

Appendix 2
2003-2004 Biennial Review

This appendix includes a copy of the 2003-2004 Biennial Review report.

**2003-2004 Secretary of Defense Biennial Review of
Defense Agencies and DoD Field Activities**

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I. Introduction

1. Section 192(c) of Title 10, United States Code states that “periodically (and not less often than every two years), the Secretary of Defense shall review the services and supplies provided by each Defense Agency and Department of Defense (DoD) Field Activity.” Paragraph (1) of the statute establishes two purposes for the periodic review. The first purpose is to ensure “there is a continuing need for each such Agency and Activity.” The second purpose is to ensure that “the provision of those services and supplies by each such Agency and Activity, rather than by the Military Departments, is a more effective, economical, or efficient manner of providing those services and supplies or of meeting the requirements for combat readiness of the armed forces.” Paragraph (2) of the statute states that the above “shall apply to the National Security Agency (NSA) as determined appropriate by the Secretary, in consultation with the Director of Central Intelligence.” It further states that the “Secretary shall establish procedures under which information required for review of the NSA shall be obtained.”

2. Accordingly, the Director, Administration and Management (DA&M) has conducted a periodic review of the Defense Agencies and DoD Field Activities on behalf of the Secretary of Defense since 1987. This periodic review, which is referred to as the Biennial Review within the Department, is based on a survey process that measures and assesses levels of satisfaction held by the organizational customers of each Defense Agency and DoD Field Activity. The Biennial Review is also one of a number of formal processes used to record the fulfillment of the statutory requirement for the conduct of a periodic review of these DoD Components, which became law as part of the Goldwater-Nichols Act of 1986. The organizational-survey approach has been used as the principal data-gathering methodology since the 1997-1998 Biennial Review.

3. This report documents the results of the 2003-2004 Biennial Review, which began with DA&M memorandum of December 5, 2003 (Attachment 1) and concluded in December 2004. It covers 16 Defense Agencies and 9 DoD Field Activities listed in Tables 1 and 2 below.

Defense Commissary Agency	DeCA	Defense Logistics Agency	DLA
Defense Contract Audit Agency	DCAA	Defense Security Cooperation Agency	DSCA
Defense Contract Management Agency	DCMA	Defense Security Service	DSS
Defense Finance and Accounting Service	DFAS	Defense Threat Reduction Agency	DTRA
Defense Information Systems Agency	DISA	Missile Defense Agency	MDA
Defense Intelligence Agency	DIA	National Geospatial-Intelligence Agency	NGA
Defense Legal Services Agency	DLSA	National Security Agency	NSA
Defense Advanced Research Projects Agency	DARPA	Pentagon Force Protection Agency	PFFPA

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Table 2: 9 DoD Field Activities Covered by the 2003-2004 Biennial Review			
American Forces Information Service	AFIS	DoD Human Resources Activity	DoDHRA
Defense Prisoner of War/Missing Persons Office	DPMO	Office of Economic Adjustment	OEA
Washington Headquarters Services	WHS	TRICARE Management Activity	TMA
DoD Counterintelligence Field Activity	DoD CIFA	DoD Education Activity	DoDEA
Defense Technology Security Administration DTSA			

4. A number of Department of Defense organizations were not included in the Biennial Review.

a. Newly Established Organizations. The DoD Test Resource Management Center and the Defense Technical Information Center, both recently established as DoD Field Activities, were not included in the 2003-2004 Biennial Review; however, they will be included in the next cycle.

b. Organizations Designated Differently. A number of other major Departmental organizational entities were not included since they are not designated as a Defense Agency or DoD Field Activity by either the Secretary or by statute. These include, but are not limited to: the National Reconnaissance Office (NRO), the Uniformed Services University of the Health Sciences (USUHS), and the National Defense University (NDU).

