



Leveraging The Lessons of Quick Victories – and Defeats – into Lasting Success

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Agenda

OSD/WHS

Scope and Purview – Who we are
and What we do

Philosophy

Records Program – Built strategically,
under an overarching vision

Framework

OSD/WHS Vision – Conceptualized
Ten years ago

Example

One Route to Attain Vision – the
Executive Archives (EA)

conclusion

In Closing – Final Words

Background – Who are we and What do we do?

Office of the Secretary of Defense (OSD)/Washington Headquarters Services (WHS)

Supports Secretary of Defense, DoD Agencies and Field Activities

- 5 Under Secretaries of Defense
- 14 Asst. Secretaries of Defense
- 8 Directorates
- 12 Field Activities/Agencies

Records include:

Policies, correspondence, Congressional inquiries, Research and scientific files, intelligence, grants, and FACA Committees

Records and Declassification Division

- Establishes/Implements /Operates the OSD Records Management Program
- Led by OSD Records Administrator
 - Two Full-Time Records Managers
 - One support contractor
- Tasks include policy support, training, records scheduling, retirement, transfer, departing officials deeds of gift, vital records program, and electronic records guidance.



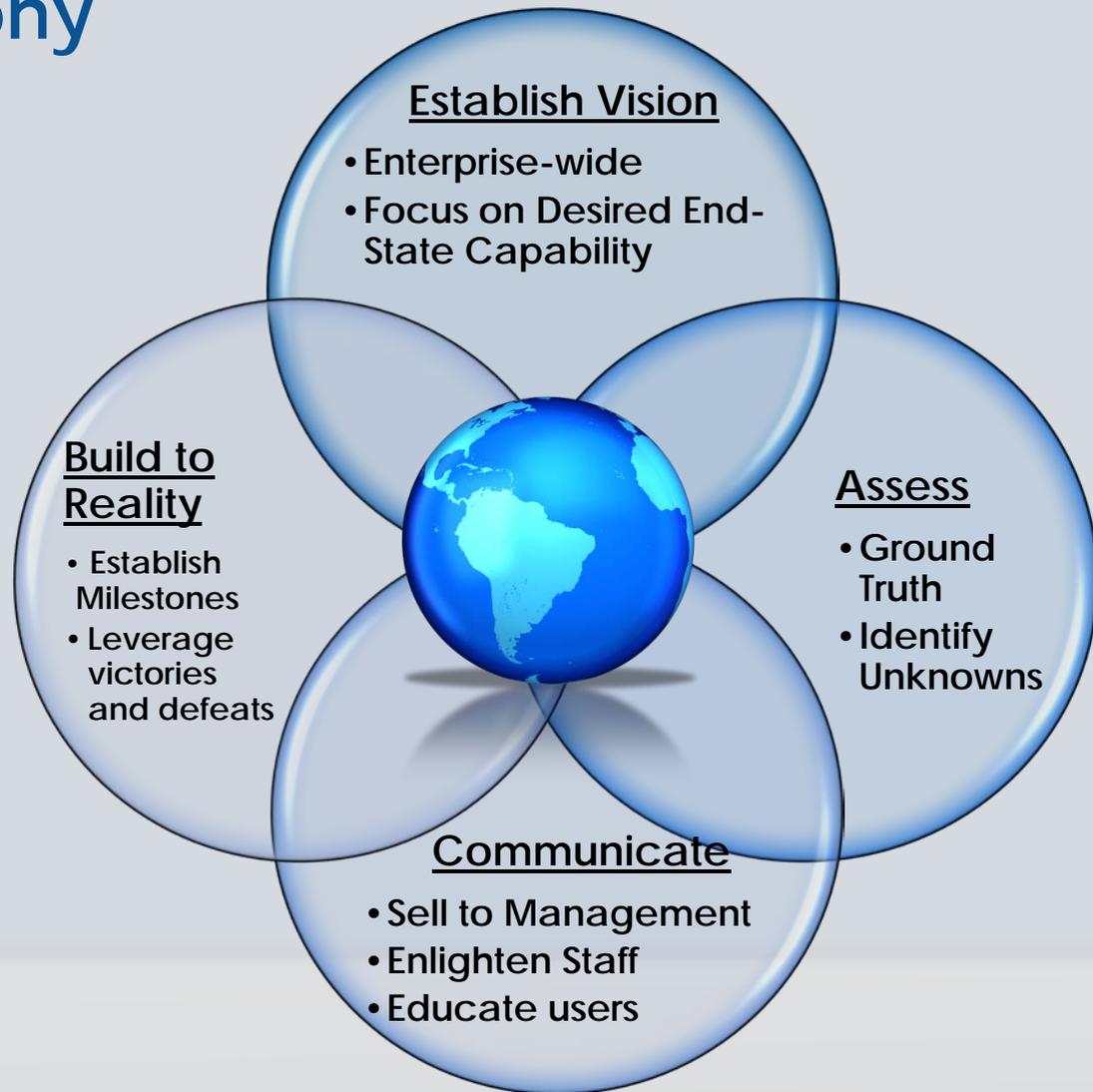
Program Philosophy

➤ Look for what can be done now that will pay off in the future

- Prove value/Win allies
- Leverage victories and failures to support vision
- Know your elevator speech – be ready to give it at any time

