WHS STRATEGIC PLAN

2006-2011

MISSION

WHS is an essential capabilities provider that enables the Secretary of Defense, Senior DoD Leaders and their staffs to fulfill the mission of the Department of Defense.

VISION

A creative, results driven capabilities provider, recognized for excellence

Responsible, reliable, resourceful and relevant

GUIDING PRINCIPLES

- Work as a team
- Invest in our people
- Commit to quality
- Act with integrity
- Enjoy our job
- Take Responsibility
- Be Accountable

GOALS

- Leadership and Communications
- Customer Service
- Future Focus
- Stewardship and Performance Management
- Quality Workforce

Leadership & Communications

WHS thinks strategically, acts corporately, and communicates clearly.

A.1. By 15 Nov 2006, we will develop and implement succession plans for key leadership positions.

Champion: Director APSD, Mr. Larry Barlow, 703 601 2553 ext. 118

Measures of success:

- A Succession Plan published
- Plan implemented in accordance with established milestones
- Qualified successor roadmap

A. 2. By 15 Nov 2006, we will implement a Quarterly Performance Management Review process.

Champion: Director PenRen, Mr. Ken Catlow, 703 693 5507

Measures of success:

- Quarterly Performance Management Review process implemented
- Quarterly Performance Management Review process sustained

A. 3. By 1 Oct 07, we will develop and implement a framework for evaluating and managing the change associated with integrating organizations and capabilities into WHS.

Champion: Director P&ED, Ms. Anne O'Connor, 703 588 8150

Measures of Success

- Framework developed and implemented
- Successfully pilot with the integration of ITA and DPO

Customer Service

WHS provides outstanding services and timely, best value results.

B.1. By 30 Sep 2006, we will implement a customer service training program to ensure that all employees understand WHS customer service expectations and the essential elements of quality customer care.

Champion: Director HRD, Ms. Jan Thompson, 703 699 1800

Measures of success:

- Define WHS customer service expectations
- An ongoing customer service training program is in place
- 90% of our employees are trained in customer service
- All employees have a customer service element as a performance standard
- Recognize employees for superior customer service

B.2. We will establish a WHS Customer Assistance Center to track, measure and improve customer service delivery.

Champion: Director ITMD, Ms. Mary George, 703 604 4569

Measures of Success:

- IOC DFD 1 Jan 2007
- FOC DFD FMD HRD 1 Jan 2008
- FOC WHS April 2009
- Improved customer satisfaction

B.3. By 1 Jan 07, we will provide a single customer service representative responsible for managing the delivery of cross functional services requiring the participation of multiple organizations/disciplines that fulfill customer needs.

Champion: Director ITMD, Ms. Mary George, 703 604 4569

Measures of success:

- Identify cross functional processes or services
- Identify business rules for selecting process owner
- Identify and document business rules for delivery
- Codify process owner responsibilities
- Verify business rules used and results achieved
- Integrated services reported at quarterly performance review
- Customer service representatives identified

B.4. By 30 June 2007, we will develop and implement a system of customer satisfaction measures.

Champion: Director P&ED, Ms. Anne O'Connor, 703 588 8150

Measures of success:

- Prototype complete 30 June 2006
- Point of service collection mechanism incorporated in 311 IOC, Jan 07
- Aggregated customer satisfaction data
- Data provided to Quarterly Management Review (May 2007)

B.5. By 1 Jan 2008, we will review and improve all business and service delivery processes using a standard approach to process improvement and flowcharting.

Champion: Director DFD, Mr. Ralph Newton, 703 697 7241

Measure of Success:

- Adoption of a standard
- Processes flowcharted
- Processes reviewed
- Incorporation into the Customer Assistance Center
- Improved process performance

Future Focus

WHS promotes innovation and plans for a successful future within a changing environment.

C.1. By 30 Sep 08, we will plan for and execute the dispersal of selected functions to enhance continuity of operations, improve mission performance, and maximize recruitment and retention of the workforce.

Champion: Director APSD, Mr. Larry Barlow, 703 601 2553 ext. 118

Measure of success:

- Applicability criteria developed by 1 May 2006
- Functions for dispersal identified
- Plan developed

C.2. By 31 Oct. 2006, WHS will become a learning organization that stays aware of new concepts and developments in academia, business and government management in order to adopt those innovations that enable the organization to shape its environment and maintain a forward leaning approach to management.

Champion: Director A&PO, Ms, Frances Sullivan, 703 696 4030

Measures of Success:

- A process for scanning the environment – a “Radar”
- Employee process improvement suggestion program with rewards
- Formal system to operationalize good ideas
- Directors attend at least one seminar/conference/year

Stewardship & Performance Management

WHS acts with integrity and measures performance for efficiency and optimal results.

D.1. By Sep 2008, we will have a system in place to track WHS costs associated with each service we provide.

Champion: Director FMD, Mr. Clai Ellet, 703 697 6760

Measure of success:

- Initial service areas identified
- Allocate costs WHS wide
- Cost data in the accounting system
- Costs recorded by transaction
- Establish efficiency goals

Quality Workforce

WHS is a mission ready team of employees empowered to make decisions and who regard and make WHS an employer of choice.

E.1. By 30 Sep 2006, we will establish a strategic workforce planning process that identifies skill sets needed for the future and how to acquire, develop and retain those skills while promoting diversity.

Champion: Director HRD, Ms. Jan Thompson, 703 699 1800

Measures of success:

- Strategic Workforce Plan published
- Intern & recruitment programs in place to hire personnel possessing our needed skills
- Workforce trends show that skill gaps closed, quality hires made and increases in diversity
- Plan projects future skill needs determined by leadership

E.2. By Oct 2006, we will develop and implement a process that ensures direct and measurable linkage between individual performance, employee development and organizational goals.

Champion: Director HRD, Ms. Jan Thompson, 703 699 1800

Measure of success:

- Process developed
- Process implemented

E.3. By 31 Mar. 2007, we will implement a program that continually enhances and motivates a highly skilled workforce to become the future WHS leadership.

Champion: Director APSD, Mr. Larry Barlow, 703 601 2553 ext. 118

Measures of Success:

- Supervisory, management and leadership training programs developed and implemented
- Annual refresher
- Individual Development Plans (IDPs) for all employees
- Develop a WHS core training program
- Implement a competitive career broadening program

Howard Becker
Director
Washington Headquarters Services

Frances Sullivan
Director
Acquisition & Procurement

Larry Barlow
Director
Administration &Program Support

Ralph Newton
Director
Defense Facilities

Craig Glassner
Director
Executive Services

Albert C. Ellet
Director
Financial Management

William E. Brazis
General Counsel

Jan Thompson
Director
Human Resources

Mary George
Director
Information Technology

Dennis Clem
Director
OSD Networks

Anne O'Connor
Director
Planning & Evaluation

Ken Catlow
Director
Pentagon Renovation