II. Definitions

1. The following terms are used in this report and are defined as follows:

a. Business Line. One or more mission areas of a Defense Agency or DoD Field Activity that include a distinct set of activities serving a defined set of organizations. For the purposes of the Biennial Review, this term is preferred over the terms “mission” or “mission area.”

b. Products and Services. Business lines usually have a number of products and/or services as component activities. This phrase is preferred over “supplies and services” used in Section 192(c), because it is a more current term used in quality-improvement efforts. At a customer organization, an individual might be familiar with some, but not all, products and services of a business line. As a result, the first page of each Biennial Review survey clearly identifies the business line as well as the products and services that comprise it. This improves the ability of the survey respondent to provide meaningful feedback on the survey instrument. The products and services for each business line are also evaluated individually in the survey, which provides useful feedback for making improvements within a business line.

c. Organizational Customer. Organizational customers are DoD or non-DoD organizations that receive products and/or services from one (or more) Defense Agency or DoD Field Activity. For purposes of the survey process used to evaluate business lines, individuals who regularly interact with a Defense Agency or DoD Field Activity and are employed by these customer

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organizations are nominated to complete a Biennial Review survey - representing the views of their organization. In the Biennial Review process, each Defense Agency and DoD Field Activity is required to provide a list of organizations and individuals to represent those organizations (if they are known) for each business line. Organizational customers should not be confused with retail customers. For example, a Sergeant First Class (stationed at Fort Sam Houston) and her family, are retail customers of the three commissaries in the San Antonio, Texas area. However, the Army, Navy, Air Force, and Marine installations in Texas are the organizational customers of the Defense Commissary Agency, which operates nearly 280 commissaries worldwide for DoD. Individuals, such as installation commanders and their staff members, who represent the organizational views of the Military Services, are asked to complete a Biennial Review survey assessing their levels of satisfaction regarding the commissaries in the San Antonio area. (It is important to note that in this example, the Sergeant First Class might very well be a survey respondent on DeCA for her command/organization.)

d. Address Error Rate. All participating customers were mailed letters requesting their participation as a survey respondent in the Biennial Review by evaluating one (or more) business lines of one (or more) Defense Agency or DoD Field Activity. When these letters or any subsequent mailings (paper surveys or reminder post-cards) were returned by the U.S. Postal Service as postal non-deliverable (PND), the customer was recorded as an address error. No customers were recorded as a PND on a single mailing, since several contacts by mail were initiated as follow-up. The address error rate was determined by dividing the number of customers as PND by the total number of customers nominated for a business line. Customers for whom no mail was returned and no survey was ever completed were treated as non-respondents; they were not counted in the PND rate. The address error rate is an indicator of the quality of Defense Agency and DoD Field Activity attention to customer information. Address error rates below 10% are considered reasonable and take into consideration mail-delivery errors by the U.S. Postal Service.

e. Final Response Rate. The Final Response Rate is based on the number of surveys completed divided by the number of surveys that were presumed to be successfully delivered to an organizational customer. It does not include the number of surveys that were returned undelivered either due to bad or out-of-date addresses or errors in the postal service. The final response rate is an important indicator of customer interest and concern. Higher response rates also increase the confidence that the results accurately represent the views of the organizational customers of a business line. While alternate methods of computing Final Response Rate (e.g., dividing by the number of surveys mailed without adjusting for Address Error Rate) could be used, this method provides important continuity with the last three Biennial Review cycles.

III. The Biennial Review in Context

1. The Biennial Review is one of several ways that the DoD leadership and senior managers evaluate the performance of the Defense Agencies and DoD Field Activities. The Secretary, the Deputy Secretary, and the Office of the Secretary of Defense Principal Staff Assistants (OSD PSAs) evaluate the performance of the Defense Agencies and DoD Field Activities (as well as

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other organizational entities of the Department of Defense) on a continuing basis. As a standardized assessment of organizational performance, the Biennial Review is a unique part of these evaluations, since it provides a common performance metric for senior DoD leaders to assess how well these organizations are focused on their principal missions and core competencies from the perspective of their organizational customers.

2. Biennial Review reports purposely do not recommend changes to the organizational structure or functional responsibilities of the Defense Agencies and DoD Field Activities. However, they provide information that, when combined with these other tools and processes, can be used by the senior leaders of the Department to make needed changes to the DoD Components in order to improve their efficiency, economy, and effectiveness, assess their continuing need, and evaluate their contributions to improving the combat readiness of the U.S. military. Evidence of periodic reviews manifests itself through an on-going process of changes and realignments to improve the structure, composition, and performance of the Defense Agencies and DoD Field Activities. For example, 38 Defense Agencies and DoD Field Activities have been established since 1952.¹ 15 out of the 38 (or 40% of the total) have been established since 1986 when the Goldwater-Nichols Act reemphasized the importance of Secretary of Defense oversight of Defense Agencies and DoD Field Activities. More recently, there have been five changes to Defense Agencies and DoD Field Activities since January 2001. In short, the Secretary of Defense and his advisors carry out the requirements for a periodic review on a continuous basis.

