



THE PIPELINE

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WHS Implements FY19-23 Business Plan

Over a series of strategic offsites taking a critical look at the way Washington Headquarters Services (WHS) does business, the WHS Fiscal Year (FY) 2019-2023 Business Plan is now complete. Directorates are already actively engaged in developing action plans to implement its objectives.

The Plan is focused on three key tenets; People, Mission Partners, and Solutions. With the aim to drive WHS towards a customer centric focus, it also improves efficiency through innovation and improved processes. It looks to achieve these organizational goals through accountability and measurable action plans.

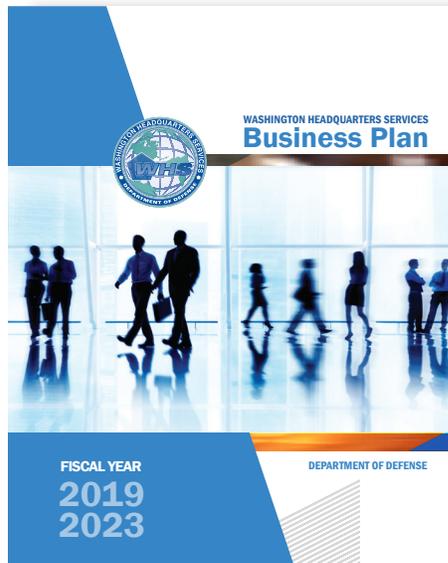
The Plan and its objectives are in direct support of the 2018 National Defense Strategy's initiative for the Department of Defense (DoD) to "Reform the Department for Greater Performance and Affordability." Ultimately, the Business Plan seeks to deliver performance at the speed of relevance in support of our mission partners. "Whether its people, security, facilities, contracts or other transactional WHS services, the focus remains top tier performance;" noted Ms. Barbara Westgate, WHS Director.

The Business Plan will be available throughout WHS soon. Meanwhile you can read more about the Plan inside this edition of *The Pipeline* (pages 2&3).

FY19 NDAA Study

Concurrent to launching the business plan, the John S. McCain National Defense Authorization Act for Fiscal Year 2019 directed

the DoD Chief Management Officer to review the efficiency and effectiveness of all Defense Agencies and Field Activities. The review, which began October 3rd, is being led by the business improvement consulting firm of McKinsey & Company.



Over the next few months, the McKinsey team will be working side-by-side with WHS leaders to: Identify needed reforms to establish stronger shared services; Accurately portray WHS's history, workload, core competences and recent improvements; Assess WHS's capacity to take on additional missions when WHS is best in class; and Identify opportunities to improve responsiveness, quality, and efficiency.

Much like the WHS Business Plan, the congressionally mandated review will work to further align WHS and other agencies and activities to the FY19 National Defense Strategy and the Departments' future success.



WHS Acting Deputy Director **Sajel S. Ahmed**

In his new role, he will serve as the senior civilian executive and advisor to the Director of Washington Headquarters Services on all management matters for specified DoD wide operational and administrative programs.

WHAT'S INSIDE

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ANNOUNCEMENTS

OCTOBER 22: The Employee Benefits and Information System (EBIS) will be upgraded to the Government Retirement and Benefits (GRB) Platform.

OCTOBER 29: Nominations for third quarter 2018 WHS Director's Award are due to the Human Resources Directorate (HRD) Civilian Honorary Awards Program Inbox at whs.pentagon.hrd.mbx.awards@mail.mil by Monday, October 29, 2018.

NOVEMBER 12-DECEMBER 10: 2019 Federal Employees Health Benefits Open Season: Monday November 12, 2018 - Monday December 10, 2018.

NOVEMBER 13: Grief Support Group, sponsored by the Pentagon Family Life Chaplain, Pentagon Library Conference Center, Room B8, 11:30am.

Director's Corner



The WHS FY2019-23 Business Plan Is Here!

With over 40 years providing quality services, it is necessary to modernize and reform business practices for greater performance and affordability; the third objective of the 2018 National Defense Strategy.

