporting the Coalition Provisional Authority

During FY 2003, as the Executive Agent to support the Coalition Provisional Authority (CPA), we provided a wide range of personnel activities from announcing vacancies to filling positions for 100 employees assigned, specifically, to support the humanitarian relief and reconstruction of Iraq. In addition to providing the typical personnel support required of all new hires, our support included processing all personnel actions, ensuring pay accuracy, and addressing various pay and benefits issues, as well as assisting employees with various entitlements associated with duty in Iraq and other associated overseas areas. We will continue to work closely with the OSD in carrying out our Executive Agency support mission.



Ms. Mary Costa, Mr. Leon Alexander, Mr. Lacy Saunders, and Mrs. Sandra Riley among others are engaged in an OAA Senior Leaders meeting.

US Army Services & Operations Agency

The members of the U.S. Army Services and Operations Agency regard challenges as opportunities. Thanks to a deep sense of teamwork and cooperation, our dedicated professionals met every challenge that came our way in 2003 with a sense of urgency and commitment. Where those challenges were the delivery of services or products to our customers, we truly strived to deliver excellence, timeliness, and quality... every day and every way. We strengthened our customer partnerships and we grew our customer base. Early indicators of the Interactive Customer Evaluation (ICE) system showed our reputation is growing too. We pride ourselves on being innovative in the day-to-day mission execution and strategic planning with our functional areas. The following accomplishments serve as an example of a few ongoing projects and new initiatives indicative of our commitment to our customers.

Pentagon Athletic Center

We are extremely excited about the new Pentagon Athletic Center (PAC) scheduled for completion in spring 2004. This modern facility will meet the fitness and readiness needs of both our current and future patrons. The new facility will be more than 50 percent larger than the current location and will be able to support up to 8,000 members per day. This 120,000 square-foot facility will have several new areas, including two multi-purpose rooms, one for badminton and volleyball courts and one for aerobics and stationary bikes. The pool in the new facility is twice the size of the former pool and includes a new technology ozone chlorinating system providing a healthy environment. Maintaining readiness through individual physical fitness in a headquarters environment like the Pentagon is a real challenge. We believe the new PAC enables us to meet that challenge and provide our patrons with an opportunity to meet their personal fitness and readiness objectives.



The new Pentagon Athletic Center pool is twice the size of the former pool and features a new technology ozone chlorinating system.

Visual Information Services

We continue to be the leader in providing world-class visual information (VI) products and services to the Pentagon for the Department of Defense (DOD), Department of the Army, Joint Staff, Service Departments (Navy, Air Force, and Marine Corps) and other DOD organizations and government agencies within the National Capital Region.

We provide first-class television and digital imaging services in support of major event productions and projects that include the U.S. Army Ball, Secretary of Defense Town Hall meetings, Presidential ceremonies, National Prayer Breakfasts, State funerals and rehearsals, Association of the United States Army conventions, Spirit of America shows, ethnic and heritage observances, high-level conferences, and senior public official, dignitary, and celebrity visits to the Pentagon. We also provide contract services for audio-visual productions; in fact, 18 such contracts were managed and awarded in FY03 totaling \$1.1 million.

Our customers also know us by the digital and chemical portrait photography studios we manage and operate in four locations within the National Capital region. We also provide still and motion picture editing, visual media library services, graphic presentation design and support, multi-media presentation support, camera-ready art, and imaging documentation and accessioning for the Army for the Pentagon and National Capital Region.

We also provide television production and studio operations in the Pentagon, remote operations support for major event coverage, and we manage and operate the Pentagon auditorium and conference rooms, as well as video duplication services. Annually, we conduct 15 large-scale television productions, and we produce 19,000 videotapes for major events and projects for our Pentagon customers.

The military, civilian, and contractor personnel of the U.S. Army Services and Operations Agency do what it takes to get the job done. We go "the extra mile" to deliver quality products and excellence in service to our customers. We strive to connect with our customer base to ensure their satisfaction. Our customers provide us with important feedback via the Interactive Customer Evaluation (ICE) system, and we take that feedback seriously. Our organizational elements have proactive customer outreach programs in place so that we can improve our business processes in delivering the kind of support that they've come to know and expect from us... excellence, timeliness, and quality... every day and every way.