3. The process of continuing review includes many components. For example, periodic reviews take place through formal Department-wide organizational and management improvement initiatives. These include one-time reviews, such as the Defense Management Review (1989), the Task Force on Defense Reform (1997), and the Defense Reform Initiative (1997) as well as cyclical reviews, such as the Quadrennial Defense Review process. The Secretary also receives ongoing advice from the OSD PSAs regarding the Defense Agencies and DoD Field Activities under their authority, direction, and control. Additionally, assessments and recommendations are provided to the Secretary from senior advisory groups, such as the Senior Leaders Review Group, the Defense Science Board, the Defense Resources Board, the Defense Acquisition Board, the Defense Business Board, the Armed Forces Policy Council, the Senior Readiness Oversight Council, and numerous task forces, boards, and commissions as well as the Joint Chiefs of Staff. In addition, other performance-evaluation tools include the Combat Support Agency Reviews conducted by the Joint Staff for the Chairman of the Joint Chiefs of Staff (CJCS) and the Planning, Programming, and Budgeting Execution (PPBE) process and as well as the Program Review and Performance Plan processes conducted by the Director, Program Analysis and Evaluation (PA&E). Finally, the current emphasis on transformation includes the Defense Agencies and DoD Field Activities—some to a greater degree than others. While transformation of the Department continues to unfold, it could very well lead to the type of review and realignment of some common services and products.

4. Although the Biennial Review focuses on the Defense Agencies and DoD Field Activities, the Department also manages the delivery of common support and services through other

¹ Decisions to transfer functions elsewhere, disestablish, and/or merge some Defense Agencies and DoD Field Activities account for the current number of 26 Defense Agencies and DoD Field Activities.

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organizational arrangements as well, such as the designation of Single Service Managers and DoD Executive Agents. In fulfillment of Section 192(c) and other statutory responsibilities, there are instances when the Secretary determines that the best placement of a DoD-wide function, common service, or common product resides with a Military Department and, as such, designates the Secretary of a Military Department to serve as a DoD Executive Agent. The DoD Executive Agent process is a significant example that illustrates that DoD-wide common services and functions continue to be assigned to the Military Departments as an alternative to establishing a Defense Agency or DoD Field Activity or assigning a DoD-wide function to an existing Defense Agency or DoD Field Activity. In addition, in an effort to formalize and strengthen the assignment of DoD Executive Agents, the Deputy Secretary of Defense signed DoD Directive 5101.1, "DoD Executive Agent," on September 3, 2002. Currently, there are a myriad of DoD Executive Agent designations that meet the criteria established by this directive. To illustrate the depth and breadth of the DoD Executive Agent program, the following summary is provided:

a. Army: The Secretary of the Army has been assigned responsibility for a number of major DoD-wide functions as DoD Executive Agent including, but not limited to the: DoD Passport and Passport Agent Services (July 1992); DoD Law of War Program (December 1998); Mortuary Affairs Policy (February 2000); Confinement of Military Prisoners and Administration of Military Correctional Programs and Facilities (August 2001); Armed Forces Institute of Pathology (October 2001); Western Hemisphere Institute for Security Cooperation (May 2004); United States Central Command Rest and Recuperation Program (August 2004); Homeowners Assistance Program (October 2004); Assignment of Personnel to United Nations Missions (November 2004); and, Defense Medical Surveillance System and Department of Defense Serum Repository (October 2004). The Department of the Army is also responsible for DoD-wide programs regarding military and veterinary medicine; immunization; blood services; biometric technologies; chemical and biological security, defense, and materiel destruction; military postal matters; and, conventional ammunition and small arms.

