



OFFICE OF THE ADMINISTRATIVE ASSISTANT TO THE SECRETARY OF THE ARMY  
PROVIDING CUSTOMER-FOCUSED SOLUTIONS

**2005 REPORT TO STAKEHOLDERS**

THIS REPORT IS AN ASSESSMENT OF OUR PERFORMANCE DURING FISCAL YEAR 2005. WE WERE COMMITTED TO PROVIDING WHAT OUR CUSTOMERS DESERVE: RELIABLE, RESPONSIVE, AND COURTEOUS SERVICE, AND WE WILL CONTINUE TO STRIVE TO PROVIDE THE RIGHT PRODUCT, THE RIGHT SERVICE, ON TIME, EVERY TIME!

## 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 the guardians of the public trust—accountable for our resources.

### QUALITY IN PRODUCTS AND SERVICES:

Our competitive advantage is the continuous high quality of our products and services. We do it right the first time!

### ENCOURAGE AND IMPLEMENT INNOVATION:

We foster an environment that promotes and rewards innovative thinking and risktaking.

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The Office of the Administrative Assistant (OAA) to the Secretary of the Army remains committed to providing the best products and services to our customers and the world's best-trained Soldiers. During fiscal year 2005, the OAA strived for continuous improvement using the tools and techniques found in Lean/Six Sigma. We trained 85 employees in the concepts of Lean/Six Sigma and conducted several Value Stream Analyses and Rapid Improvement Events. Through these efforts we have made a number of improvements to existing processes to remove waste, reduce errors, and reduce costs. We consolidated four Program Support Offices into one Resource Operations Center, streamlining the processes for our internal military and civilian personnel matters, budget, and the special programs that run the OAA. Our Army Publishing Directorate

conducted a Value Stream Analysis on the Army policy publishing process. As a result of our analysis, the Army will be able to streamline the publishing process from over 400 days per publication to just under 175 days.

The OAA's commitment to the warfighter continues to be our number one priority. Over the past year, in support of the Global War on Terrorism, the Directorate of Logistics - Washington (DOL-W) shipped over 300,000 items—197 tons of technical publications and forms—directly into the theater of operation, with most arriving in less than 72 hours of receipt of the order.

Because of the OAA's Chief Attorney and Legal Services' expertise in responding to Freedom of Information Act (FOIA) requests for contract documents, the Office of the Army General Counsel used our program to answer all FOIA requests involving contracts for Iraq and Afghanistan.

This past year was a difficult one for hundreds of thousands of people affected by natural disasters. However, the OAA is proud to have been a part of several emergency relief efforts. For example, the HQDA Resource Management Directorate (Operating Agency 22) executed Army orders for the shipment of military equipment to areas impacted by Hurricane Katrina and recovery requirements resulting from Hurricane Rita. This report covers other examples.

The OAA's path to success has meant focusing on a strategic vision, functional integration and alignment, technology innovation, and most importantly, a commitment to deliver customer-focused solutions to our customers. As a part of the Army team, we know that enabling the Army Staff in their support to the warfighter—through our dedicated service and the responsible management of resources—validates us as a relevant and ready leader in these extraordinary times. We are driven to provide superior service and are steadfast in upholding the Army values. This total commitment to service and continuous improvement has established a strong foundation on which we continue to provide unwavering service and support to the Army and the Nation.

A handwritten signature in cursive script that reads "Sandra R. Riley".

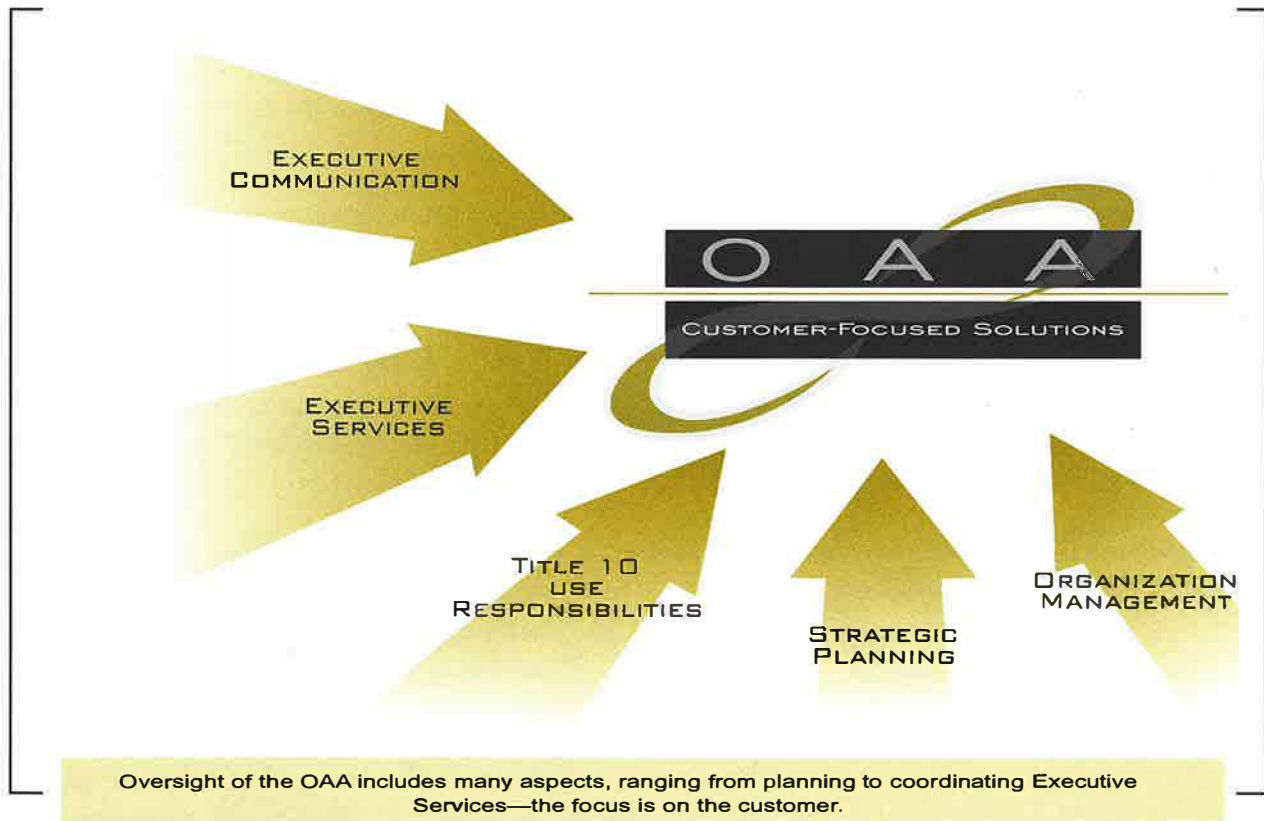
Sandra R. Riley  
Administrative Assistant to the Secretary of the Army

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 the 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 carries out work in two distinct arenas: Executive Services and Base Operations Support.

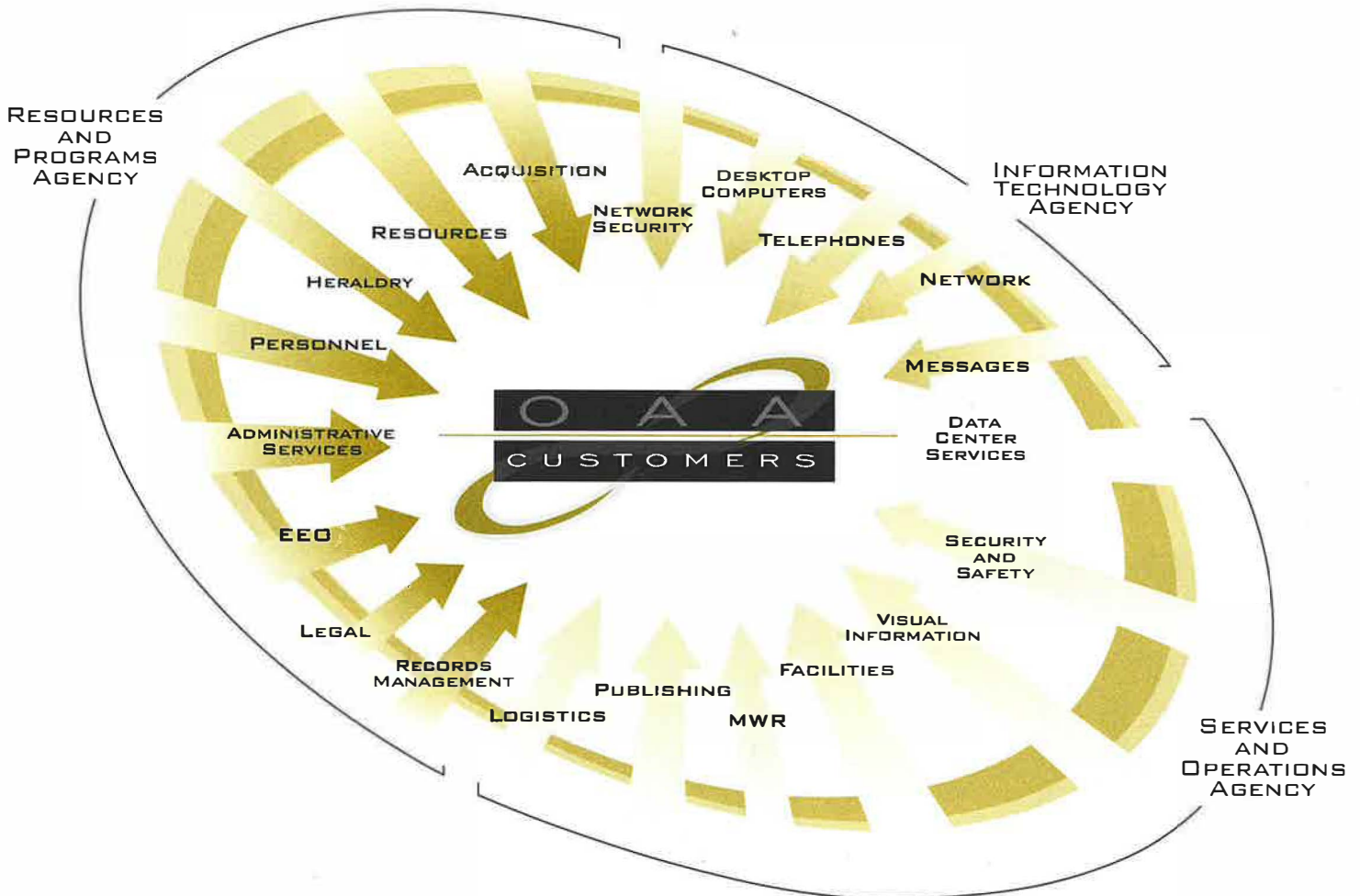
Executive Services functions comprise special staff elements formed to assist the Administrative Assistant in carrying out Title 10 responsibilities including: maintaining custody of all records, books, and papers of the Department of the Army; acting on behalf of the Secretary on administrative matters; 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: Resources and Programs, Services 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 \$636 million 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.



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

For the Office of the Administrative Assistant, 2005 was a year of continued focus on our customers. Our support to you, our stakeholders, never wavered. We were committed to providing what our customers deserve: reliable, responsive, and courteous service. Using the concepts found within Lean/Six Sigma, we focused on ways to continuously improve our processes in order to meet our many varied customers' needs. While the Global War on Terrorism continued, we focused on providing logistics and declassification support to the warfighter, as well as processing numerous Freedom of Information Act (FOIA) requests involving contracts for Iraq and Afghanistan. Further, in support of emergency relief efforts, we executed an OA22 annual funding program of \$8.5 billion. During fiscal year 2005, the OAA worked hard to find Walter Reed Soldiers opportunities for meaningful activity outside of the hospital while recuperating from combat wounds in support of Operation Warfighter. In the information technology arena, we have greatly increased our ability to provide continuous, survivable command and control communications support. As we reflect back over 2005, many highlights and significant events shine brightly. Here is a brief glimpse into some of our major accomplishments during fiscal year 2005.

### ***Lean/Six Sigma Initiatives***

For several years, the OAA has recognized the need to review our processes and improve our delivery of products and services to our customers. In past years, our continuous process improvement efforts have been focused on strategic initiatives set forth in our Strategic Plan. And we have made tremendous progress toward improvement in all areas of the OAA.