The mission, vision, values, goals, and objectives reflected in the new FY19-23 WHS Business Plan symbolizes a collective commitment to support the Department of Defense, our Nation, and the men and women who defend this Country. It is a first step in learning from the past and shaping our future to grow a workforce more enabled to support its mission partners, achieving the most cost effective and responsive solutions to the challenges of today and tomorrow.

Why we are making this effort to improve what we do is simple...we serve America's Fighting Force here so they can do their job there.

- Barbara A. Westgate

Throughout the federal government, agencies are making similar efforts to be more efficient and affordable to the American public. The goals chosen by the Washington Headquarters Services (WHS) leadership, in concert with the identified needs of the employees and its mission partners, reflect these efforts.

Why we are making this effort to improve what we do is simple...we serve America's Fighting Force here so they can do their job there. "The Department will transition to a culture of performance and affordability that operates at the speed of relevance," noted Secretary Mattis. This measurable planning effort is aimed at results that matter.

The goals and objectives identified on the next page are the beginning of a process to further emphasize WHS's contributions to its mission partners' success. Involvement in this process will be accomplished at all levels for every member of the WHS team contributes to our collective success. America's fighting force deserves nothing less from those supporting their efforts.



Washington Headquarters Services (WHS) is the designated shared service provider for the Office of the Secretary of Defense and Department of Defense components. WHS delivers full-spectrum services and facilitates our Mission Partners' success, serving as a force multiplier to enable business practices for greater performance and affordability.



Trusted mission partner providing "Service that Makes a Difference."



We have Integrity.
We are Trustworthy.
We are Customer Centric.
We are Innovative.
We are Results Oriented.

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FY 19-23 Business Plan Goals and Supporting Objectives



OBJECTIVE P-1

Recruit the Right People

Attract qualified and talented individuals with needed skills while addressing disparities of groups and disabilities.

OBJECTIVE P-2

Develop Highly Skilled People

Promote a performance-based culture with effective learning strategies while identifying gaps and supporting individual strengths.

OBJECTIVE P-3

Retain Quality People

Promote workforce flexibilities, incentives, support programs, and retention strategies.

OBJECTIVE P-4

Acknowledge High Achievers

Provide awards, incentives, and recognition for performance and contributions. Assist in planning career progression.

OBJECTIVE P-5

Hold Our People Accountable

Train supervisors, establish quality and timeliness standards for assigned projects and services, assess capabilities and resources, communicate, and provide performance feedback.

OBJECTIVE MP-1

Engage Our Mission Partners

Formally identify, prioritize, and improve communication channels utilizing two-way feedback through web-based tools and an enterprise-wide communications group.

OBJECTIVE MP-2

Connect with Mission Partner Goals

Assess services, manage expectations through service level standards and performance management programs, and connect with evolving mission partner priorities.

OBJECTIVE MP-3

Balance Responsiveness and Cost Effectiveness

Maximize and prioritize resources through data, measuring execution, evaluating performance, transparent engagement, process improvement, and technology.

OBJECTIVE S-1

Establish Standard, Repeatable, Measurable, and Accountable Processes (Own the Results)

Develop a process validation methodology to improve ease of collaboration with mission partners, cost-effective and risk-informed solutions, and accurate and timely delivery of organizational requirements.

OBJECTIVE S-2

Create Opportunities to Improve Mission Outcomes

Review and integrate processes to provide efficiencies through automation and innovation while considering mission partner input and DoD reform guidance.

OBJECTIVE S-3

Leverage Technology to Provide Efficient Solutions

Set strategic direction for Information Technology (IT) spending and implementation by systematically determining and prioritizing IT solutions through enterprise-level stakeholder input, analyses, and a WHS IT Road Map.

Customer Advocacy Program

As part of implementing the WHS Business Plan, all WHS employees will begin receiving a two-hour training session on “Accountability in Action (AiA),” as part of the customer centric focus programs within the plan. Training will begin this first quarter of FY19 and be completed by the end of the fiscal year.