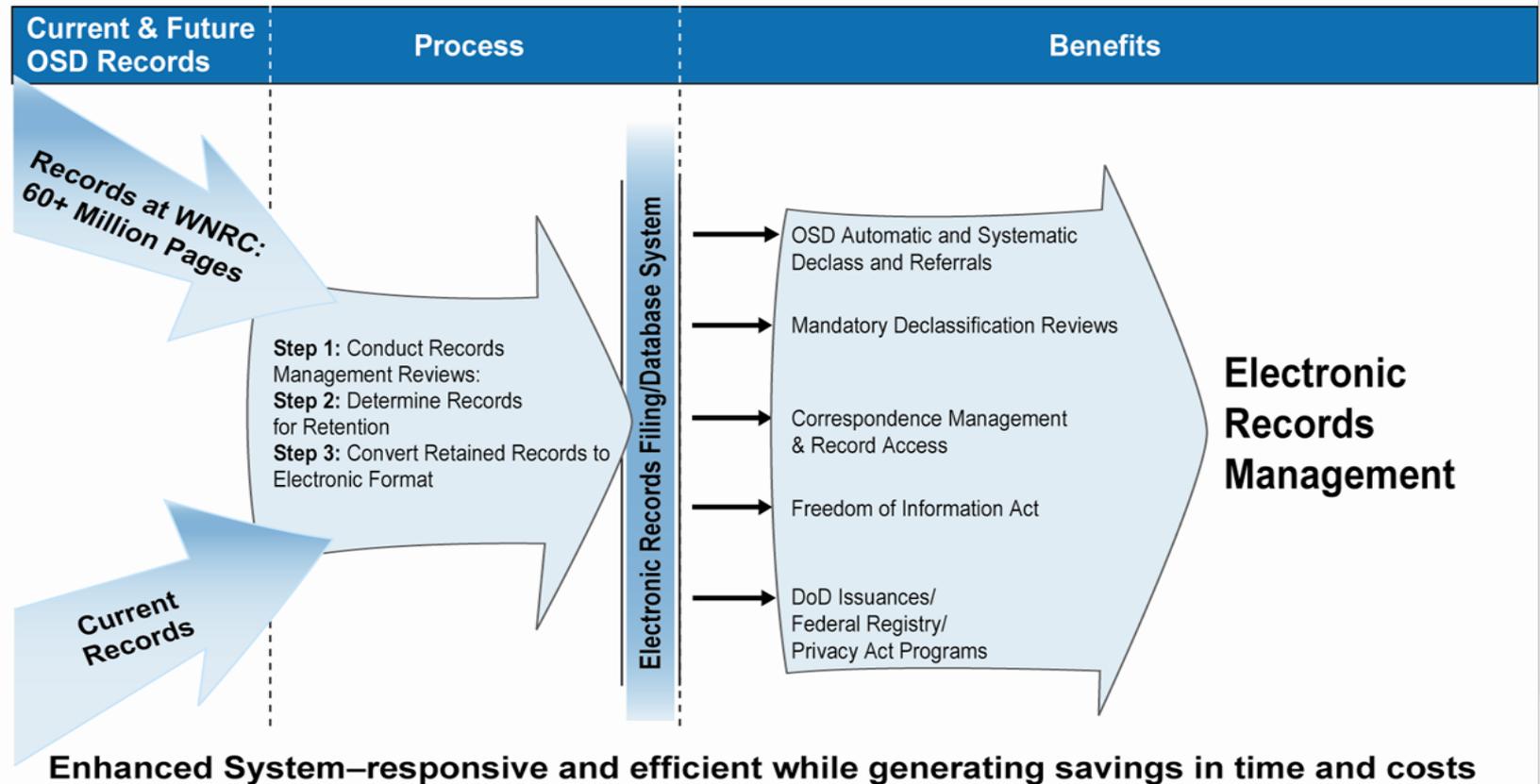
➤ Remain flexible – technologies evolve, management changes

- Periodic Review - vision and milestones
- Adjust accordingly



Records Management Vision

“...create a paperless work environment, with the DoD Records Management Program establishing a total electronic records environment.”



Executive Archives (EA) - What is it? What can it do?