Early in fiscal year 2005, our Strategic Planning Office (now the Business Transformation Office (BTO)) became the focal point within the OAA for the Secretary of the Army's initiative to transform the institutional Army. In March 2005, the BTO spearheaded training on Lean/Six Sigma within the OAA by sending three of its analysts, along with two auditors from the OAA Internal Review (IR) Directorate, to the leading corporate university's course on Six Sigma. This training produced a total of five Lean/Six Sigma Green Belts within the OAA. This summer, we sent two additional BTO/IR personnel to Lean/Six Sigma Gold Belt training.

We recognize that Lean/Six Sigma is a driving force behind the great changes the OAA is making to become a more effective and efficient organization. As we improve the OAA, our customers reap the benefits in improved delivery of OAA products and services. We are excited to be a part of the business transformation effort within the institutional Army.



The OAA Directors participated in Lean/Six Sigma training held in May 2005.

### **Support to the Global War on Terrorism**

The OAA's commitment to the warfighter continues to be our number one priority. Over the past year, in support of the Global War on Terrorism, the OAA's Directorate of Logistics - Washington (DOL-W) shipped over 300,000 items—197 tons of technical publications and forms—directly into the theater of operation, with most arriving in less than 72 hours of receipt of the order. Additionally, the DOL-W supports the Army's Rapid Equipping Force (REF) in the Global War on Terrorism by providing Department of Defense Activity Address Codes for the REF to deploying forces throughout Central Asia. As these transitions progress, the DOL-W continues to evolve and improve its processes by building on the foundation of solid support to the Soldier, while always striving for perfection to ensure its position as the only clear choice for logistical support in the region.

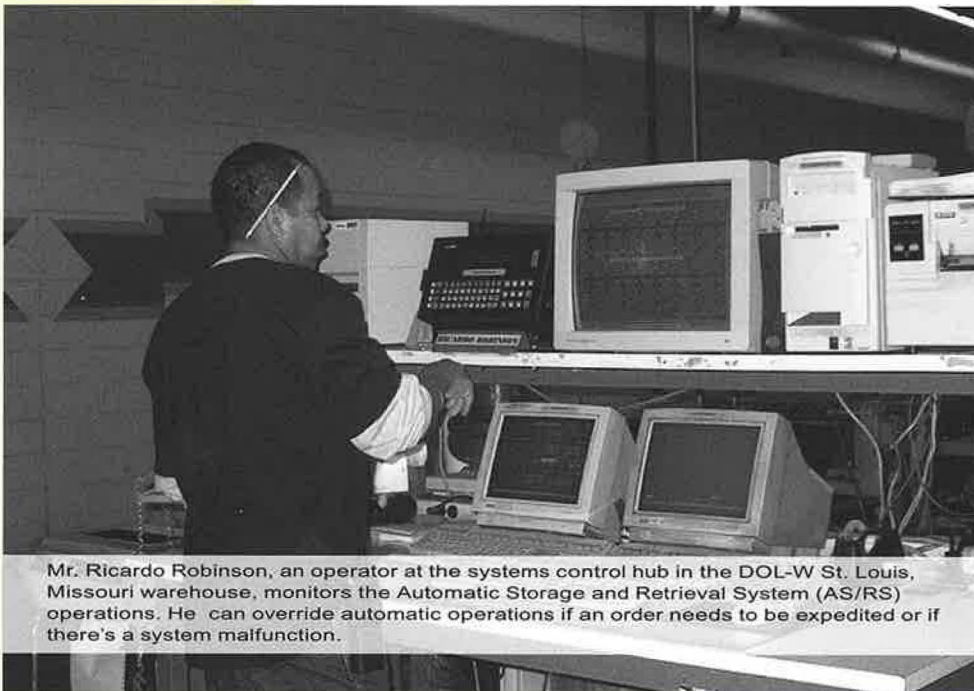
The OAA's Records Management and Declassification Agency (RMDA) administers the Army's FOIA/Privacy Act Programs and implements their policies and programs in a timely manner. The RMDA implements and oversees Army's role in implementing Executive Order 12958, Sections 3.3 and 3.4, Declassification Program. It plays a key role in the Global War on Terrorism by ensuring that millions of pages of classified material are reviewed annually to prevent inadvertent release of highly sensitive material. In support of veterans, veterans' organizations,

Congress, and the general public, the RMDA also serves as the Department of Defense Executive Agent for the research of combat records related to Agent Orange, Gulf War Illness, and Post Traumatic Stress Disorder.

Because of the OAA's Chief Attorney and Legal Services' (CALs) expertise in responding to FOIA requests for contract documents, the Office of the Army General Counsel used our program to answer all FOIA requests involving contracts for Iraq and Afghanistan. Many of these actions involved the sensitive balancing of FOIA's general policy to disclose information to the public with the Army's legitimate security concerns. The increased complexity of the FOIAs received this year, coupled with an aggressive fee-collection program, resulted in CALs collecting over 27% higher fees from requestors this fiscal year than last year.

Following 9/11 and in support of the Global War on Terrorism, the RMDA developed 1) processes to identify weapons of mass destruction (chemical, biological, radiological, and nuclear) and critical infrastructure information and 2) ways to protect them from public release and the potential of getting into terrorists' hands. The success of our existing processes and ongoing efforts to streamline and focus on maximum production have put us ahead of schedule in meeting the first Executive Order deadline of December 31, 2006, for the review of all textual Army records subject to automatic declassification.

On March 15, 2005, the Defense Telecommunications Services – Washington (DTS-W) successfully activated long haul telecommunications access at Camp Victory in Iraq. DTS-W worked with the Network Enterprise Technology Command/ Enterprise Systems Technology Activity, Defense Information Systems Agency, and U.S. Central Command to provide those in Baghdad with a U.S. dial tone when dialing an access code from their Baghdad phones. Camp Victory was also interested in mapping a U.S. area code to enable those in Iraq to dial U.S. military leaders commercially if they cannot be reached through the U.S. military provided network.

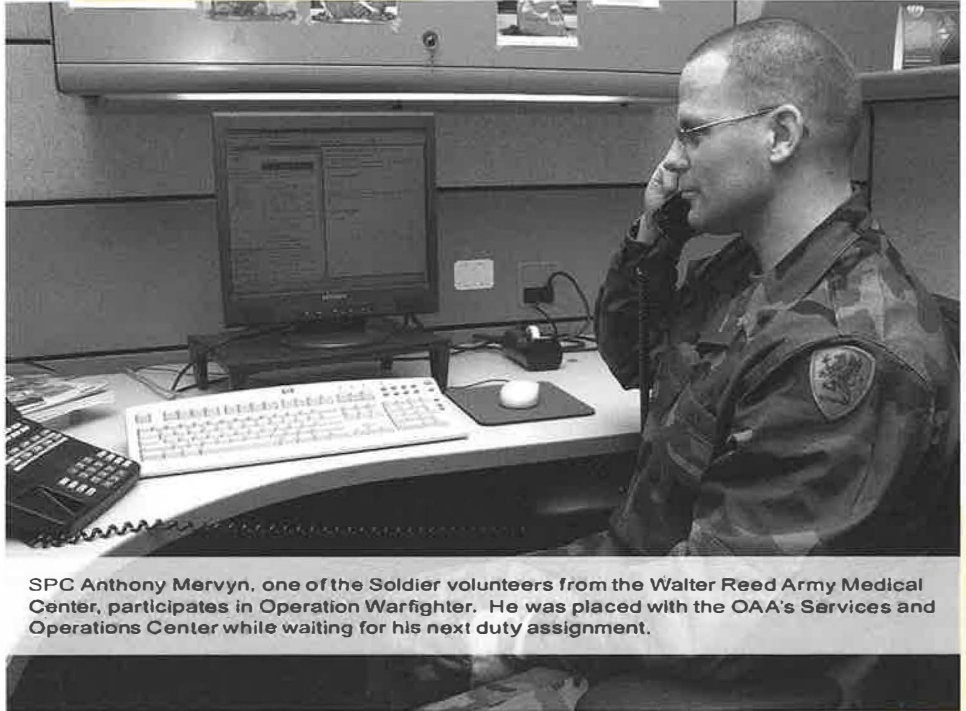


Mr. Ricardo Robinson, an operator at the systems control hub in the DOL-W St. Louis, Missouri warehouse, monitors the Automatic Storage and Retrieval System (AS/RS) operations. He can override automatic operations if an order needs to be expedited or if there's a system malfunction.



***“Operation Warfighter”–  
Working to Build a Better Team***

The “Operation Warfighter” program was initiated by the Deputy Secretary of Defense to provide Soldiers, Sailors, Marines, and Airmen at the Walter Reed Army Medical and Bethesda Naval Medical Centers an opportunity for meaningful activity outside of the hospital while recuperating from combat wounds. The program enabled Pentagon offices to take advantage of the considerable talents and dedication of service members being treated in these two facilities. It also reinforced to those recuperating that they are still invaluable and needed members of the Defense team.



SPC Anthony Mervyn, one of the Soldier volunteers from the Walter Reed Army Medical Center, participates in Operation Warfighter. He was placed with the OAA's Services and Operations Center while waiting for his next duty assignment.

During fiscal year 2005, the OAA's Human Resources Management Directorate (HRMD) Military Personnel Division assumed responsibility to assign Soldier volunteers from Walter Reed while they awaited transitions to new duty stations or discharges. Working with the Office of the Director of the Army Staff, HRMD placed an average (during any period of time) of 25 Soldiers into positions throughout the Army Staff, the Secretariat, and the Pentagon, with 2 of the 25 Soldiers coming to work at OAA.

***Emergency Relief Efforts***

In the immediate aftermath of Hurricanes Katrina and Rita, DTS-W provided telecommunications assistance to a number of DOD activities in the affected areas. DTS-W was successful in providing communications links for the Defense Information Systems Agency, Corps of Engineers, Naval Research Lab, National Guard Bureau, and Department of Defense Inspector General's Office in a matter of hours.

Amid budget pressures from the war in Iraq, rising fuel and personnel costs, and the need to rebuild the Gulf Coast, Operating Agency 22 (OA22) was successful in justifying and obtaining supplemental funds to support a variety of extraordinary Army programs. For example, Congressional appropriations for the Emergency Supplemental Appropriations for Defense, the Global War on Terrorism, and the Tsunami Relief resourced HQDA's efforts to counter improvised explosive devices and surges in fuel charges for second destination transportation. HQDA was also able to meet the need for rest and relaxation for our deployed Soldiers and the elevated tempo of HQDA operations in areas supporting Operation Enduring Freedom and Operation Iraqi Freedom.

The HQDA Resource Management Directorate (OA22) also executed Army orders for the shipment of military equipment to areas impacted by Hurricane Katrina and recovery requirements resulting from Hurricane Rita. The execution of mission funding (\$4.1 billion) and supplemental funding (\$4.4 billion) combined for an OA22 annual funding program of \$8.5 billion.

### **Command and Communications Survivability Program**

The OAA's Information Technology Agency (ITA) has greatly increased our ability to provide continuous, survivable command and control communications support to our customers by partnering with the Command Communications Survivability Program (CCSP). Through this partnership we have replaced outdated equipment and have created an environment to protect our customers' critical data.

Through implementation of the CCSP, the Pentagon Data Center (DC) now has a fully redundant alternate data center site that is a complete mirror image of the DC's customers' data and applications. Therefore, the DC assets and information will be survivable in the event of a disaster. The ability of the DC to continuously deploy IT infrastructures in a survivable environment has garnered the DC as a flexible, survivable, secure, and manageable enterprise that has optimized its service-level agreements.

The CCSP for the Defense Messaging project was completed in fiscal year 2005, and culminated with a ribbon-cutting ceremony led by Mrs. Sandra Riley. This project provides a robust, secure, web-based command and control messaging system. Powerful duplicate information systems were modified and installed to replicate all messages, customer access, and profile information synchronously, within 7 – 15 milliseconds between the sites.

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THE OFFICE OF THE ADMINISTRATIVE ASSISTANT HAS A RICH HERITAGE AND A DISTINGUISHED TRACK RECORD OF REINVENTING ITSELF IN RESPONSE TO THE SECRETARY OF THE ARMY'S COMMITMENT TO PROVIDE HIGH-QUALITY SUPPORT SERVICES TO THE HEADQUARTERS. OUR PATH TO SUCCESS HAS MEANT FOCUSING ON A STRATEGIC VISION, FUNCTIONAL INTEGRATION AND ALIGNMENT, TECHNOLOGY INNOVATION, AND MOST IMPORTANTLY A COMMITMENT TO DELIVER CUSTOMER-FOCUSED SOLUTIONS TO OUR CUSTOMERS. THE NEXT SIX SECTIONS HIGHLIGHT, BY STRATEGIC GOAL (CUSTOMER, LEADERSHIP, PROCESSES, COMMUNICATION, FINANCIAL, AND PEOPLE), THE RESULTS OF OUR EFFORTS DURING FISCAL YEAR 2005. WE BEGIN BY HIGHLIGHTING OUR EFFORTS FOR YOU, OUR CUSTOMER, AS WE CONTINUE OUR STRONG TRADITION OF PROVIDING CUSTOMER-FOCUSED SOLUTIONS.