The Accountability in Action program will focus on four key customer service behaviors aimed to:

Deliver a Timely, High Quality Response

- Be personally responsible for delivering timely, high-quality products and services
- Contribute to achieving work unit objectives by proactively collaborating with others and building effective partnerships
- Earn trust and respect through honesty and professionalism

Make Realistic Commitments and Keep Them

- Educate self and proactively share information with colleagues and customers
- Discuss processes and expectations with customers to ensure transparency and mutual understanding of the desired service and timeline
- Clearly identify and communicate constraints to manage customer expectations

Maintain Regular Contact

- Keep customers informed of progress, changes, and problems that could affect expected delivery
- Proactively notify all partners of project and service status, risks, and estimated completion times
- Collaborate with others to build effective partnerships

Add Value for Customers

- Ask powerful questions to understand customer requirements and needs
- Strive for continual improvement and innovative solutions
- Anticipate emerging needs and identify new ways to add value

The AiA education program will also engage supervisors to define what the behaviors look like in their respective work environments. Once the behaviors are customized, employees will receive tailored behaviors that fit their workplace. Employees and supervisors will then be well-resourced to align behaviors with their performance objectives.

A team of WHS customer service ambassadors will be available to assist employees and supervisors with rolling out the new AiA program. With a new focus on committing to improved service partners, AiA will propel WHS into a higher level of service.

For more information, contact a member of the WHS Customer Service Steering Committee:

AD: Rosalyn Walston & Felicia Smith
DoD CAF: Barbara Campbell & Dave Erickson
ESD: David Riedel & Sandra Robinson-Carson

FMD: Emilie Ting & Pres Lapada
FSD: Buster Hash & Kathy Opphile
HRD: Julie Spyres & Patricia Ebert



Mission Assurance Planning Continues

With the continued interest in improving management processes to keep the Department resilient and able to meet any threat to its operations, WHS recently delegated DoD Mission Assurance Program (MA) program actions to Jacqueline Jefferson. The MA program is a process to protect or ensure people, equipment, facilities, networks, information and information systems, infrastructure, and supply chains - critical to ensuring DoD missions are able to operate in any environment or condition. The process involves everyone with the organization, including partners, customers and suppliers.

The MA program is prescribed by DoD's 2012 Strategy for Mission Assurance, DoDD 3020.40, "Mission Assurance" and other government regulatory guidance. WHS will review all critical infrastructure resources and elements of our organization and assess our ability to continue to perform our mission.

WHS will be forming a Mission Assurance Working Group (MAWG) and many employees will be contributing to the effort. The MAWG will be part of a Chief Management Officer wide program working towards enhancing and protecting DoD mission performance. They will help determine priorities and protection solutions to achieve economies of scale, and provide risk-based inputs into the Program Objective Memorandum (POM) process. The MAWG team members will be responsible for specific requirements and resources providing advocacy, coordination, and oversight to all mission areas across all WHS protection programs.

For more information on this program and your role; check out http://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodd/302040_dodd_2016.pdf; the WHS OI 40-30; or contact Jacqueline Jefferson, located in the Security Office at the Mark Center.

2019 Federal Employees Health Benefits Open Season



This year's Federal Employees Health Benefits Open Season runs Nov. 12th through Dec. 10th. The program includes the Federal Employees Health Benefits Program, the Federal Employees Dental and Vision Insurance Program and the Federal Flexible Spending Account Program.

Open enrollment is the one time each year when employees can make changes to their health benefits without experiencing a Qualifying Life Event. Employees can add or remove dependents, as well as select

a different health plan during open enrollment. To better manage your benefits, employees are highly encouraged to access your Government Retirement and Benefits (GRB) Platform™ account and make benefit open season changes as well as manage benefits throughout the entire year. To access the GRB Platform go to: <https://employees.hr.dla.mil/tools/EBIS.asp>. Changes will be effective January 1, 2019.

The Human Resources Directorate plans to host an Open Season Fair at the Pentagon and Mark Center in November. More information to follow.