Digitization of Army Publications

We manage the processes that turn policy and procedural information into authenticated, official Army-wide publications. With few exceptions, Departmental administrative publications are now digitized and posted to official Web sites instead of being printed. Digitized information (for example, electronic publications) saves postage, storage space, handling, and time. We've witnessed a cultural change in the way publications are used. The days of volume printing and distribution are waning. In 2003 more than 81 million visits to the Army Electronic Library were made through three Web sites and resulted in 19 million official publications and forms being downloaded. Our publishing services can be accessed at www.apd.army.mil. Although our electronic library is extremely active, there are still demands for official ink-on-paper products; especially to deployed units. More than 150 tons of publications (261,000 line items) were shipped to our soldiers in Afghanistan and Iraq. During fiscal year 2003, some 2.4 million published items were distributed.

We continue to work closely with the Installation Management Agency to identify, consolidate, and eliminate redundant command and local publications and forms. An example is to develop a single Army-wide publication for the policy and procedure (and a single form) to register a privately owned vehicle on every installation. The process, including electronically signing the form, will be Web-based and take place behind the Army Knowledge Online portal. Instead of developing a separate solution for each business process, we will deploy a set of enabling standards and technology to facilitate the functional communities' ability to quickly re-engineer and field solutions on a common infrastructure, allowing them to focus only on the business process.

The Army is a recognized leader in both Government and industry in the use of eXtensible Markup Language (XML), which facilitates the digital exchange and integration of textual data. We authored the DoD Military Standard 2361, Digital Publications Development, which established the XML requirements for use in all Army electronic publications. XML gives the soldier rapid access via links to very specific information on policies, procedures, training, tools, parts, and logistics information.

US Army Information Technology Agency

We are very proud of our achievements in 2003, and in terms of our metrics we continued to achieve some of the best results in our history while maintaining a passionate focus on meeting the needs of our customers, stakeholders, and employees. We continue to strengthen our commitment to deliver value to customers and partners through reliable product and service offerings, while mapping them to their stated needs and priorities—cost savings, efficiency, effectiveness, and standard of living improvements. We are very proud of the progress we made in the area of customer and stakeholder satisfaction, achieving in some areas a 4.78 rating on a scale of one to five in our annual survey this year. As always, customer, stakeholder, and employee success are the foundation of our culture.

Voice Telecommunications Switching Systems & Services

In 2003, we continued to support our customers' voice and switching needs by adding additional vendor choices, negotiating cost savings, and supporting military operations and disaster recovery activities for our customers in the National Capital Region. We were successful in providing a number of cost savings for our voice telecommunication and switching system customers by negotiating the elimination of disconnect fees for switched voice analog and digital lines, saving \$55.00 per disconnection. In addition, service installation charges for the same lines were reduced from \$105.00 to \$69.50 per line.

As a result of our continuing efforts to provide the best possible service to our customers, we expanded our customers' choices by adding more wireless services providers. Customers can place electronic orders for equipment and services, including wireless services, with multiple vendors all from our Web site. In April 2003, we began efforts to build a partnership with the Army's NETCOM, allowing our customers to purchase secure wireless phones and services using their existing Blanket Purchase Agreement (BPA), effectively offering our customers end-to-end security and priority services. We continue to transform existing procurement and billing processes to e-commerce by allowing agencies to request calling card services on-line via our Web site which now features an improved and updated consolidated electronic bill.

We took an active role in providing support to the war fighter in Operation Iraqi Freedom through a number of initiatives. We expedited requests for toll-free 800 numbers from the National Military Command Center in support of USS Comfort, the Family Assistance Center at Walter Reed Army Medical Center in Washington DC, and the United States Army Family and Community Support Center to provide soldiers and their family's toll free direct communications support. And finally, in support of local disaster recovery efforts, we facilitated the establishment of a disaster recovery site at Ft. Belvoir, VA, that is available at a moment's notice.

Cost for Desktop Services Reduced by 17 Percent

In 2003, we credit our success largely to the continued development and implementation of the HQDA information technology oversight model. Our model consists of three interrelated entities to provide guidance, direction, and structure on capital investments in the infrastructure. Our governance board reviewed and approved \$42 million in requirements while ensuring enforcement of technical and architectural standards. Meanwhile, we continued development of the budget process to track all the required funding supporting the HQDA desktop infrastructure. Using our total cost of ownership model, we have successfully reduced the cost of desktop services from \$5,102 per customer in FY2002 to \$4,226 in FY 2003.