We make every attempt to know our customers and anticipate their needs. Through surveys and customer service training, we strive to ensure our customers are satisfied and identify changing requirements and potential new customers. The OAA is one organization meeting the diverse needs of many customers. We strive to ensure our customers understand the broad spectrum of the OAA's products, services, and capabilities. To facilitate understanding, the directorates across the OAA communicate and promote each other's services. The following items highlight our customer-focused operations during fiscal year 2005:

### ***Expanding Mission Requirements to Meet Customers' Needs***

This year the mission of the Chief Attorney and Legal Services (CALS) Directorate – to provide professional legal support, services, and advocacy to enable our customers (the Office of the Administrative Assistant and its subordinate organizations) to successfully accomplish their missions – grew markedly. There was an unprecedented increase in the number of legal reviews for our major client, the Defense Contracting Command - Washington (DCC-W), with a 39% increase over fiscal

year 2004. In addition to supporting DCC-W's many time-sensitive acquisitions for its Pentagon customers, CALS provided critical legal support for their efforts related to the reconstruction of Iraq. Our key legal advice on complex contracting matters enabled DCC-W, the Program and Contracting Office, and other national and international agencies (including the United Nations) to better accomplish their missions in Iraq.

As we use Lean/Six Sigma to improve the OAA from the inside, we know we must also remember that the OAA is, first and foremost, a customer service organization devoted to giving the best service to all of our customers. While most Internal Review (IR) offices focus solely on providing services to offices within their own organizations, we have developed a reputation for great customer service throughout the National Capital Region. In the past year alone we provided IR services to Washington Headquarters Services, The Adjutant General, Defense Security Service, Office of the Chief – Legislative Liaison, and Office of the Secretary of Defense.

### ***Equally Supportive to All***

The Institute of Heraldry (TIOH) has maintained a steady output of interesting and diverse projects in support of all military services, Federal agencies, and the Executive Branch. During this past year, the bulk of our work involved organizations and units participating in Operation Enduring Freedom and Operation Iraqi Freedom. In support of customer requirements, TIOH created many new emblems, medals, and insignia; this includes the Close Combat Badge, the Heroes 9-11 Medal of Valor, campaign medals for Iraq and Afghanistan, a Medal of Honor flag, Army band regalia designs, and service medals for the Department of Agriculture and the National Oceanic and Atmospheric Administration. We also prepared insignia for many Army Special Troops Battalions.



One of the diverse projects supported by The Institute of Heraldry is the creation of Presidential seals. Here Mr. Michael Craghead puts the finishing touches on one of the 64 seals.

In addition, TIOH Illustrators completed 218 color art designs, flag specifications, and patch drawings for the Air Force. They also designed 125 Shoulder Loop insignia for ROTC and JROTC units. Although the majority of our efforts are in support of Army and Air Force units, we were very pleased during this fiscal year to create emblematic designs for 31 Navy and Coast Guard ships and organizations. Some of the most visible products made at the Institute are the 15-inch organizational seals displayed by DOD, Federal agencies, and the Executive Branch. As fiscal year 2005 was coming to a close, we were honored to receive a request from the White House to create 64 Presidential seals to support their demanding national and global requirements.

Finally, quality assurance inspections were conducted at 24 Military Clothing Sales Stores throughout the United States. Our technical experts inspected a total of 19,580 insignia items to ensure that our Military Forces are purchasing items that meet exact specifications.

### ***Transforming Pastoral Care to Enable a Relevant and Ready Workforce***

During fiscal year 2005, the Pentagon Chaplains Office continued to transform pastoral care for all faith groups enabling the workforce to be relevant and ready to advocate and win the Global War on Terrorism. We expanded our volunteer workforce and adopted an approach of value-adding ministry. Through numerous book distributions, book signings, and information tables, we met face to face with over 11,000 employees and provided over \$305 thousand worth of religious materials and program support. Throughout our efforts, we represented all the major faith groups by utilizing numerous grants, gifts, and volunteer hours donated to the faith communities. These cost-saving activities ensure that our average of over 30 religious programs weekly and our extensive counseling load (equivalent to a parish of over 25,000 people) will continue to meet the needs of the Pentagon community.



The Pentagon Chaplain hosted Chasing Elvis, a contemporary Christian rock band, in the Pentagon Courtyard, August 25, 2005.

Further, we transformed our methodology to more effectively reach our customers with a variety of religious coverage and events by providing presentations of religious music that ranged from contemporary Christian rock to a patriot presentation by a community charity group. Additionally, we hosted well-known members of the faith community to motivate and encourage our workforce. Drs. Charles Stanley, Tony Evens, and D. James Kennedy each had breakfast with over 200 members of the workforce and all provided motivational presentations. Dr. Luis Palau, a Hispanic pastor, spearheaded his DC Festival to begin Hispanic American month. The Jewish community dedicated a Sefer Torah scroll and ark in a historic service in the Memorial Chapel the week before Passover, and the Islamic Community sponsored the Annual Iftar during the month of Ramadan.



U.S. Air Force Colonel Ronald Gevry takes advantage of the OAA's Equal Employment Opportunity Temporary Electric Mobility Program (TEMP) while he recovers.

### ***Meeting the Needs of our Customers***

Word of the OAA's Temporary Electric Mobility Program (TEMP) continued to spread and the demand for scooters rose again during fiscal year 2005. The Directorate of Equal Employment Opportunity purchased four new scooters to more effectively meet the needs of our HQDA customers as they recover from surgery, a serious illness, or an injury that limits their mobility. Forty-nine customers took advantage of this well-being program and returned to work on an average of one month earlier than they would have otherwise been able without the program. The per customer average totals 7,840 hours or 3.8 work years of maintained and/or resumed productivity for the Army and the Department of Defense.

In April 2005, the Executive Director, Information Technology Agency (ITA) targeted the consolidation of all ITA customer support services at the Consolidated Customer Service Center (CCSC), located at Fort Detrick, Maryland. The CCSC will provide Tier 1 support with limited Tier 2 oversight for operational incident handling and service requests that are currently the responsibilities of the ITA Service Centers. The primary

focus for Tier 1 is rapid incident response and resolution; notification of affected customers; and controlled execution of the incident response and problem management processes. Continued downsizing and budgetary pressures, plus increased customer demands and round-the-clock/round-the-world ITA supported operations, mandate that ITA provide customer help desk service in the most standardized, cost efficient, and readily available manner possible. Initial Operational Capability of the Call Center was demonstrated on August 29, 2005, and a phased centralization of Call Center operations is planned during fiscal year 2006.

As the OAA's Information Management Support Center's customer base continues to grow, the response to our customers continues to remain high. Tier I technicians opened approximately 79,948 tickets and resolved 22,839 on the first call. Tier II resolved 63,029 with an average time to resolve of 11.09 hours.

In conjunction with the Pentagon Renovation and Construction Program Office, the Pentagon's first large-scale blade server implementation was completed in the new Pentagon Telecommunications Center. This provides the most powerful servers for the Pentagon's e-mail routing, directories, command and control, and many other applications. A major benefit of blade technology is greatly reduced power and space requirements.

In addition, the ITA is in the process of implementing blade servers to replace the numerous servers throughout the agency. The mission is to reduce the amount of space required to support servers and increase space available for user offices. The blades will also support customers' disaster recovery and continuity of operations (COOP) requirements. In addition to space and COOP benefits, the new blade platform will increase server efficiency using the blade's processor and memory sharing capabilities. The resource sharing alleviates the need to increase memory or processors for individual servers.

The Pentagon Athletic Center (PAC) offers many special events to help our customers reach their fitness goals and to achieve a sense of accomplishment, motivation, and increased self-confidence.

Further, these events demonstrate the fitness resources available by encouraging participants to use various equipment and areas throughout the facility. For instance, during the Treadmill 5K, held in February 2005, participants learned how to use one of the many built-in programs found in the newest models of treadmills at the PAC.

The center's trained staff is dedicated to providing the members with events that are organized, challenging, rewarding, and in some cases, educational. For example, in June 2005, they conducted a 30-day Weight Loss Challenge. This successful event provided the participants with the tools needed to achieve their own individual weight loss goals. Each day, during the month of June, a fitness tip was sent to each participant, highlighting areas of nutrition, exercise, physical fitness, and so forth. At the end of the month, the participants were weighed and the winners were given prizes.

The PAC also offers bimonthly body composition testing which helps members increase their fitness levels by measuring their actual overall body fat percentage. The test is conducted using a near-infrared body composition analyzer which gives quick and accurate body fat evaluations.

People of all ages, body types, and fitness levels have benefited from these events, and the coming year promises to provide the members with an array of events that will be a challenge for the beginner as well as the elite athlete.

The U.S. Army Priority Air Transport (USAPAT) Detachment provides exceptional customer service to each and every passenger they fly. Safety is of paramount importance. The majority of the following figures are for the Military District of Washington, and a few are for Germany. Hawaii's small numbers are not included in these totals. In fiscal year 2005, the USAPAT pilots flew over 3,543 incident-free and accident-free total miles. This figure included 1,727 passengers, 180 trainers, and 267 missions.



A proud member of the Pentagon Athletic Center uses state-of-the-art fitness equipment to stay in shape—physically and mentally.

### ***Utilizing Technology to Meet Customers' Needs***

The Information Management Support Center (IMCEN) played an important role in the upgrade of all IMCEN-supported desktops and laptops to the Army Golden Master (AGM) configuration by the end of September 2005. During the past year, we have purchased and fielded over 4,600 replacement desktops and laptops with this configuration. We have also installed AGM on over 4,000 more existing workstations, many of which required memory upgrades. We were able to successfully complete this project on-time, one of the largest upgrade programs of its type ever done, using advanced processes and software automation tools.

Additionally, the OAA's Information Technology Agency consolidated the SIPRNet data backups from the Deputy Chief of Staff, G-3; Deputy Chief of Staff, G-8's Programs, Analysis, and Evaluation Directorate; and IMCEN into a single Enterprise backup solution, providing a single entry point for administration/configuration. This minimized hardware and personnel resources required to manage the backups for all three

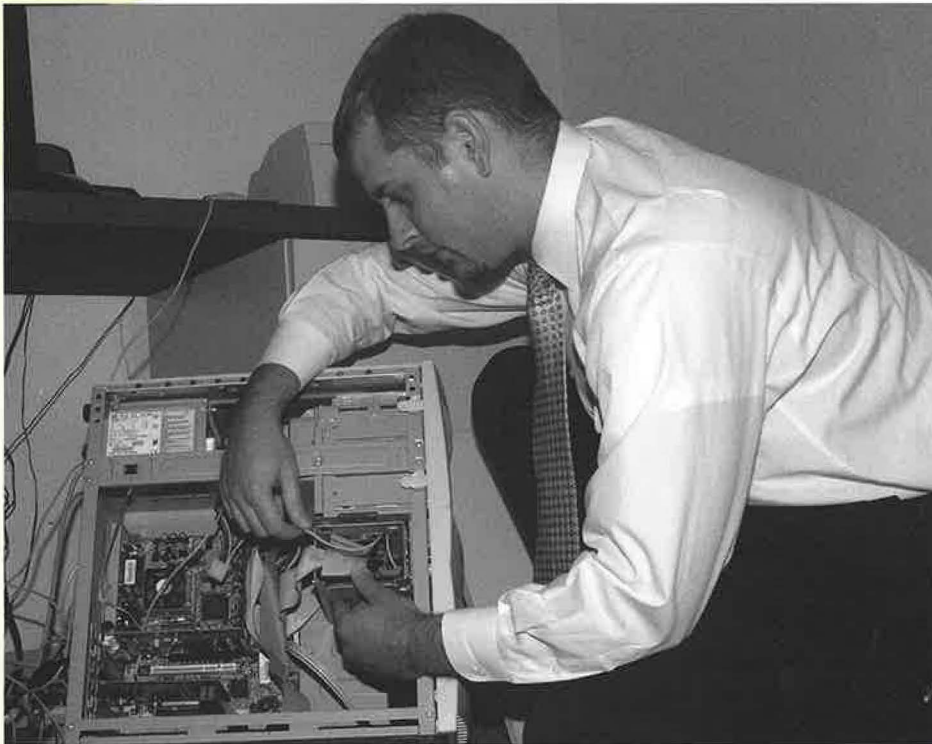
agencies. The consolidated backup system, in addition to cost savings of reduced equipment and personnel, also increases backup consistency as a more reliable and updated system is used to perform the backups.

