**OSR Operational Goals**

**Goal #1: Protect National Security Information and Ensure Accuracy of any DoD Policy Portrayal**

**Strategic Objective**: Protect information that may adversely affect National Security and ensure correct DoD Policy is used in official DoD reviewed documents

**Operational Goal**: Using the DoD Security and Policy review process to ensure that no classified or controlled information is released to the public.

**Goal #2: Continuous Process Improvement**

**Strategic Objective**: Viable and current Security and Policy Review process

**Operational Goal**: Use continuous process improvement to refine the DoD Security and Policy review process to ensure a quality product and enhance customer service

**Goal #3: Quality Training**

**Strategic Objective**: Trained, qualified, technologically and proficient team members

**Operational Goal**: Institutionalize quality Individual Development Plans (IDPs) and Division development programs

**DA&M Goals**

**Goal #2: Operations Focus**

2.1 Streamline, standardize, and improve key business processes

**Goal #1: Customer Focus**

1.3 Continuously improve the customer experience

**Goal #4: Workforce Focus**

4.3 Train, educate, and mentor the workforce to foster a performance-oriented culture

**OSR Operational Goals**

**Goal #4: Stewardship & Performance Measurement**

**DA&M Goals**

**Goal #3: Measurement, analysis, and knowledge management**

**Strategic Objective**: Maximize efficacy of funding expenditures while completing the mission

**Operational Goal**: Ensure prudent fiscal restraints in funding expenditures

3.2 Maximize utilization of resources to meet authorized responsibilities and functions

**Goal #5: Support Chain of Command**

**Strategic Objective**: Support the strategic vision, mission and goals that apply to OSR contained in the DA&M Strategic Plan

**Operational Goal**: Conform work flow and actions to comply with any related strategic action items in the DA&M Strategic Plan

**Goal #2: Operations Focus**

2.2 Increase collaboration and integration of services across DA&M, DoD, and interagency partners

**Goal #1 - Protect National Security Information and Ensure Accuracy of**

**any DoD Policy Portrayal**

**STRATEGIC OBJECTIVE:** Protect information that may adversely affect National Security and ensure correct DoD Policy is used in official DoD reviewed documents

**OPERATIONAL GOAL:** Using the DoD Security and Policy review process to ensure that no classified or controlled information is inadvertently released to the public.

**Outcomes -** No inadvertent disclosure of controlled information.

- Classified information is protected.

- The public has access to unclassified DoD information.

- Ensure transparency in Congressional Oversight

- Accurate portrayal of DoD policies

- Better educated DoD

**Strategies -** Leverage the established Security and Policy Review Process

to ensure controlled DoD information and export controlled

Technical Data is not released

- Ensure all DoDD and DoDIs are current and reviewed to

ensure processes are published

-Encourage customer confidence in the OSR Process by

providing timely and thorough reviews and hosting an annual conference

**Performance Measures -** Report case backlog trend, timeliness, and issuance compliance

- Identify areas for improvement in key processes (issuances/guides)

**-** Collect/submit ideas to enhance data tracking application

- Ensure immediate customer feedback upon request

(AO & contact information per the DoDI)

- Internal DoD outreach

**External Factors -** Extra Departmental Executive Branch support (i.e. CIA PRB,

NASA, ODNI, RAND, etc.)

- Keep abreast of industry changes regarding export control

- Support Departmental related functions (i.e. FOIA, MDR, etc.)

- DoD June 25, 2010 *Open Government Plan*: “It is DoD policy to make available timely and accurate information so that the public, the Congress, and the news media may assess and understand the facts about national security and defense strategy…Information shall be made fully and readily available, consistent with statutory requirements, unless its release is precluded by national security constraints or valid statutory mandates or exceptions.”

- Presidential Memorandum on *Transparency and Open Government*: “My Administration is committed to creating an unprecedented level of openness in Government....Openness will strengthen our democracy and promote efficiency and effectiveness in Government...My Administration will take appropriate action, consistent with law and policy, to disclose information rapidly in forms that the public can readily find and use...put information about their operations and decisions online and readily available to the public.”

**Goal #2 – Continuous Process Improvement**

**STRATEGIC OBJECTIVE:** Viable and current Security and Policy Review process

**OPERATIONAL GOAL:** Use continuous process improvement to refine the DoD Security and Policy Review process to ensure a quality product and enhance customer service

**Outcomes -** Prompt, accurate, and complete responses to requestors

- Build stronger partnerships with our “subject matter” experts

supporting our review process (both inside and outside DoD)