We continue to focus on making IT processes easier for customers while ensuring quality IT services for HQDA. In our test bed, we tested, evaluated, and made recommendations on 152 hardware, software, and networking products for customers. We provided direct support to the Office of the Chief of Staff of the Army and the Chief Information Officer to evaluate and provide a real-time video/audio Web collaboration solution.

We revolutionized the requirements identification, approval, and distribution processes. We implemented a new tool to streamline the requirements process and ensure that customers' needs are met in a timely and effective manner. Meeting our customers' needs required that we serve as a central coordinator for customer IT relocations throughout the Pentagon. In 2003, we assisted in expanding the direct IT support provided by 12 agencies with approximately 2,000 users, most notably the Army G-3. We incorporated more than 15 agencies into the HQDA domain, and merged several smaller service desks into one cohesive HQDA Service Team. These consolidations required our employees to install 2,600 new personal computers (averaging over 50 new installations per week), add 338 SIPRNET machines, move more than 173 machines, load 1,300 pieces of software, and install 1,700 peripherals. Despite the turmoil, the HQDA Service Desk has a customer satisfaction approval rating of over 97 percent.



The Primary Technical Control Facility was recognized as the Transmission Facility of the year for 2002. The facility team is (left to right) Robert Jeffries, Donald Payne, Brian Chesney, Donald Green, Robert Letner, Robert Coreleis, Kenneth Glenn, Ronald Dawson, Onan Boman, Vincent Siber, Orlando Tony, and Bruce Ruth.

Transmission Facility of the Year

In 2003, Defense Information Systems Agency acknowledged the Pentagon Primary Technical Control Facility's efforts by recognizing them as the recipient of the Category 5 – GIG Transmission Facility of the year 2002. This award is noteworthy because the competition included 72 other facilities worldwide. The Pentagon Primary Technical Control Facility provides quality communications, rapid restoration, and status reporting to ensure reliable communications to all customers. This included providing secure and non-secure global telecommunications for our critical and diverse customer base in the National Capital Region and throughout the world. In addition, we provided technical direction, coordination, supervision, and operational support to the command and control communications and intelligence community (C3I).

Network Security Services

In 2003 the information technology community saw exponential growth of threats due to computer worms and viruses. We remained diligent as the frontline defense for cyber attacks on Pentagon computers, and thanks to a well-trained and dedicated professional team, the Pentagon suffered no major denial of service because of worms, viruses, or other hacker disruptive measures, despite the increase in the number of users for unclassified and classified systems.