Another example of utilizing technology to meet customers' needs is the completion of the migration of the IMCEN supported NT domains and users to the Department of the Army Active Directory domain DAHQ. This initiative required that we migrate over 8,500 users, 450+ servers and complex network systems. We also completed NT to Active Directory migrations for seven agencies that were formerly supporting their own users, files, and servers. The execution of the migration was completed in less than 60 days for all of our supported users and the additional agencies.

### ***Providing Exceptional Customer Service***

During fiscal year 2005, the OAA established a Soldier/Employee Support Center in Arlington, Virginia. This facility consolidates services and facilitates more efficient and effective processes associated with in- and out-processing and other related personnel functions; examples are ID cards and Common Access Cards for DOD personnel, Passport and Visa services, coordination of personal property shipments, and family housing information and assistance.

The Pentagon Library's customer-service focus was instrumental in our initiative to convert the Library's paper-format resources to electronic formats. This offers our customers easier accessibility, saves them time, and optimizes the use of our physical space. The monthly issue of the Library's electronic newsletter, coupled with our web presence, focuses on our customers' needs and requests for Library services, programs, and collections.



Mr. Michael Anderson, an IMCEN Senior Tier II Technician, works to resolve an issue with a computer.



### ***Performing While Transforming***

During fiscal year 2005, the OAA transitioned 68 telecommunication rooms, 10 guard booths with outside plant conduit, and 24 Command Communications Survivability Program (CCSP) Field Implementation Packages from the Pentagon Renovation and Construction Program Office (PENREN). The OAA's Network Infrastructure Services and Operations (NISO) accepted operational, maintenance, and managerial responsibilities for these facilities. In addition, NISO accepted 238 pieces of equipment from CCSP and another 2,697 pieces of equipment for a total of 2,935 pieces of equipment.

The Pentagon Telecommunications Center (PTC) moved into renovated Pentagon space in August 2005 after 63 years in its original location in the Pentagon. Maintaining the OAA's focus on the customer, this move was transparent to our customers with no downtime. In 1942, the War Department Message Center moved from the Munitions Building to the Pentagon, Room 5A910, while the Pentagon was still under construction. The PTC remained in that same location, constantly incorporating the best technology to reliably support command and control communications. Today, the PTC resides in an ultramodern facility that was designed to easily accommodate change. The nature of Information Technology is constant change, and the new PTC is designed to handle everything that will be developed in the next 50 years. The new PTC has the best electrical power in the Pentagon. It is continuous, never interrupted, no matter what happens inside or outside. In conjunction with PENREN, the Pentagon's first large-scale blade server implementation was completed in the new PTC. This provides the most powerful servers for the Pentagon's e-mail routing, directories, and command and control.



Ms. Jakeya Morgan of the OAA's Soldier/Employee Support Center, assists SPC Jocelyn Raley with her Common Access Card (CAC).

“

TO FACILITATE  
UNDERSTANDING,  
THE  
DIRECTORATES  
ACROSS THE OAA  
COMMUNICATE  
AND PROMOTE  
EACH OTHER'S  
SERVICES.

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***The OAA leaders are decisive, customer-focused, strategic-minded, and committed to supporting and developing the workforce.***

Our direction and performance expectations are communicated and measured to evaluate success. Our Strategic Plan is periodically reviewed and updated to address changes in the environment. In fiscal year 2005, we welcomed two new directorates to the OAA family and conducted an internal reorganization to more effectively and efficiently meet our customers' needs. Our leadership creates an environment that promotes "customer focus" throughout the organization. We value our workforce as the most important resource and we strive to cultivate and develop future leaders. We strive to make decisions in a timely manner which is consistent with the strategic direction of the organization. The OAA is an agile and innovative organization postured for change. Leaders achieve the mission of the OAA by working together as a cohesive team. Following are some examples of the OAA leadership:

### ***Developing Future Leaders***

The OAA leaders are committed to developing a high-quality workforce with the skills necessary to accomplish the mission now and in the future. We continue to invest in our people through our leadership development program. On September 30, 2005, five of the six initial participants completed the program and have been placed in various key positions throughout the Office of the Administrative Assistant. The participants included Jenny Broadus, Linnea Ewings, William Green, Joanne Hensley, and Stephanie Westerman. These leaders of the future force will ensure that we are relevant and ready to respond to the challenges of the future.



Leadership program participants from left to right: Ms. Joanne Hensley, Ms. Linnea Ewings, Mrs. Sandra Riley, Ms. Stephanie Westerman, Ms. Jenny Broadus, and Mr. William Green.

## Organizational Changes

During fiscal year 2005, three Senior Executive Service (SES) employees were selected to round out the OAA's leadership team. In February 2005, Mr. Ron Bechtold was selected as the Executive Director for the OAA's Information Technology Agency. Mr. Bechtold began his career in the Federal Government in 1975 as an Army Materiel Command quality assurance intern, and he has held a variety of professional positions of increased responsibility throughout his 30 years of government service. In June 2005, Mr. Edward Horton was selected to lead the OAA's Services and Operations Agency. Mr. Horton's extensive employment history includes 25 years active duty in the Army, positions with several Florida state agencies, and prior to joining the OAA team, he served as the Deputy Chief, Base Realignment and Closure Division, Office of the Assistant Chief of Staff for Installation Management. In September 2005, Mr. Larry Stubblefield assumed the Deputy Administrative Assistant/Executive Director for Resources and Programs Agency position. Prior to this appointment, Mr. Stubblefield served in the U.S. Army for over 30 years. His last assignment was as the Executive Officer to the Administrative Assistant to the Secretary of the Army.

In October 2004, operational control of The Institute of Heraldry was transferred from the Human Resources Command to the OAA. Additionally, in March 2005, operational control of the U.S. Army Records Management and Declassification Agency (RMDA) was transferred from the Deputy Chief of Staff, G-1 to the OAA.

For the Directorate of Logistics - Washington, 2005 was a year of transition. Since its inception in 2002, the DOL-W was directed by an Army Colonel and consisted of all logistical elements supporting the OAA. Over the past year, the Director's position was converted to a civilian position and the transportation functions were transferred to a newly formed Directorate of Transportation.

In addition, the Security and Safety Directorate transitioned the leadership position from an Army O-6 to a GS-15. The Directorate now has its first civilian Director, who is dual-hatted as the Director of Security and Safety for HQDA/OAA and serves as the Special Agent-In-Charge of the Antiterrorism/Force Protection Branch for HQDA/OAA.



Mr. George Sullivan presents information for the Resources and Programs Agency during an OAA Quarterly Review & Analysis.

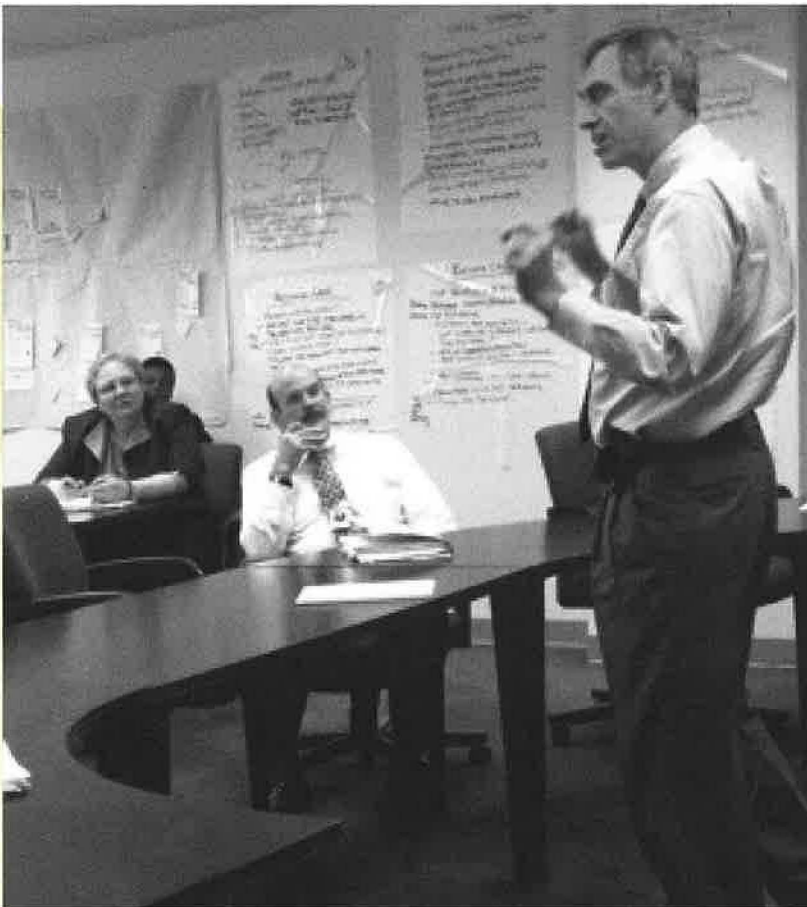
In April 2005, in response to direction from the Administrative Assistant to the Secretary, the Special Security Office, which handles Sensitive Compartmented Information (SCI) accesses, transitioned to the Army Deputy Chief of Staff, G-2. This transition was the impetus for a hard look at the Directorate's structure and mission. In order to better serve the HQDA population and provide for a more secure and safe Army, the Directorate aligned functionally under three Divisions. Two of the most significant changes are the addition of the antiterrorism mission and the alignment of the Central U.S. Registry as an operating Division.

### ***Quarterly Review and Analysis***

In early fiscal year 2005, the OAA leadership instituted a forum known as the Quarterly Review and Analysis (QR&A) in an effort to align enterprise-wide performance measurement with the organization Strategic Plan and to track results in product and service delivery. The field operating agencies and independent support offices roll up data to provide metrics in six key results areas. These areas are: Customer Satisfaction, Cost, Quality, Timeliness, Efficiency, and Effectiveness.

Initially, there were two main purposes for the institution of the QR&A: 1) to link operational and strategic metrics and 2) to support enterprise-wide decision making for both daily and long-term initiatives based on quantitative results achieved in product and service delivery. Additional benefits derived from the QR&A process have been the alignment of operational knowledge to our strategic vision and the linking of QR&A results to continuous process improvement throughout the OAA.

As the QR&A process matures, we are adding additional informative reviews to the venue such as results of annual organizational assessments and the progress and impacts of Lean/Six Sigma activities and events as well as other strategic initiatives. Also, we continue to seek benchmark measures for all OAA product and service areas in order to make management decisions on actual data.



Mr. Edward Horton, Executive Director of the OAA Services and Operations Agency, addresses participants of several Lean/Six Sigma events during the September 2005 outbrief.

### ***Lean/Six Sigma Strategic Initiatives Portfolio***

Since this spring, we have begun using the key aspects of Lean/Six Sigma to enhance our continuous process improvement journey within the OAA. So far, we have conducted three Value Stream Analyses (VSAs) and 20 Rapid Improvement Events (RIEs) using cross functional teams from across all elements of the OAA organization. Here are some of the results of these efforts.