Electronic archive of OSD senior-level documents recording issues, events, and accomplishments of each administration

- 9-11, Fort Hood, special studies, task forces, and topics
- Coalition Provisional Authority
- File collections – Former Secretaries, Deputy Secretaries and Under Secretaries
- Used for FOIA, Congressional, Litigation & Historical Research

Conducts searches with empirical precision

- Ensures accuracy – one search to next
- Searches for information – *Not* documents

Provides structure to unstructured information

- Displays facets alongside ranked results showing related terms and frequency

Conducts document relevancy

- Identifies past searches by relevancy
- Ranks relevant section(s) of the record
- Displays the section that is relevant – does not make user have to find it

Improves responsiveness

from weeks and months
to days and hours



Building EA into the Vision



2005 - 2006

EA started with need to obtain CPA records from Iraq

Scanned hard copy records into PDF format and pre-accessioned them to NARA



2007 - 2009

Developed EA to store and search CPA records

Added Legacy Collections – Policies, events, accomplishments during Secretary of Defense Tenures and prior



2010 Onward

Identified additional collections

EA now holds current material of permanent historical value

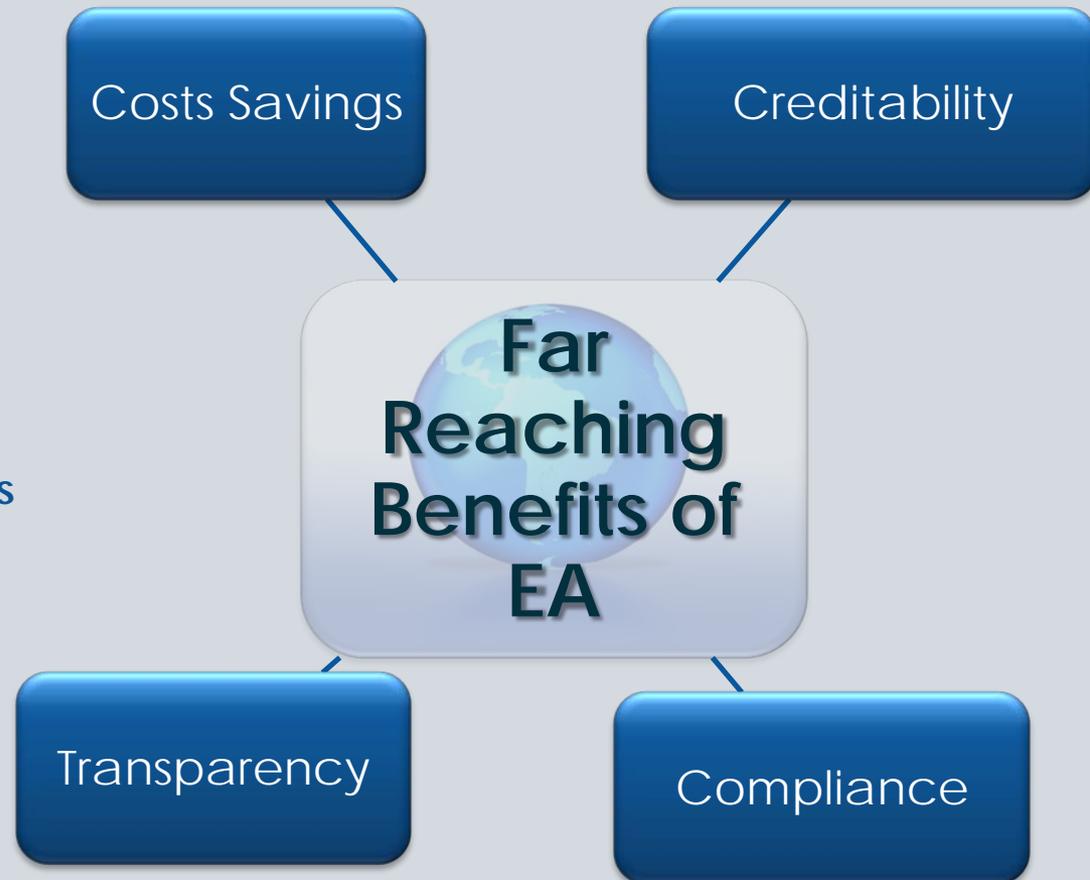
Executive Archives

The collections in the OSD EA are significant; they are the subject of frequent requests from the public, researchers, Congress, and DoD.

Due to shortened search times and enhanced search precision, time and resources necessary to conduct searches of this material is significantly reduced – saving costs.

This, in turn, reduces response time for FOIAs, MDRs, and litigation...

...Which generates good will and champions for future projects that build to the vision.





**Success is not final, failure is
not fatal: it is the courage to
continue that counts**

– Winston Churchill

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