Washington Headquarters Services
Human Resources Directorate
Benefits and Worklife Division
Email: WHS.BENEFITS@MAIL.MIL

Awards and Recognitions



WHS Director's Award Second Quarter

Mr. Garrick Anson, FMD

Mr. Brian Evans, FSD

TSgt Kimberly Roberts, HRD

Mr. Timothy Shin, FMD

WHS Director's Coin for Excellence

Ms. Luz Ortiz, ESD

Federal Government Length of Service Awards

Mr. Chris Kapellas, HRD - 40 years

Mr. Joseph Moore, HRD - 40 years

Ms. Karen Robinson, HRD - 30 years

2018 Spirit of Hope Awardees



The Spirit of Hope Award is presented for outstanding service to the United States of America. It is awarded to women and men of the United States Armed Forces, entertainers, and other distinguished Americans and organizations whose patriotism and service reflect that of Mr. Bob Hope.

Six individuals and organizations were recently recognized by the Department of Defense (DoD) for supporting the military and their families with DoD Spirit of Hope awards. The awards are given annually as a tribute to the spirit and contributions of entertainer and military supporter, Mr. Bob Hope.

The Spirit of Hope award was established in 1997, shortly after Congress passed a measure to make Hope an honorary veteran of the U.S. military service for his goodwill work on behalf of American soldiers. "The six recipients of the 2018 Spirit of Hope Award are truly extraordinary," noted Mr. Michael Rhodes, Director of Administration, Office of the Chief Management Officer. "They are carrying the legacy of Bob Hope forward, serving those who protect this nation and the freedoms we enjoy on a daily basis," he added.

Recipients are nominated by the Army, Navy, Air Force, Marine Corps, Coast Guard and the Office of the Secretary of Defense. This year's awardees are:

- The Military Child Education Coalition (researching and developing programs for educating and caring for military children)
- The Honored American Veterans Afield (serving wounded /



injured veterans through outdoor recreational activities)

- Boys and Girls Club of America (supporting Coast Guard children's programs)
- Mr. Luis Cortez (supporting Ft. Bliss Warrior Transition Battalion)
- Mr. Duane "Skip" Rogers (assisting with wounded warriors and veteran employment)
- Lt Col Francis D. Friedman (founding SOF Missions Supporting Post Traumatic Stress Disorder Project)

Awardees were presented a bronze medallion, forged in the likeness of Hope's infamous profile. Their names will also be placed on display at the "Spirit of Hope" exhibit located on the Pentagon 5th floor, Corridor 4-5 Apex.

Telework Update



Winter is coming...really! Just as the characters in the now popular streaming service program Games of Thrones, we must also prepare for survival as the coming seasons bring turbulent weather. Bad weather often disrupts work days this time of year and the Office of Program Management (OPM) provides guidance for changes inside the “Washington Capital Beltway” for dismissal and closure procedures. When the government is closed, employees have three options regarding dealing with their work schedules: administrative leave, unscheduled leave or telework.

Administrative and unscheduled leave are given by OPM, your organization or supervisor. Telework is determined by the organizations telework policies (Administrative Instruction 117, “Telework Policy”). Employees with approved telework agreements are required to work. This includes those with approved telework agreements, who are regularly scheduled to telework on the day of a closure and those who were not scheduled in advance to telework but are required to do so by virtue of their telework agreement.

There are very specific guidelines on what a person teleworking can and can't do during their scheduled work period. To learn more talk to your supervisor in advance and

visit the OPM's Telework Program website at <https://www.telework.gov/>. Employees must be “telework ready.” This includes ensuring their laptops or other information technology devices are up to date and ready to function.

If you're looking for quick information on the status of government offices; updates are posted on OPM's website at <http://www.opm.gov/status/>. You can also:

- * Download the OPM Alert mobile app <http://www.opm.gov/policy-data-oversight/snow-dismissal-procedures/mobile-app/>
- * Call 202-606-1900 to hear voice recording
- * View OPM's Operating Status XML Feed (XML file) <http://www.opm.gov/xml/operatingstatus.xml>
- * Subscribe to the ListServ http://apps.opm.gov/listserv_apps/list-sub.cfm?targetlist=operatingstatus
- * View OPM's Dismissal and Closure Procedures <https://www.chcoc.gov/content/washington-dc-area-dismissal-and-closure-procedures-3>

If you have any questions and/or concern; please reach out to the WHS Telework Program via email at: whs.mc-alex.ad.mbx.work-life@mail.mil for more clarification.