- *The OAA's Army Publishing Directorate conducted a Lean/Six Sigma VSA on the Army policy publishing process. As a result of our analysis, the Army will be able to reduce the processing time to review, rewrite, edit, approve, publish, and deliver a publication from more than 400 days to 175 days.*
- *As a result of another Value Stream Analysis (VSA), we consolidated four Program Support Offices into one Resource Operations Center. Rapid Improvement Events spawned by the VSA included streamlining the processes for our internal military and civilian personnel matters; reviewing the cycle time for our planning, programming, budgeting, and execution system; and analyzing our workforce analysis processes and other special administrative/operational programs essential to the successful operation of the OAA.*
- *The OAA's Internal Review Directorate conducted a space management study within the Taylor building, which revealed \$1 million in potential cost avoidance. Based on this study, we are leading a Lean/Six Sigma project on space allocation in leased facilities, beginning with the Taylor building.*
- *Other Lean/Six Sigma events have included work on the following:*
  - *the Freedom of Information Act Program regulation (AR 25-55)*
  - *our internal OAA Newsletter publication process*
  - *the Individual Development Plan and personnel training request, registration, and funding (DD Form 1556) process*
  - *the OAA Suspense Tracking process*
  - *the request for personnel action process*

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***The OAA processes are standardized, efficient, and cost effective in the delivery of products and services to all customers.***

We develop processes that are driven by customer requirements and changing environments, which are user friendly and easily understood by our workforce and customers. The OAA ensures processes are supported by measurable standards and are periodically reviewed and validated by best practices. We leverage technology to its fullest extent. The following items highlight our efforts from the past year to improve our processes:

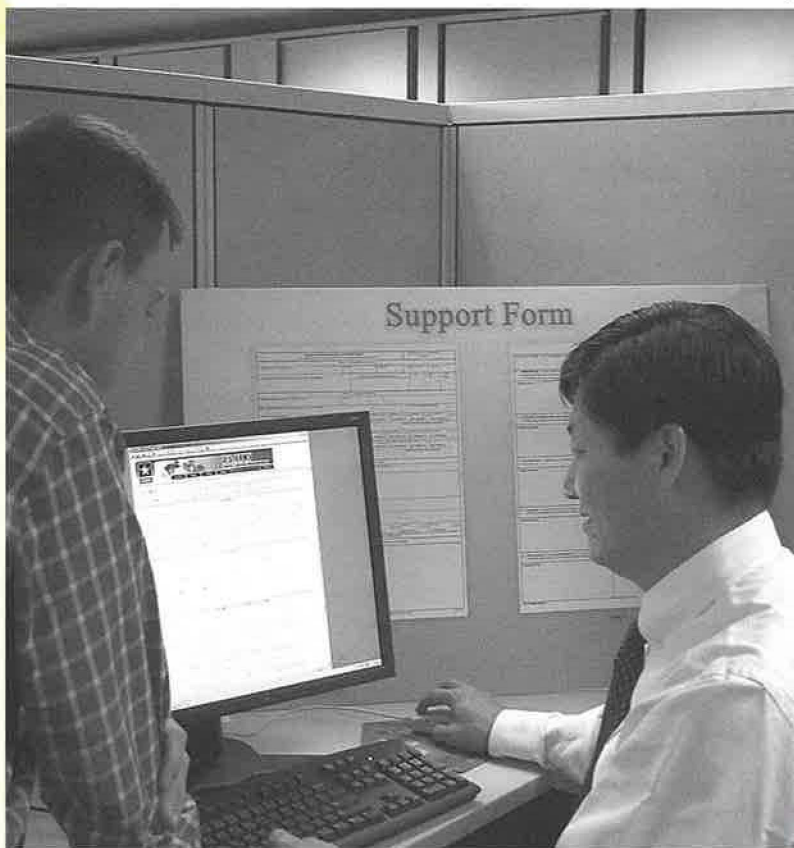
### ***Streamlining Processes through Automation***

The Army Publishing Directorate (APD) places customer service at the top of its priority list and strives to support both the publishing community and Soldiers by employing state-of-the-art technology to create personalized data packages for the warfighter while supporting paper-based products, where needed. Keeping abreast of the latest information technologies, we strive to employ new electronic publishing innovations in the quest to better support our troops. As champion for two Business Initiatives Council (BIC) initiatives for Army Publishing Content Management, we are implementing a content management program for Departmental publications and forms information.

The Forms Content Management Program (FCMP) provides an Army enterprise solution to manage the lifecycle of transaction-based information currently managed by forms. In today's world, even if a form is filled out electronically, the printing, signing, and processing of the form are usually done manually. Through FCMP, we will provide a set of

enterprise tools on a common hardware and software infrastructure behind Army Knowledge Online (AKO) that will be used to automate the Army's forms-based business processes. We will provide the entire Army family with an enterprise license for digital signature software and an advanced e-forms program. By automating forms-based processes on a central infrastructure, the Army will be able to standardize processes and apply that standard to each automation requirement. We will work to shift the Army's focus from the form itself to the content being captured and processed by the form.

The Publications Content Management Program (PCMP) will utilize the FCMP infrastructure to provide an Army enterprise solution to manage the lifecycle of Departmental publications data across administrative, technical, equipment, training, and doctrinal publications and integrate Departmental publications data with agency and command publications. Like FCMP, the PCMP shifts the Army focus from the publication to the content of the publication. The administrative burden on the Soldier will be relieved by delivery of precise content ("sub-documents" such as individual and collective training tasks or individual work packages from manuals) rather



Mr. Keith Harrison (left) and Mr. Yoon Song (right), Forms Analysts with the Army Publishing Directorate, demonstrate the Forms Content Management Program--a program used to automate the Army's forms-based business processes.

than large, conventional publications. To implement this strategy, we will partner with functional communities to develop and field interactive user interfaces for publications development that facilitates the integration of the Departmental publications with lower level publications data. Our ultimate goal is to give Soldiers the ability, through the AKO portal, to seamlessly access and tailor for their use all official, authenticated publications information, Departmental and below.

The OAA's Security and Safety Directorate has changed its investigative process over the past year. Previously, our completed packets were sent to either the Office of Personnel Management (OPM) or Defense Security Service for processing. Currently, all of our cases are being sent to OPM. The Electronic Personnel Security Questionnaire application is being phased out and being replaced with an OPM initiative called Electronic Questionnaires for Investigations Processing (E-QIP). E-QIP will enable individuals to electronically enter, update, and transmit their personal investigative data over a secure Internet connection to their sponsoring agency for review, approval, and submission to OPM. The Army has a new system of record to determine clearance eligibility called the Joint Personnel Adjudication System. We have provided read-only access to our in-house database to approximately 150 of our security managers. Both of these systems significantly reduce the amount of time security managers spend verifying clearances and ensuring that personnel have in processed with our office.

In 2005, the U.S. Army will process over 30,000 Freedom of Information Act (FOIA) requests from the general public. To facilitate FOIA processing, the Records Management and Declassification Agency (RMDA) in conjunction with the Department of the Army FOIA/Privacy Act Office (FOIA/PA) has implemented an Army-wide, web-based system known as the Freedom of Information and Privacy Acts Case Tracking System (FACTS). The FACTS will provide uniformity of data collected during processing of FOIA/PA cases while reducing many of the administrative burdens for managing FOIA/PA programs at every level of the Army. In addition, it will facilitate worldwide tracking



DOL-W Media Distribution Division (MDD) personnel provide the onsite Document Automation and Production Service (DAPS) personnel with a Print on Demand order. From left to right: Ms. Lisa Vineyard (DAPS Print Specialist), Mr. Bill Hoye (MDD Standard Warehouse Operating System Manager), and Mr. Matt Kirkpatrick (MDD IT Specialist).

and coordination for more than 340 FOIA/PA offices, to include timely responses to FOIA/PA requests. The FACTS will also generate information for easy retrieval of data for Annual Reports mandated by Congress, and the system will empower users to meet the myriad of search and report requirements at multiple organizational levels.

A challenge the RMDA continued to face in 2005 was the transition of the Army's official recordkeeping system (Modern Army Recordkeeping System) to the web-based Army Records Information Management System (ARIMS). ARIMS's innovative recordkeeping approach supports Secretary of the Army Dr. Francis J. Harvey's direction given in his February 22, 2005 memorandum: "The preservation of record information...protects the legal and financial rights of the government and persons directly affected by the government's activities." He added that he expects "leaders to make the preservation of official records a matter of personal interest." To meet the formidable challenge of recordkeeping in our current electronic environment, Dr. Harvey further directed the Army to transfer all electronic and e-mail documents that qualify as official records to ARIMS for long-term or permanent preservation. ARIMS is scheduled to be loaded on all HQDA desktops in the first quarter fiscal year 2006.

Moving from paper-based to automated-legacy processes for common temporary duty travel avoids administrative costs each trip. To this end, the HQDA Resource Management Directorate set up the Defense Travel System (DTS) at 40 HQDA agencies and field operating agencies in fiscal year 2005. The cost to process a single paper-based transaction in fiscal year 2005 was \$34.00. However, this same transaction processed with the DTS cost \$2.22. Proliferation of the DTS throughout HQDA will be complete in early fiscal year 2006.

The DOD Passport/Visa Office, under the Administrative Assistant to the Secretary of the Army, is the DOD Executive Agent for Official Passport and Passport Agent Service interface with the Department of State. As such, we are responsible for assisting all DOD uniformed and civilian personnel traveling overseas for official business. The DOD Passport/Visa Office supports many deploying Soldiers and DOD civilian travelers and family members; we processed over 120,000 passports and visa applications this past year. Our focus is on cost effectiveness, process improvement, and exceptional customer service. Many of our processes have been automated, capitalizing on barcodes and scanners to replace repetitive tasks. The official passport, although not classified, is a sensitive item, and we take stringent security measures to ensure it is tracked from shipment until receipt. We also group all completed passports in batches and then send by express delivery service to applicable installations, a process that reduced our express delivery service mailing cost by 50% last year.

Timely publications support for all Soldiers has improved with the introduction of Print on Demand (POD) at the St. Louis, Missouri facility. With POD, publications with a low demand history are produced (at a slight increase in cost) and shipped within 24 hours of being requested. This streamlined process reduces the requirement to warehouse, inventory, and retrieve these publications, thereby reducing the cost of the operation.

### ***Maximizing Technology Tools***

The Information Management Support Center (IMCEN) developed the Correspondence Formatting Tool, a web-based application that will provide the creation of correspondence in accordance with the Army Regulation AR 25-50 and DA Memo 25-52. Users can now make choices to automatically fill in much of the information

and may focus on the content, not the format, of correspondence. Customers have reported saving an average of 30 to 60 minutes and some customers have reported saving up to 2 hours of time, per piece of correspondence.

### ***Striving to Improve Contracting Processes***

During fiscal year 2005, the OAA's Defense Contracting Command - Washington (DCC-W) continued its strong tradition of providing contracting support to our customers in the National Capital Region by obligating over \$2.5 billion and awarding 7,000 contracts. We also developed and implemented new acquisition policies and procedures to ensure output of quality contractual documents. In February 2005, we also implemented the DCC-W Acquisition Knowledge Center with a ribbon-cutting ceremony. The Knowledge Center stores acquisition policies and procedures along with other acquisition tools. This one-stop shop for acquisition information improved the quality of information and provided current, readily available acquisition guidance for staff members and customers.

### ***Enhancing Mail Services through Process Improvements***

During the past year, the Mail Operations Division's (MOD) Mail Screening Facility processed 2.1 million pieces of mail for the presence of biochemicals. A joint working group consisting of representatives from the Office of the Secretary of Defense (OSD), Pentagon Force Protection Agency/Chemical Biological Radiological Nuclear Directorate, and the OAA, along with the support contractor was established; they examined the mail process flow from entry into the U.S. Postal System to delivery to the customer in the Pentagon. The group reviewed current screening procedures, testing methods, and the distribution process. Additionally, the MOD collected and analyzed data for mail transit times. The joint working group findings resulted in process improvements, which will enhance the overall safety and security of the mail and provide better and more efficient mail service for our customers.

### ***Army On-Track to Meet Mandated Executive Order Declassification Deadlines***

As the organization responsible for overseeing Army-wide implementation of the automatic declassification



provisions of Executive Order 12958, Sections 3.3 and 3.4, the Records Management and Declassification Agency (RMDA) developed a unique approach to facilitate the declassification review of an estimated 270 million pages of classified, 25-year old, Army permanent historical records by the established EO deadlines. Since the bulk of these records are located within the National Capital Region, mostly at the National Archives and Records Administration (NARA) and Washington National Records Center, we successfully negotiated a first-ever Memorandum of Agreement with NARA allowing us to bring the records to our declassification facility for review.

### ***Processes for a Changing Environment***

OAA's Information Technology Agency has worked to consolidate the DOD Centralized Operator and Directory Services function and the Army tactical switch into a single centralized line of business located in the Pentagon. Deploying the Operator and Directory business line into a single architectural platform supports a 24x7 presence with automated interactive voice response, directory services, and audio conferencing capabilities. The combined service supports morale calls for Soldiers and handles approximately 110,000 calls monthly. The switchboard also connects military department headquarters staff and their respective forces, regardless of location, using the Defense Switched Network, local call transfers, and toll free numbers. The switch serves as the primary gateway for voice traffic to deployed forces and provides continuity with joint deployed tactical communications systems. In addition to the improvement in service, the benefits of combining both operations into a single line of business include: consolidating the need for new equipment to serve all of the functions noted above; ensuring equipment is Joint Interoperable Test and Certification approved; and reducing the number of operator support contracts to only one for an estimated \$1 million savings in labor costs.