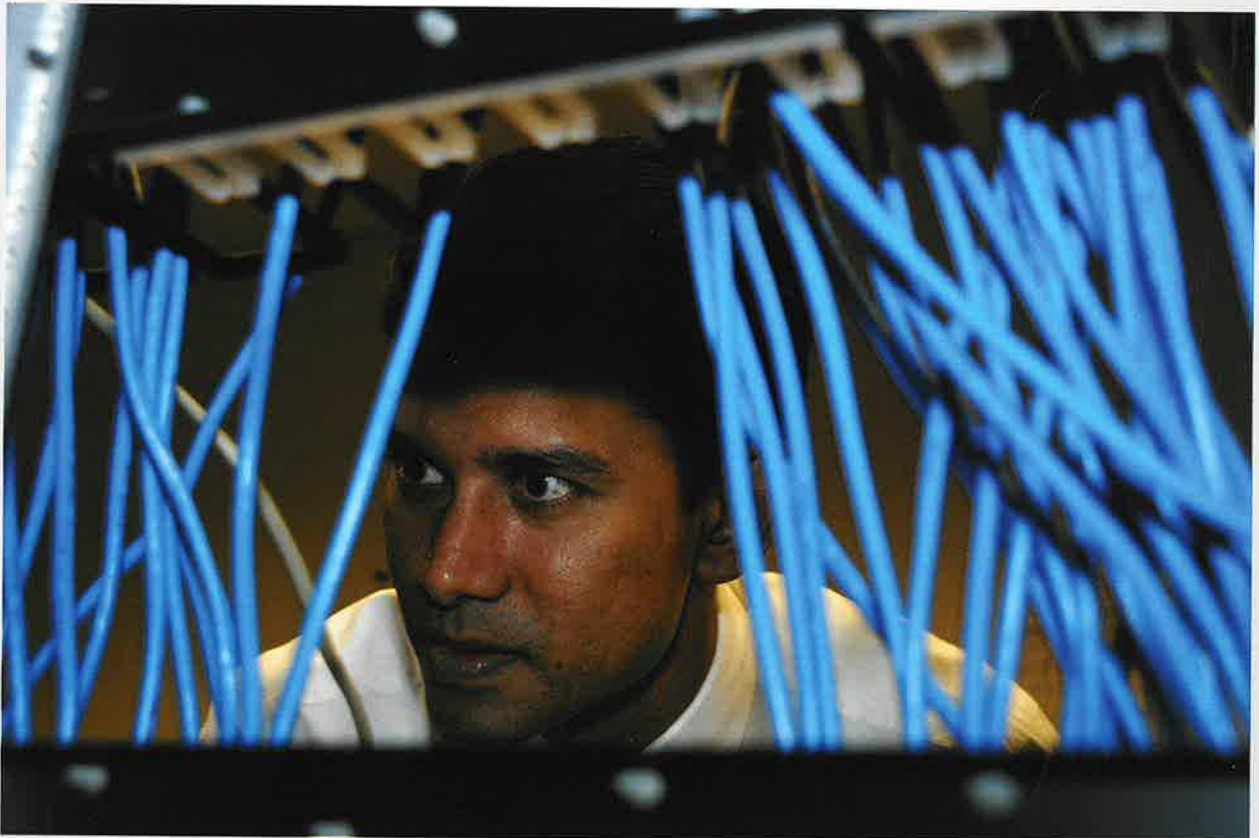
We undertook several key initiatives over the past year to significantly increase our IT security posture in the Pentagon. We planned for, and secured, resources to reduce Keyboard, Video, Mouse (KVM) switch vulnerabilities; we improved our frontline with best practice products in intrusion detection,

firewalls, vulnerability assessment, certification and accreditations, and others; we improved system patch management processes; and we continued to provide training and education for customers through our security forums, bulletins, policies, and security awareness programs.

In the conduct of the Army's regulatory Information Assurance Vulnerability Alert (IAVA) program, we consistently met or exceeded Army compliance levels visible at the highest levels within the Army. And, to continue to ensure the highest level of security, the Pentagon Computer Incident Response Team (PENTCIRT) continued to provide computer security incident management and responsive services to the Pentagon community.

Information Technology Integration

In 2003 we began focusing on two major initiatives to enhance the delivery of information technology services to the Pentagon community. First, we began to align our delivery of services to the IT service management best practices according to the Information Technology International Library (ITIL) standards. This is a long-term initiative to standardize processes and seek efficiencies improving quality of service while reducing the long-term costs. The second initiative was the development of the Pentagon Infrastructure Plan to provide the Information Technology Agency with a strategic plan for the lifecycle replacement and enhancement of the \$400M information technology infrastructure supporting the Pentagon Community. The plan describes the IT infrastructure now and defines the strategic direction for the infrastructure in the next 5 to 8 years. It is now the centerpiece for the FY06-11 Program Objective Memorandum budgeting submission.



Mr. Arun Rajasambandam, a systems engineer for Telecommunications Systems (TCS), inspects a Defense Telecommunications Service-Washington (DTSW) wire closet. TCS provides contractor support for the DTS-W.

Pentagon Telecommunications Message Services

New Operational Concept in Defense Messaging Installed

In April, 2003, the Pentagon Telecommunications Center initiated full-scale operation with new systems called Decision Agents to provide command and control organizational messaging services for the Pentagon. This introduced a totally new operational concept that made the Defense Messaging System (DMS) easier for the customer to use and less costly to support. Customers no longer needed Fortezza Cards or the DMS client software installed on thousands of desktop systems. Instead, Fortezza Cards reside on the Decision Agents, a concept called "Domain Fortezza." This initiative maximized the value of DMS to the customer by providing secure Web-based message preparation and access, keyword profiling on the content of messages and attachments, high precedence message notifications, and the capability to retrospectively search for messages.