Helpful Resources

New Government Retirement and Benefits Platform!

An upgraded Employee Benefits and Information System (EBIS) will be released on 22 October, 2018, to the Government Retirement and Benefits (GRB) Platform™. The new GRB Platform™ is an enterprise system that provides WHS and WHS Serviced employees with access to information regarding government wide benefit programs such as health insurance, life insurance, the thrift savings plan, retirement, and more. You can review the coverage for each benefit you are enrolled in as well as other benefits you may want to take advantage of in the future. Additionally, the GRB Platform™ contains a variety of resources and tools such as benefit program documentation, fact sheets, informational videos, electronic forms, calculators, and links to external websites.

Total Compensation Statement

The GRB Platform™ will provide you with a comprehensive up-to-date picture of the full value of your compensation and benefits including:

- Retirement Benefits
- Federal Employee Health Benefits (FEHB)
- Federal Employee Group Life Insurance (FEGLI) Benefits
- Thrift Savings Plan (TSP) Benefits
- Dental & Vision Insurance Benefits

Calculators

Several estimators and calculators will be available so you can perform “what-if” scenarios concerning your retirement benefits:

- | | |
|---------------------------------|---------------------|
| • Retirement Annuity | • TSP Loan |
| • High-3 Average Salary | • TSP Contributions |
| • TSP Withdrawal | • FEGLI Premiums |
| • TSP Projected Account Balance | • Social Security |

Benefit Enrollments/Changes

The GRB Platform™ provides you with the ability to perform enrollments and changes for FEHB, FEGLI, and TSP including open season and qualifying life events.



Retirement Application

You will have the ability to complete your retirement application in the GRB Platform™. However, you will be required to print/wet ink sign the application and provide it to the Human Resources Directorate, Benefits and Worklife Division (BWD) for processing. Contact BWD at WHS.BENEFITS@MAIL.MIL or phone (703) 695-6493 for guidance on using the tool.

Resource Library

The GRB Platform™ will contain a comprehensive resource library of documents, videos, forms, and links relating to each government-wide Federal benefit program. With e-learning capabilities, you are a click away from accessing a catalog of engaging courses to support planning and understanding of your retirement and benefits. These courses are designed to reach employees at all stages of their careers, including orientation for new employees.

Access Information

To access the GRB Platform™ go to: <https://employees.hr.dla.mil/tools/EBIS.asp>

Common Access Card log-in only.

(When you log in for the first time you will view a brief tutorial video about GRB Platform™)

For more information or assistance, contact:

Washington Headquarters Services

Human Resources Directorate

Benefits and Worklife Division

Email: WHS.BENEFITS@MAIL.MIL

Phone: (703) 695-6493

Helpful Resources



2018 CFC Begins with \$72,000 WHS Goal

DoD recently kicked off the 2018 Combined Federal Campaign (CFC) solicitation period and employees are encouraged to donate to their favorite charity through the campaign.

The CFC is the world's largest and most successful annual workplace charity campaign. The CFC is the official workplace giving campaign of the federal government whose mission is to promote and support philanthropy through a program that is employee focused, cost-efficient, and effective in providing Federal employees the opportunity to improve the quality of life for all. The campaign theme is "Show Some Love" for the causes you care about.

There are more than 20,000 nonprofit organizations worldwide participating in the program. In 2017, federal employees in the National Capital Area pledged more than \$38 million and 50,000 volunteer hours to support charitable causes.

WHS is aiming to surpass its \$72,000 goal and you can make a pledge at <https://cfc-giving.opm.gov> today. You can contribute financially (payroll deduction, credit card or check) or you can pledge to volunteer your time. Minimum contribution

amounts via payroll deduction are \$1 per pay period per charity. The minimum credit card donation is \$10. The maximum online contribution is \$99,999. However, maximum payroll deduction gifts may be limited by each payroll service provider (for example, active duty members of the Army, Navy, and Air Force are limited to \$9,999). For more information, contact the WHS Campaign Manager, Albert Blake (albert.b.blake.civ@mail.mil).