The OAA has made tremendous strides in defending the Pentagon community against many of our old adversaries such as viruses, worms, SPAM, and hackers. We implemented initiatives to protect the confidentiality, integrity, and reliability of our networks within the Pentagon and National Capital Region. We resolved 1,019 computer security incidents involving IMCEN-managed assets and managed the resolution of 43 Information Assurance Vulnerability Message Alerts. In addition, we hosted the Defense Information Systems

Agency (DISA) SIPRNet Compliance Visit in August. This inspection was extremely successful for us as there were zero high risk (category 1) findings against IMCEN's Physical and Personnel Security posture.

Finally, Network Security Services - Pentagon started the implementation of an automated certification and accreditation tool to automate the DOD Information Technology Security Certification and Accreditation Process (DITSCAP) Program for all HQDA organizations. The tool streamlines the DITSCAP process and reduces the effort required to produce all the System Security Authorization Agreements required by DOD for all the networks managed by the ITA. As the processes and procedures mature and more agencies adopt the technology, a major reduction in paper, more consistent and complete documentation, more collaboration, increased awareness of the process and its importance, and enhanced workflow will be seen.

### ***Consolidation of Executive Services – HRMD Takes the Lead***

The Senior Executive Service (SES) Consolidation Decision Memorandum was signed September 1, 2004, and the Army-wide consolidation effort moved into an OPCON mode to ensure a smooth transition of services. In December 2004, the OAA's Human Resources Management Directorate (HRMD) officially picked up servicing and operational support functions for all Department of Army senior level positions, including SES, Scientific and Technical (ST), Defense Intelligence Senior Executive Service (DISES), and Defense Intelligence Senior Level (DISL) members located worldwide.

The consolidation resulted from a prior-year Manpower survey, which identified work associated with Army-wide SES operations under five different offices – the OAA; the Senior Executive Service Office located in the Office of the Assistant Secretary of the Army Manpower and Reserve Affairs; the Office of the Deputy Chief of Staff, G-2; the Army Materiel Command Headquarters Office; and the U.S. Army Corps of Engineers Headquarters Office. Consolidating these functions under the OAA resulted in consistent servicing and processing of workload throughout the Army. In addition, the streamlined process has resulted in 30+ days reduction in overall processing time.

***The OAA uses effective communication to enable our customers, stakeholders, and workforce to successfully accomplish their missions.***

The OAA maximizes technology and knowledge-sharing tools to effectively disseminate information. We establish standard, recognized methods for disseminating information throughout our organization and use a formal mechanism/process for coordinating actions throughout the Office of the Administrative Assistant. The OAA will develop and implement a feedback system that will provide the status of customer products and service requests. The following items highlight some of our communication efforts during fiscal year 2005:

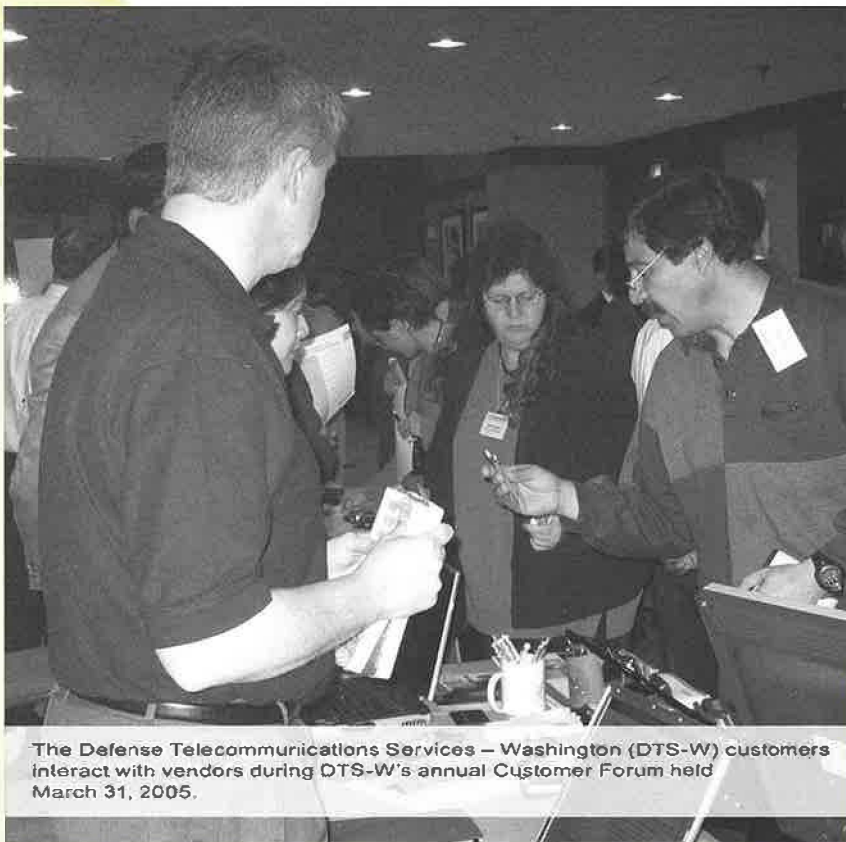
***Maximizing Technology to Effectively Disseminate Information***

The Army Publishing Directorate's (APD) Outreach Program, implemented to assist agency proponents in preparing Army-wide administrative publications (regulations, pamphlets, circulars, HQDA letters, DA memos, and general orders), was developed to remove barriers to expeditious publishing. The APD employees provide instruction in preparing publications from the

earliest planning stage through completion of the final manuscript. This hands-on approach allows editors, forms analysts, and electronic publishing specialists to work with writers (authors) and proponents to facilitate the efficient movement of Army publications through the publishing process to the end user.

The APD launched a new Publishing Community page on the Army Knowledge Online (AKO) website providing a "one-stop shop" for customers seeking Army Departmental publishing content, including electronic forms. To assist our customers further, we created a section for publishing news, tools, and templates, including such "helps" as a standardized Microsoft® Word template for developing and revising Army administrative publications, a link to order physical products, and valuable links to other resources and Departmental publishing websites. Our electronic library on AKO continues to expand as migration of more Departmental publishing content proceeds, specifically in the technical and equipment publications categories—including technical manuals, technical bulletins, and supply bulletins. The Army Training and Doctrine Command digital library on AKO is now complete. There are 2,600 administrative publications (ARs, pamphlets, circulars, and so forth), and 1,700 DA Forms; included are 1,200

training and doctrinal publications—such as field manuals, Army Training and Evaluation Program publications, and soldier training publications—all behind the security of the AKO portal. Combined, this entails managing nearly 13,000 file formats on AKO alone. Once we complete the migration of Departmental content online with placement of technical and equipment publications on AKO, we will be able to offer our users a complete Departmental library in one place. General public access will continue to be supported with unclassified and unrestricted content mirrored on the Army home page website.



The Defense Telecommunications Services – Washington (DTS-W) customers interact with vendors during DTS-W's annual Customer Forum held March 31, 2005.

During fiscal year 2005, users of AKO, the Army home page, and APD websites produced 250 million hits, downloaded 43.7 million publications, and downloaded 8.7 million forms – a cost avoidance of approximately \$14.7 million for postage alone.

In March 2005, the Defense Telecommunications Services - Washington (DTS-W) updated its online DOD Directory offering to include access to the yellow pages listings. As with the white pages search function, results come back faster as more complete information is entered, but even the most complex searches take only seconds to complete. The site operates as a collaborated effort between DTS-W, Information Management Support Center (IMCEN), and the Data Center. The application's data is backed up at the Consolidated Customer Service Center to enable failover capability in case of an emergency. In July 2005, DTS-W also added the capability to update the DOD Directory White Pages online through the website. The software automatically reads the user's Common Access Card and displays the corresponding white pages listing.

### ***Communications that Enable***

IMCEN has provided support to upgrade the new Pentagon HQDA Video Teleconferencing and Multimedia Room, a "state-of-the-art" VTC conference room. This facility will provide Army leadership with classified/ unclassified VTC, multimedia presentations, and cable TV. We have also completed renovations to the Secretary of the Army Conference Room. IMCEN began another renovation project in the Garand Room and will provide a new VTC table and seating for improved viewing and additional VTC capabilities. During fiscal year 2005, we supported 1,944 separate multipoint VTC conferences.

On March 31, 2005, the Defense Telecommunications Services - Washington (DTS-W) held its annual Customer Forum, titled "DTS-W Connecting Customers" and attracted approximately 150 telecommunications points of contact from across the National Capital Region. Customers had the opportunity to network with one another, as well as with DTS-W's wireless vendors, and to participate in a series of training sessions. In August 2005, they also held a successful three-day Billing Forum.

Throughout 2005, we continued holding monthly Security Forums. These forums provided security managers throughout the Pentagon with much-needed information on communications security trends.

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***The OAA will institute a budget process linked to the Strategic Planning process and prioritization.***

Further, we will develop, implement, communicate, and continue to improve a process to ensure strategically formed budget decisions are linked to the prioritized OAA and directorate strategic goals and objectives (standardized across the OAA as appropriate). We will also transition to a macrolevel costing scheme that links budget to productivity. Here is a review of our fiduciary actions during fiscal year 2005.

***Achieving Cost Savings through Process Improvements***

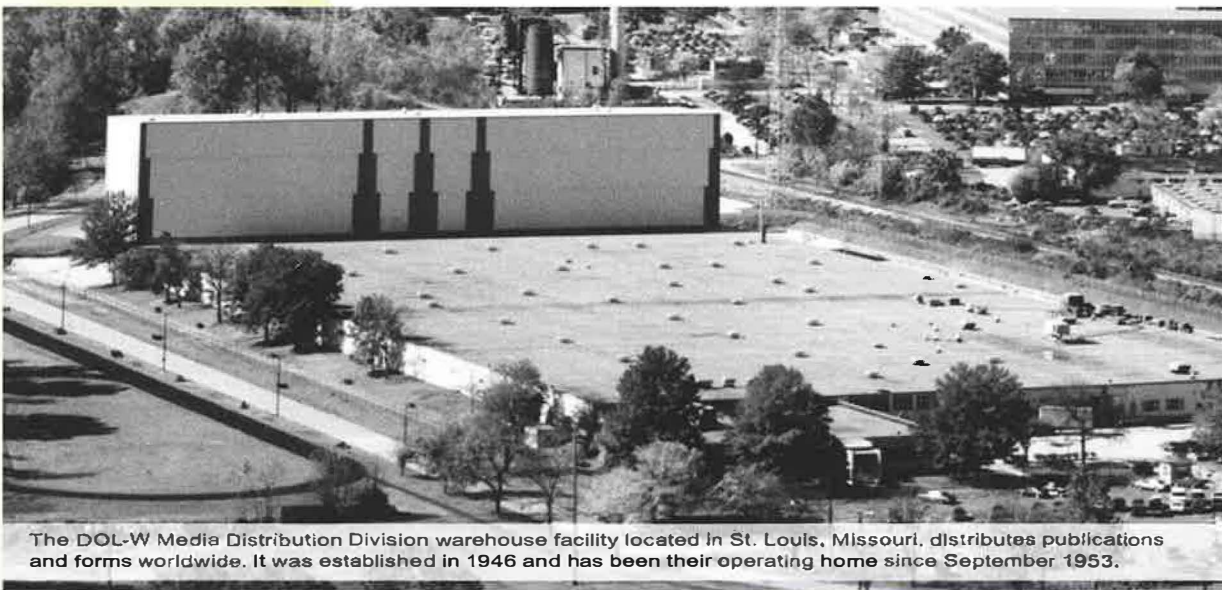
Over the past year, most Directorate of Logistics - Washington (DOL-W) processes were evaluated for streamlining and conservation of resources. The process improvement assessments included: the consolidation of two warehouse operations into one; preliminary planning for a Commercial Activities Study (A-76) of the Army's Publication Center in St. Louis, Missouri; and a review of customer support procedures and systems (that is, automated turn-in process and formal accountability procedures). Each of these process improvements either already has or will produce significant cost savings to the OAA's Services and Operations Agency and the OAA in both dollars and personnel, while improving and increasing the level of support to the customer. The measurement of the success of these initiatives has been documented in the nearly 25% increase of interactive customer evaluation (ICE) card responses for the directorate with 99% of those being positive.

***Leading Change***

Over the past year, the OAA's Internal Review (IR) staff focused on seeking out opportunities to support the OAA missions. We consistently went above and beyond the call of duty by 1) identifying millions of dollars in savings, 2) embracing new and forward thinking ideas that will contribute to making the OAA a leader of change within the Army, and 3) improving the OAA customer relations by extending our services beyond the OAA to external Defense agencies.