- Increase collaboration within the Division

- Published OSR Tactical Plan

- Current POC list of internal and external customers

**Strategies -** Communicate concisely and timely with our requesters

- Identify, assess, and prioritize customer requirements and

expectations

- Revalidate POC list of internal and external customers

- Develop an OSR Tactical Plan outlining Branch Chief

requirements and accomplishments

- Use existing and new network resources to increase

collaboration and develop a Collateral Duties list

- Review performance of all major reviewing organizations both

internal and external

**Performance Measures -** Track office as a whole for completion dates as an indicator

**-** Track Action Officer’s case completion and backlog cases

- Identify areas for improvement in key processes(Gap Analysis)

- Provide interim updates and perform major POC list review

every six months

- Quarterly use metric feature of SRTA to identify low performing reviewing organizations

- Develop monthly milestones to support the OSR Tactical Plan and reviewed quarterly at Branch Chief meetings

- Electronically store completed cases for archival purposes

- Use network resources to post working documents for increased collaboration

**External Factors -** DA&M, WHS, and ESD priorities will drive the OSR

process timelines

**-** The speed with which OSR responds is proportional to the speed of the reviews by offices outside of OSR

- eITSD ensures database is available and protected

**Goal #3 - Quality Training**

**STRATEGIC OBJECTIVE:** Trained, qualified, & technologically proficient team members

**OPERATIONAL GOAL:** Institutionalize quality Individual Development Plans (IDPs) and Division development programs

**Outcomes -** Highly trained staff

- Accurate Division level budget input

- Accurate training database

**-** Trained workforce

- Timely and thorough security and policy reviews

- Use IT network for training

**Strategies -** Institute a quality individual and team development program

**-** Each individual attends training events each year

**-** Keep OSR action officers periodically engaged in formal

and/or informal training related to improving individual

knowledge on specific, directly applicable subject areas

- Improve team building and process improvement

- Supervisors work with individuals to develop IDPs

- Use network drive to host the interactive training plan

- Develop a training continuum to support a succession plan

**Performance Measures -** Supervisor and employee annually formalize IDP within 30 days of start of Annual Appraisal Period

- Identify areas for improvement in key processes(Gap Analysis)

- Per each branch member’s IDP, request two annual (minimum) training events (1 major/1 minor)

- Create/update shared network folder hosting the interactive Division training plan/course listings

**External Factors** - Availability of training funding

- Training courses availability

**Goal #4 - Stewardship & Performance Measurement**

**STRATEGIC OBJECTIVE:** Maximize efficacy of funding expenditures while completing the mission

**OPERATIONAL GOAL:** Ensure prudent fiscal restraints in funding expenditures

**Outcomes -** Complete all annual Division requirements with minimal funding

- Increase formal fiscal accountability and collaboration

- Fund currently unfunded requirements

- Properly resourced Division

**Strategies -** Continue to streamline work flow processes to minimize expenditures

**-** Use “out of the box” thinking to identify no and low cost training opportunities and minimize use of other resources

**-** Submit lowest cost training requirements

- Adequately staffed to perform the Division’s mission

- Identify and validate Unfunded Requests (UFRs)

-Resource Manager oversee POM and UFR submissions

**Performance Measures -** Exam OSR fiscal plan annually deleting excess waste justifying mission expenditures

- Identify areas for improvement in key processes(Gap Analysis)

- Assign a Resource Manager to organize the OSR budget and formally track expenditures. Provide a monthly report to the Division Chief.

**-** Resource Manager shall contact HRD monthly for pre-funded training courses listing and share, if applicable

- Resource Manager shall annually submit the POM and UFR list through the chain of command

**External Factors -** Training funding from outside chain of command (HR, OPM, etc.)

**-** DoD budget cuts/constraints

- 2013 Sequestration

- Future BRAC Potential

**Goal #5 - Support Chain of Command**

**STRATEGIC OBJECTIVE:** Support the strategic vision, mission and goals that apply to OSR contained in the DA&M Strategic Plan

**OPERATIONAL GOAL:** Conform work flow and actions to comply with any related strategic action items in the DA&M Strategic Plan

**Outcomes -** Support of the DA&M strategic Plan by publishing a specific OSR Strategic Plan

**Strategies -** Analyze work flow and conform with any related strategic

action items in our chain of command/authority

**-** Review DA&M plan noting OSR action items

- Implement the Tactical Plan Achievement Tracking (TPAT) Worksheet to achieve the OSR Strategic Plan milestones

**Performance Measures -** Publish OSR Strategic Plan NLT FY 2013

**-** Publish OSR TPAT with sub-objectives/milestones & target dates NLT the end of CY 2012

- Identify areas for improvement in key processes(Gap Analysis)

**-** Branch Chiefs update TPAT monthly; brief Branch Chiefs quarterly; Annual results to Division Chief

- Improve metrics analysis capabilities and utilization via SRTA

**External Factors -** Annually review any newly published DA&M Strategic Plans and guidance

- Address ESD and WHS Strategic Plans, if published

“There is no limit to the amount of good you can do if you

don’t care who gets the credit.”   
  
 - Ronald Reagan