Use or Lose Leave Donation

Once again we are entering the time of year when employees begin to think and plan for the Holiday Season. This is



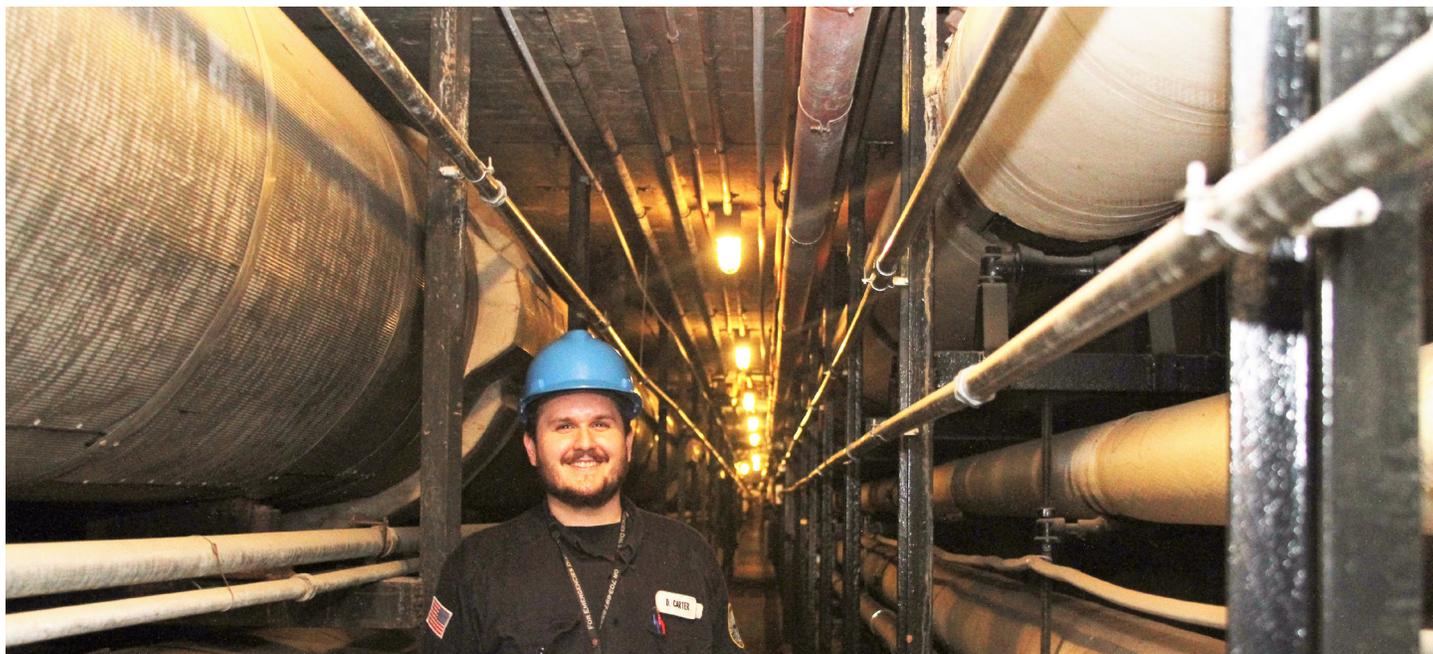
an excellent opportunity to ensure that employees use annual leave versus losing it when the new leave year begins. The term "Use or Lose" is the amount of annual leave that is in excess of the employee's applicable leave ceiling. The maximum annual leave that may be carried over for employees stationed within the United States is 240 hours. Employees who are stationed overseas are allowed 360 hours and members of the Senior Executive Service (SES), Senior-Level (SL) and Scientific and Professional Employees may carry over 720 hours. The current leave year began on January 7, 2018

and ends on January 5, 2019. Employees who fail to use annual leave in excess of their leave ceiling prior to the end of the leave year could potentially lose those hours. Employees must schedule use or lose leave no later than November 24, 2018. Why is this date important? In order to be considered for restoration of annual leave, employees must schedule their leave, in writing, before the start of the third biweekly pay period prior to the end of the leave year, which is November 24, 2018. Annual leave scheduled after this date will be forfeited if not used by the final day of the leave year, January 5, 2019. Employees should closely monitor their annual leave balances and consult with their immediate supervisor to use excess hours to avoid forfeiture of annual leave.