While working a DOD Hotline, IR coordinated with the U.S. Military Postal Service to save \$6 million. Together we prevented a proposed price increase by an airline on a firm fixed price contract to deliver mail to our troops in Iraq and Afghanistan. We also identified an additional \$24 million in potential savings. This information was given to a task force that recommends the changes necessary to turn potential savings into actual savings.

Finally, IR collaborated with the Military Personnel Service Center (MPSC) to reduce the scope of a firm fixed price contract. Our office worked with the Defense Contracting Command - Washington, Human Resources Management Directorate, Chief Attorney and Legal Services, and technical personnel from the MPSC to develop an Independent Government Estimate (IGE). The IGE reduced the amount of work required by the contract, thereby reducing the contract price by \$.5 million.



The DOL-W Media Distribution Division warehouse facility located in St. Louis, Missouri, distributes publications and forms worldwide. It was established in 1946 and has been their operating home since September 1953.

### ***Ensuring our Customers Are Treated Fairly***

While reviewing a price quote for a new Voice over Internet Protocol (VoIP) telephone system, the Defense Telecommunications Services - Washington (DTS-W) discovered approximately \$50,000 worth of installation charges that should not have been billed to the customer. DTS-W contacted the company to remove the installation charge and also discovered that the quote was missing an integral component of the installation. DTS-W and the company worked together to expedite the order, ensuring the customer's VoIP telephone system was ready in time to meet the customer's move-in date.

We were able to assist another customer in recouping funds paid for excessive usage reported on its wireless bill. DTS-W researched the bill, detected improperly billed calls, and disconnected the service. DTS-W submitted documentation to the company that supported the claim and received a \$112,414.90 credit to make up for six-months of erroneous billing.

Beginning in 2005, DTS-W worked with the Network Enterprise Technology Command, Defense Information Systems Agency, and other Army agencies in convincing the General Services Administration, Army Internal Review, and the companies involved of improper billing and charging to our customers. In total, we were successful in recouping \$1.2 million for our customers.

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***The OAA attracts, develops, maintains, and values a high-quality and diverse workforce, which is empowered to accomplish organizational goals.***

We attract and maintain a diverse workforce with the required skills by capitalizing on incentives and recruitment/retention programs. Our workforce is continually trained to meet changing environments. We recognize workforce contributions both formally and informally. Expectations are clearly and specifically communicated with measurable performance objectives to allow an empowered workforce to meet organizational goals/objectives. The OAA establishes and fosters an atmosphere of mutual trust by ensuring open communication throughout the organization. Here are some of the ways our people made a difference during fiscal year 2005.

### ***Assessing the Workforce Climate***

During fiscal year 2005, the Administrative Assistant reaffirmed the OAA vision – to be recognized as the best support provider today and the only clear choice for tomorrow – by acknowledging the need to assess the climate of the workforce. Since people are the greatest asset of any agency, part of the OAA's mission to provide a broad spectrum of high-quality products, support, and services would not be possible without a satisfied workforce. Thus, it is the OAA's job to provide an environment that enables and empowers our military and civilian workforce to put the customer first.

The Office of the Administrative Assistant, through the Directorate of Equal Employment Opportunity (EEO), took a proactive approach in fostering workplace cohesiveness and higher productivity. By assisting some of the OAA's new leaders in identifying their organizations' strengths and weaknesses, we enabled them to develop organizational improvement plans that directly address their identified deficiencies.

By using the EEO Climate Assessment tool, tremendous insight into the HQDA workforce was gained. Our survey teams conducted onsite interviews with employees not only to gather responses, but also to get a personal insight into their work environments. The survey included organizational "climate" factors such as leadership, cohesion, morale, equal employment opportunity, and human relations. The compiled analyses given to leaders either confirmed or negated their opinions of various organizational perceptions. More importantly, the survey provided the perfect opportunity for employees to directly impact the OAA's ability to provide quality customer service and enhance Army readiness.



EEO Sign Language Interpreter, Ms. Barbara Stansbury (right), signs as Ms. Virginia Harrison (left), an EEO Specialist, conducts training in the prevention of sexual harassment.

### ***Meeting the Needs of a Changing Environment***

Thirty-four agencies submitted over 380 requests for sign language interpreting services during fiscal year 2005. This reflects the OAA's commitment to providing reasonable accommodation to hearing-impaired employees and to fostering inclusion in the workplace. Requests totaled more than 650 hours of interpreting services and allowed hearing-impaired employees full access to staff meetings, training, office functions, programs, town halls, and even the OAA mentoring program. The availability of sign language interpreting services enables our HQDA employees to maximize their potential through equal and real-time communication, which leads to enhanced employee satisfaction and improved customer service.

### ***Maintaining a Diverse Workforce***

Recognizing that our most important and valuable resource is our people, the OAA now has a full-time Disability Program Manager to provide technical and advisory support on matters relating to individuals with disabilities. The OAA provides accommodation services to employees or applicants with known physical/mental impairments or other disabilities. The services are provided when an accommodation is needed to a) be considered for a job, b) perform the essential functions of a job, c) gain access to the workplace, and/or d) enjoy equal benefits and privileges of employment.

During fiscal year 2005, 65 HQDA employees received assistance related to reasonable accommodations and disability retirements because of medical issues. These accommodations reflect the OAA's commitment and the Army's goal to consistently hire qualified individuals with disabilities, especially those with targeted disabilities and/or disabled veterans.

### ***Reshaping the Workforce***

During the continuing period of change throughout HQDA, the Human Resources Management Directorate once again oversaw the restructuring and downsizing of a number of HQDA positions and activities. Under the National Security Personnel System provisions allowing for the use of permanent Voluntary Early Retirement Authority/Voluntary Separation Incentive Pay authority within the Department of Defense, HQDA utilized a total of 606 buyouts to: restructure and downsize, make mission-related decisions to reshape the workforce, correct skill imbalances, reduce the number of high grade and supervisory positions, and implement Base Realignment and Closure decisions. Using these initiatives and other pre-Reduction In Force (RIF) programs provided additional flexibilities to management and employees, and ensured minimal impact on individuals who might otherwise be affected by RIF.

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RETENTION  
PROGRAMS. ”

### ***Enhancing Readiness through Strategic Customer Alliances***

The OAA's Safety and Occupational Health office provides service throughout HQDA and the OAA. Our primary focus is to assist managers and supervisors in keeping Army employees healthy and safe while at work. We work closely with supervisors, DOD building managers, and the Defense Facilities Division in resolving issues regarding ergonomic inquiries, indoor air quality complaints, and unsafe/unhealthy conditions resulting in injuries to our personnel.

Occupant Emergency Planning was and will continue to be a major emphasis for our office. During fiscal year 2005, we were instrumental in the development of the Antiterrorism/Force Protection Plan for the Zachary Taylor Building. Our staff participated in the Gallant Fox III Exercise at Jefferson Plaza 1 gaining valuable insight that will be incorporated into our future planning. We also joined forces with the Pentagon Force Protection Agency to implement the Pentagon Emergency Evacuation Plan by scheduling over 700 HQDA employees for Emergency Escape Mask training.



Ms. Sheila Young, EEO Disability Program Manager, reviews documentation to analyze an employee's request for medical accommodation.

### ***Prevention of Sexual Harassment***

In keeping with Army values and policy, the OAA has taken center stage in an effort to ensure that all HQDA personnel are trained every two years in the prevention of sexual harassment (TPOSH). During this fiscal year, the Directorate of Equal Employment Opportunity (EEO) conducted initial and refresher training for employees and supervisors and managers (military and civilian) who supervise civilian employees.

Since TPOSH helps Army personnel remain cognizant of the signs of sexual harassment and their responsibility in helping to eliminate such conduct, training is mandatory for all HQDA employees. TPOSH familiarizes all HQDA employees with federal regulations, as well as the Headquarters' no tolerance sexual harassment policy.

To this end, in fiscal year 2005 alone, hundreds of HQDA personnel received TPOSH. Our certified and experienced trainers responded to the needs of individuals, as well as agencies. With assistance from the Directorate of EEO, the OAA continued to provide comprehensive training on demand. Also, in the face of declining resources, we met the needs of our senior managers by providing one-on-one training, when necessary. As a result of the wealth of knowledge and varied experience in federal service possessed by our trainers, the content and the delivery of the training itself consistently received compliments by our employees.

In addition, we expanded our means of delivery to accommodate the many HQDA organizations that are large and/or dispersed throughout Army installations and independent locations. By using modern communication technology, a good percentage of the training we conducted was onsite or via video telecast. This resource assisted us in serving our customers' needs, meeting training requirements, allowing the OAA to deliver its many services to all its HQDA personnel, and overcoming the barrier of distance. As part of the OAA team, we hope to ensure quality customer service and enhance Army readiness.





### ***A New Look***

In April 2005, the Administrative Assistant unveiled a new organization logo and tagline. The unveiling of this logo launched an organization-wide campaign to create and promote a unified OAA brand identity. The symbolism of our new logo follows and clearly articulates where we as an organization are headed.

The Office of the Administrative Assistant (OAA) to the Secretary of the Army embraces the Army black and gold. The two equal black rectangles represent the OAA's functions, divided into two distinct areas: Executive Services and Base Operations Support. The horizontal gold line between the two black rectangles depicts the OAA's unwavering commitment to quality, firmly entrenched in over 200 years of service. The broad gold band, shaped as the infinity symbol, represents the OAA's endless quality service to its customers, stakeholders, employees, and leaders. This symbol is lined with silver inside and out, because the OAA recognizes its employees as its silver lining – the highest valued asset of the organization. These elements work together to form an organization committed to providing customer-focused solutions.

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ORGANIZATION. ”

**Awards for a Job Well Done**

The OAA has a solid core and robust mix of motivated, professional, and technically competent Soldiers, civilians, and contractors dedicated to the OAA mission. Throughout their day-to-day duties, they continue to provide "customer-focused solutions" and many were recognized with awards for extraordinary performance during fiscal year 2005. Here are just a few examples.

Mr. Quintin Cary, manager of HQDA Recreation Services at the Pentagon, was selected as the Top Manager for the period May 2003 – April 2005 during the 2005 Military Ticket Program (MTP) Conference conducted by the Commander, Navy Region, Southwest. The Army Information, Ticket, and Reservation offices are part of the MTP. Mr. Cary and his office were chosen from over 200 military installations across the United States. His above and beyond efforts to help fellow associates obtain discounted programs to offer on their installations as R&R for the men and women who willingly protect the United States and its citizens were important and recognized.

Mr. Ronald Mansfield, the XVIII Airborne Corps' Inspector General's Office, Deputy Inspector General, recently

commended the DOD Passport/Visa Office with a Special Appreciation Award. The IG's office was grateful for the expedient service they received while the DOD Passport/Visa processed their visa requests, sometimes on very short notice.

The Force Protection Detachment Activity recently recognized the DOD Passport/Visa Office employee, Ms. Patricia Douglas, for outstanding support to their Counter-Intelligence Field Activity, Air Force Office of Special Investigations, U.S. Army Military Intelligence, and Naval Criminal Investigative Services. Ms. Douglas received the award for the exceptional customer service while supporting these agencies with their visa requests. Mr. Michael J. Wageuspack, Acting Director, Program Manager, lauded Ms. Douglas by stating, "The Force Protection Community has a very solid and reliable support system with Department of Defense thanks in part to their dedication and contribution to the Force Protection Detachment Program."

On April 5, 2005, Mr. John Czekner, Jr., Director of the Army Publishing Directorate, was presented the 2005 Accenture and MIT Digital Government Award for the Forms Content Management Program (FCMP). The FCMP won the award for the category "Pilot/Prototype Innovator."

The OAA's Network Security Services - Pentagon (NSS-P) implemented an automated Information Assurance Certification and Accreditation (C&A) amendment capability that allowed for continuous update of C&A documents without additional manual overhead. In the past, this process could take up to three weeks to process a single amendment



Personnel from the DOD Passport Office receive a Special Appreciation Award from Mr. Ronald Mansfield, Deputy Inspector General of the XVIII Airborne Corps' Inspector General's Office. From left to right: Mr. Joseph Galoci, Ms. Eugenia Doran, MSG Taylor, Ms. Betty Siadto, Ms. Alana Givhan, Mr. Ronald Mansfield, CW3 Henderson, Ms. LaTonya Jones, Ms. Angela Freeman, Ms. Diane Ronchi, and Mr. Dave Venor.

to an existing C&A package. Looking for a way to automate and streamline this process, NSS-P joined forces with IMCEN to cut the process down to three days or less. This capability was recognized by the Army CIO/G-6 as the "Most Innovative Information Assurance Project" within the entire Army. Completion of the AGM Deployment Project ensures that all HQDA personnel have the latest in Army-provided software and hardware to enable their business to function productively and to optimize the use of Army information technology assets.