DMS Receives Top Honors

In 2003, two of our personnel were recognized as Defense Messaging System Pioneer and System Administrator of the year. Mr. Timothy Gilmore received the Defense Messaging System (DMS) Pioneer Award, and Mr. Michael Bucceroni received the DMS System Administrator of the year award. Lieutenant General Harry D. Raduege, Director, Defense Information Systems Agency, cited their outstanding initiative, tenacity, and professionalism to make DMS a true success story for the Pentagon. General Raduege also recognized the Pentagon Telecommunications Center for its outstanding leadership in the Defense Messaging System (DMS).

The Pentagon Telecommunications Center pioneered the development of a professionally run central facility to support DMS Fortezza and directory management for a very large DMS customer base—the world's largest, the Pentagon. This proved to be a role model for achieving economy of scale and extremely reliable DMS operations. As a result, the Army, Navy and Air Force are adopting this same approach to improve their DMS operations.



The Defense Information Systems Agency awarded Mr. Timothy Gilmore the Defense Messaging System Pioneer Award for his achievements in making DMS a success.



Mr. Michael Bucceroni was selected as the Defense Information Systems Agency System Administrator of the year for his outstanding efforts in DMS.

OAA Employees in Community Service

OAA Leads the Way in the Combined Federal Campaign

As in past years, we administered the Combined Federal Campaign (CFC) for 2003 for all Army activities in the National Capital Region. Once again, Army was recognized with the CFC Merit Award for having a participation rate of more than 55 percent. The Army contributed over \$2.7M from HQDA military and civilian personnel from October through January 31, 2003. The 2003 campaign was the 15th consecutive year Army has raised over \$2M! We are very enthusiastic about the CFC program because it provides vital support to local and national charitable organizations.

Donations to Martha's Table Exceed Goal

Our employees sponsored a winter clothing drive for Martha's Table. Donations included everything from winter coats to socks and warm sleepwear to aid those in need. Martha's Table, located at 2114 14th St., NW in Washington, DC, feeds children, clothes and feeds the homeless, and provides valuable educational and life-enhancing opportunities and activities for needy families. Our Defense Telecommunications Directorate led the drive that delivered a truckload of donations, to include cash donations totaling \$38,512.00. The drive exceeded our goal by 28 percent.

"Suited for Change" Project Helps Women

Our Defense Telecommunications Directorate employees also extended a hand to the "Suited for Change" project to assist low-income women who are reentering the work place. These donations include new or slightly used professional clothing and accessories. Employee donations were brought to a central location, sorted, placed on hangers, bundled by item and delivered to the charitable organization in December 2002. "Suited for Change" is located in northwest Washington, DC. This charity for low-income women in the Washington Metropolitan Area provides women with career training and education as well as proper business attire.

Army Emergency Relief (AER)

We also administered the 2003 Army Emergency Relief (AER) Campaign, which included all Headquarters, Department of the Army activities in the National Capital Region. AER is a private nonprofit organization whose mission is to provide emergency financial assistance to soldiers in the form of essential emergency needs for food, rent, or utilities, transportation and vehicle repair, funeral expenses, medical and dental expenses, and personnel needs when pay is delayed. AER also provides education scholarships. During the 2003 campaign, we collected \$117,238.85.



The Defense Telecommunications Directorate's donations to "Suited for Change" have helped give confidence and assistance to women like Deborah Wolverton (above). Ms. Wolverton was the 10,000th client in the "Suited for Change" project.

OAA Executive Staff



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Mr. George Sullivan
Internal Review



Ms. Sherri Ward
Human Resources

OAA Values

● **Loyalty**

We are firm in our allegiances to each other, our organization, our mission and our country.

● **Duty**

We fulfill our personal and professional obligations.

● **Respect**

We treat others as we, ourselves, expect to be treated (and establish mutual trust).

● **Selfless Service**

We act for the "greater good" by putting our organization and customers ahead of our professional interests.

● **Honor & Integrity**

We do what is right, legally and morally.

● **Personal Courage**

We demonstrate the courage of our convictions (and accept personal accountability).

Copies of this document are available from:
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OAA

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