In lieu of losing excess annual leave prior to the end of the leave year, employees can also consider the Voluntary Leave Transfer Program (VLTP). The VLTP allows employees to accept and donate annual leave for qualifying personal or family medical emergencies. Employees can choose to donate annual leave to employees within the WHS servicing population or another agency covered by the provisions of the Federal leave donation program. The VLTP is an excellent program designed to assist your fellow government employees who are in need of leave. For more information or questions concerning "use or lose" annual leave or the VLTP, please contact Labor Management and Employee Relations at the following email address: whs.pentagon.hrd.mbx.labor-management-emp-relations@mail.mil

Sources: <https://www.opm.gov/policy-data-oversight/pay-leave/leave-administration/fact-sheets/annual-leave/> Administrative Instruction (AI) 67: Leave Administration

The Heartbeat of the Pentagon



Dylan Carter, a utility systems operator of the FSD Pentagon Heating and Refrigeration Plant physically walks each mile of the intricate piping system, manually checking for leaks or other potential problems. The small utility crew with its unique strengths monitors the boilers and chillers to either heat or cool the water before sending it to the Pentagon maze of underground piping.

What can be described as a maze of pipes, tunnels and big machines, Dylan Carter, a Utility Systems Repairer Operator with the Pentagon Heating and Refrigeration Plant, characterizes as “the heart of the Pentagon.”

“This is a critical building and we work to accomplish the mission every day with a great team,” noted Carter. The Heating and Refrigeration Plant takes in water and uses its boilers and chillers to either heat or cool the water before sending it to the building through an underground series of pipes. Once the water arrives to the building, the Pentagon Building Management Office takes over and distributes heating and cooling through its systems of pipes, heaters, and air ducts to the buildings temperature control system. It’s a circular system with water going both ways to meet temperature demands.

Plant crew members monitor the systems operations from a central control room or on the floor of the plant for individual systems. They also physically walk each mile of the intricate piping system, manually checking for leaks or other potential problems. During a routine manual inspection, Carter saw a problem, then manually removed logs and other debris jamming the system to get it back in operation. His actions

kept the system flowing and ultimately sustained temperature controls for Pentagon employees.

“I love my job,” noted Carter, and his actions showed it. He also noted, “It’s a team effort here and we support each other to get the job done.” He added, “Each of us has unique strengths that we can count on to complete the mission and get done what’s required.”

The crews of the Pentagon Heating and Refrigeration Plant are just one step in an overall process providing support to the Pentagon. What begins with them ensures mission accomplishment for others along a chain that meets the mission of the Department of Defense.



NATIONAL DEFENSE STRATEGY LINES OF EFFORT

LETHALITY

Build a More Lethal Force

- Modernized and maintained a secure, effective and resilient nuclear deterrent
- Better integrated the joint forces globally
- Elevated U.S. Cyber Command to full combatant command status



REFORM

Change The Way We Do Business

- Consolidated four healthcare enterprises into one, saving more than \$2.5 billion annually by FY23
- Achieved \$767 million in real benefits by taking a more rigorous approach to goods and services contracts
- Saved \$253 million through commercial IT solutions, DOD-wide network management, and optimized data centers



PARTNERSHIPS

Strengthen Alliances and Attract New Partners

- Increased burden sharing amongst NATO allies for common defense
- Addressed terrorist threats alongside Indo-Pacific partners in places like the Philippines
- Diminished ISIS Held Territory by 98%

DEFENSE.GOV

#KNOWYOURMIL

The National Defense Strategy — the first new strategy in a decade — was released earlier this year. It has two main goals

1 *To restore America's competitive edge by blocking global rivals Russia and China from challenging the U.S. and our allies.*

2 *To keep those rivals from throwing the current international order out of balance.*