The OAA's Information Technology Agency (ITA) received two Government Computer News (GCN) Cybersecurity Promising Practice Awards. These awards recognized ITA's "Pentagon Network Scanning Project" and HQDA automation of the DOD Information Technology Security Certification and Accreditation Process (DITSCAP) Program" on March 8, 2005. The GCN awards are a PostNewsWeek Technical Media opportunity and are open to all government and commercial agencies.

Beginning in late 2004, the Network Security Services - Pentagon (NSS-P) initiated the scanning project by conducting a pilot using the IP-based network intelligence solution scanner tool (for its exploratory discovery methods). They used the tool to comprehensively validate and define the interconnected nature of the Pentagon networks by scanning for undocumented and



Mrs. Sandra R. Riley, Administrative Assistant to the Secretary of the Army, accepts the Department of Defense Visual Information Production Award for First Place in Internal/Public Information at a Pentagon ceremony on February 9, 2005.

unauthorized connectivity to internal/outside networks. This project identified any undocumented connections (to other networks) which provided unsecured conduits for traffic to flow into and out of the Pentagon network backbone.

The automated DITSCAP tool streamlined the certification and accreditation process and reduced the effort required to complete System Security Authorization Agreements for the four ITA-managed networks. As the processes and procedures mature and more agencies adopt the technology, a major reduction in paper, more consistent and complete documentation, more collaboration, increased awareness of the process and its importance, and enhanced workflow will be seen.

Mrs. Sandra R. Riley, Administrative Assistant to the Secretary of the Army, accepted the Department of Defense Visual Information Production Award for First Place in Internal/Public Information at a Pentagon ceremony on February 9, 2005. The DOD awards program recognizes effective, purposeful use of the production medium in achieving communication objectives. The military Services submitted 51 productions in this year's competition. The Army Multimedia and Visual Information Directorate, Production Acquisition Division, produced "Letters from War" under contract.



On April 5, 2005, Army Publishing Directorate Director, Mr. John Czekner, Jr. accepted the 2005 Accenture and MIT Digital Government Award for the Forms Content Management Program (FCMP).



At the 30th Annual Culinary Arts Competition, SFC Andre' Rush and SGT Jamard Dallas skillfully carve an eagle and win the Best Centerpiece in Ice Carving competition.

Soldier-Sailor-chefs from Team Pentagon capped off an intense and competitive two weeks to capture 1st place in the field cooking competition followed by Fort Benning and Team Hawaii. Team Pentagon and winners in other categories were recognized at an awards ceremony held March 18, 2005 at Fort Lee, Virginia. One of the major highlights was SFC Andre' Rush and SGT Jamard Dallas winning Best Centerpiece in Ice Carving.

At the end of the 30th Annual Culinary Arts Competition, Team Pentagon had won 16 gold, 7 silver, and 12 bronze medals with numerous commendables.

Team top honors in major competition categories were:

**Senior Army Chef of the Year:**  
**SFC Andre' Rush – 4th place**

**Distinguished Military Pastry Chef of the Year:**  
**CS 1 Daniel Vera Cruz – Gold**

**Junior Army Chef of the Year:**  
**CS 2 Joe Landon - Silver**

**Best Centerpiece:**  
**SFC Andre' Rush - Gold**

HQDA has successfully exceeded its established goal for annual contributions to the Combined Federal Campaign for the 17th consecutive year. The Army was recognized by the Office of the Secretary of Defense with the CFC Summit Award for having contributed 3 percent more dollars than were contributed in the previous year, a Special Appreciation Award for contributing more than \$3 million, and the Million Dollar Circle Award for contributing more than \$1 million. HQDA military and civilian personnel contributed over \$3.2 million during the first quarter of fiscal year 2005.



The Deputy Secretary of Defense, Mr. Paul Wolfowitz, (second from right) presented the 2004 DOD CFC awards. Representatives from the Army on hand to receive the awards include; (beginning third from right) the Administrative Assistant to the Secretary of the Army, Mrs. Sandra Riley, holds the Million Dollar Circle Award; the Army CFC Program Manager, Ms. Thelma Jones, holds the Summit Award; and finally, the CFC Loan Executive, Ms. Patricia Kemp, holds the Three Million Dollar Award presented to the Army.

A key Army Records Information Management System (ARIMS) component is the downloadable User's Guide, which defines ARIMS features and teaches users how to navigate and operate the system. Users gain secure access to ARIMS via Army Knowledge Online authentication. Noting that ARIMS is the first system of its kind in the Federal sector, the National Archives and Records Administration presented the Records Management and Declassification Agency the 2004 Archivist Achievement Award for their "innovative use of information technology to enhance the business process" when designing and fielding ARIMS.

**Military Award Competitions**

The OAA Noncommissioned Officer (NCO) and Soldier award competition consists of a board appearance in front of seven senior NCOs 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 qualification scores. Each of the winners received the Army Commendation Medal, the OAA coin of excellence, and a plaque.



*OAA Noncommissioned Officer of the Year*

*SGT Jesse D. Ward  
(Senior Leaders Dining Facility One - SLDF1)*

*OAA Soldier of the Year*

*SPC Christian M. Fernandez  
(Army Multimedia and Visual Information  
Directorate - AMVID)*



**Community Involvement**

Many of our employees continue to be very active in community service.

Mr. Paul Schneidmill, Security Officer for the U.S. Army Records Management and Declassification Agency (RMDA), is active in community events. He is a licensed, Associate Minister with a church in Alexandria, Virginia. During the 2005 Dr. Martin Luther King Jr. birthday observance, he gave a recitation of Dr. King's final speech, "I've Been to the Mountaintop" to various local government and social organizations. Mr. Schneidmill is a recent graduate of the Army Management Staff College and is currently pursuing a joint Master's Degree with Regent University's Schools of Divinity and Counseling.

Last year, Mr. Don Hakenson was selected by the Fairfax County Board of Supervisors as the History Commissioner for Lee District in Fairfax County. Mr. Hakenson and Mr. Gregg Dudding (both of RMDA) are partners in conducting Colonel John S. Mosby bus

tours for historical organizations. Mr. Hakensen and Mr. Dudding are sought out speakers and have given various history presentations to Civil War, historical, and civic organizations around the States of Virginia and Maryland, as well as in the District of Columbia. Mr. Dudding has been a Civil War re-enactor and living historian for over 15 years and has performed a first person impression of Major General James L. Kemper's Quartermaster "Major Nelson Weaver Crisler." In addition, he is a quarterly speaker at the Army Management Staff College at Fort Belvoir, speaking on the life and equipment of the Civil War soldier.

On Thursday, September 8, 2005, employees of the Defense Telecommunications Services – Washington delivered 76 boxes of donated goods to a local church in Washington, DC. The donation drive began immediately after organizations began issuing calls to help the victims of Katrina. The successful effort spanned two days with many personnel participating by bringing in a variety of new and "slightly used" items to be distributed to the hurricane victims in Mississippi and Louisiana.



Mr. Don Hakenson (right) presents Mr. Gregg Dudding (left - both from RMDA) an achievement award as a Civil War guide.

Ms. Brenda Todd, Lead Acquisition Requirements Manager in the Network Infrastructure Service Operations Directorate, has been teaching Sunday school to the residents of a local county detention center each Sunday for the past three years. She also provides guidance counseling and fellowship to the young ladies in the center. Through her efforts, Ms. Todd has witnessed lives altered and paths redirected. Among other duties, Ms. Todd volunteers for a program at one of the Woodbridge churches; this program is designed to mentor high school aged, unwed, expectant mothers during their pregnancy and up until the baby's birth.

Mr. Dennis R. Tozser of the Network Infrastructure Service Operations Directorate regularly contributes community service by taking time to donate platelets to the American Red Cross at their Washington, DC facility. For fiscal year 2005, Dennis made 14 donations and has given a total of 265 pints, equivalent to 33 1/8 gallons. Some donors are able to give select blood components – platelets, plasma, red cells, infection fighting white cells, or a combination of these. A platelet transfusion from a single donor greatly reduces the chances of an immune system reaction to the transfusion.

The following three employees from The Institute of Heraldry are actively involved in their communities. Mr. John Sproston volunteers at a theater in Alexandria, Virginia in set production. He was recently nominated for the “Best Set Painting.” Ms. Eleni Aldridge has been a cast member in several plays at a theater in Arlington, Virginia. Ms. Costella Alford is a poll worker for Alexandria, Virginia during local, state, and national elections.

Employees of the Directorate of Equal Employment Opportunity continued their ongoing partnership initiative with a local special needs elementary school in Fairfax county. This relationship was established to assist in meeting the academic needs of the students and to continue our community involvement by facilitating meaningful activities that build up this partnership through service.

During fiscal year 2005, many events took place. In February 2005, in observance of African American History Month, 12 students from the school’s music department, along with their teacher and guidance counselor, were invited to join the OAA for an African American History Month program co-hosted by the OAA and the Human Resources Command. The program was held at a movie theater complex in Alexandria, Virginia, and included a jazz performance by the Marcus Johnson trio. In March 2005, a theater group from Washington, DC presented a play to the students and teachers entitled “1001 Black Inventions.” The performance was presented to grades 3 through 6 and some of the children participated in scenes on stage with one-on-one contact with the actors.



Mr. Paul Schneidmill (right) receives his diploma for completing the Sustaining Base Leadership and Management course at Fort Belvoir, Virginia, in August 2005.

Another event with the school included participation in its Annual Career Day 2005. Two OAA representatives went to the school and presented a short overview to the students on the OAA’s Special Emphasis Programs. The students were given the opportunity to interact with an OAA sign language interpreter, who demonstrated sign language interpreting through a children’s story.

Employees of the OAA kicked off their inaugural Back-to-School Supply drive in July 2005. The drive supported students who were in need of vital school supplies to start the 2005-2006 school year. Generous donations from the OAA employees allowed approximately 100 needy students to return to school with the right tools for the new school year. OAA employees will continue to encourage and empower these students by promoting strong academic and personal development skills in the coming school year.

# OAA EXECUTIVE STAFF



**MRS. SANDRA R. RILEY**  
ADMINISTRATIVE ASSISTANT



**MR. LARRY STUBBLEFIELD**  
DEPUTY ADMINISTRATIVE  
ASSISTANT & EXECUTIVE  
DIRECTOR FOR  
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**MG JEFFERY ARNOLD**  
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**MR. RONALD BECHTOLD**  
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**MR. EDWARD HORTON**  
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DEFENSE  
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**MS. DEBRA MUSE**  
EQUAL EMPLOYMENT  
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**MR. MARVIN OWENS**  
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**MR. LACY SAUNDERS**  
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**MR. TOM SCULLEN**  
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**COL GEORGE SEARS**  
DEFENSE CONTRACTING  
COMMAND-WASHINGTON



**MS. SHERRI WARD**  
HUMAN RESOURCES



**MS. IRMATRAUD WASHBURN**  
SUPPORT SERVICES-  
WASHINGTON



THE OAA FISCAL YEAR 2005 REPORT TO STAKEHOLDERS IS DEDICATED TO THE MANY COURAGEOUS EMPLOYEES OF THE PAST WHO BUILT THE FOUNDATION OF THE OAA AND TO THOSE WHO DILIGENTLY PROVIDED SUPERIOR QUALITY SERVICES AND PRODUCTS DURING FISCAL YEAR 2005. WE VALUE THE OAA TEAM'S COLLABORATIVE EFFORTS AND THE HIGH QUALITY OF SERVICE AND RESPONSIVENESS THAT WAS A RESULT OF CONTRIBUTIONS FROM ALL LEVELS OF THE ORGANIZATION. WE WILL CONTINUE TO STRIVE TO PROVIDE EXCELLENT CUSTOMER SERVICE WITH PERFORMANCE IN KEEPING WITH OUR VISION:

**“TO BE THE BEST SUPPORT PROVIDER TODAY AND THE ONLY CLEAR CHOICE FOR TOMORROW.”**

Copies of this document are available from:  
Office of the Administrative Assistant to the  
Secretary of the Army

FROM SOLDIER TO CIVILIAN...



...AN ARMY OF ONE