b. Navy and Marine Corps: The Secretary of the Navy is the DoD Executive Agent for the United States Port Security Program (August 1986), Defense Resources Management Institute (February 2003), and for Force Protection for Military Sealift Command Ships (October 2003). In addition, the Commandant of the Marine Corps as the military chief for the Marine Corps and supported by the Secretary of the Navy is the DoD Executive Agent for Non-Lethal Weapons (July 1996). The Department of the Navy has also been assigned DoD-wide responsibility for such functions as: the Defense Activity for Non-Traditional Education Support (DANTES), the Uniformed Services University of the Health Sciences, and a number of DoD-wide environmental programs, including implementation of the Clean Air Act.

c. Air Force: The Secretary of the Air Force serves as the DoD Executive Agent for the following: the Defense Equal Opportunity Management Institute (August 1995); Defense Production Act Title III Program (October 2001); Military Funeral Support (January 2001); Space (June 2003); Armed Forces Entertainment Program (March 2004); and Designating and Naming Aerospace Vehicles (November 2004).

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5. The Secretary or his designees also carry out Section 192(c) reviews and make decisions that place a DoD-wide function or responsibility under the authority, direction, and control of an existing Defense Agency or DoD Field Activity director or another federal agency. For example, such a decision was made in 2003 regarding one of the traditional business lines of DSS. As of early 2005, the Personnel Security Investigations business line formerly assigned to DSS has been transferred *in toto* to the Office of Personnel Management (OPM).

6. In summary, the Secretary of Defense fulfills his statutory responsibilities, including Section 192(c), in many different ways. The specific examples mentioned in this section illustrate decisions of record in this regard. In addition to summarizing the manner in which the Secretary leads change across the Defense Agencies and DoD Field Activities, this report also addresses the results of the organizational customer survey component to the 2003-2004 Biennial Review.

IV. 2003-2004 Biennial Review

1. The 2003-2004 Biennial Review is the fourth Biennial Review that used an organizational-customer-survey process. The first steps were: inviting each participating Defense Agency and DoD Field Activity to attend an update briefing on the Review process; delivering a “starter kit” of materials from the previous Review; and, gathering input from the organizations being evaluated on how to make the Biennial Review process useful to their own improvement efforts.

2. The overall Biennial Review design used separate surveys of the business lines of each Defense Agency and DoD Field Activity. 13 Defense Agencies and DoD Field Activities had only one business line, while one had as many as 10. Surveying by business line provides more useful information than a generic survey on an entire Defense Agency or DoD Field Activity. By assessing performance at the business line level, a Defense Agency or DoD Field Activity can more easily identify which organizational customers receive the products and services that make up the business line. Individuals in those organizations who have experience with the particular business line can be surveyed as representatives who can appropriately report their levels of satisfaction with the specific efforts of a Defense Agency or DoD Field Activity. For the 2003-2004 Biennial Review, 58 business lines were successfully surveyed. The findings for each business line for each participating Defense Agency and DoD Field Activity are described in Section VI of this report. A detailed description of the products and services in each business line is included in Attachment 3.

3. Each business line survey used a standard set of core questions that has remained essentially the same for the last four Biennial Reviews. No core questions were changed and no new core questions were added for the current Biennial Review. The questions addressed characteristics of the responding organization, assessed the continuing need and the overall quality (including effectiveness, efficiency, and economy questions) of the products and services in the business line, and evaluated how well the Defense Agency or DoD Field Activity was managing its organizational-customer relationships. Survey respondents were also able to evaluate each product and service specific to a business line. Continued use of the same core questions

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provided the opportunity to report trend data in those instances where an organization's business line(s) had not changed significantly from the previous Biennial Review.

4. Table 3 summarizes key information about the survey process. The Overall Response Rate (depicted in the last row of the table) shows that the response rates for 1999-2000, 2001-2002, and 2003-2004 were 49%, 44%, and 43% respectively. From 2001-2002 to 2003-2004, the overall number of completed surveys increased by more than 600 to 4,921. The stable response rate and the large number of surveys completed support the quality and usefulness of the data.

Table 3: Overall Comparison of Biennial Review 1997-1998 to 2003-2004				
Category	1997-1998	1999-2000	2001-2002	2003-2004
Number of Defense Agencies and DoD Field Activities included in the Biennial Review	22	20	22	25
Total Number of Business Lines Identified	54	64	71	75
Total Number of Products and Services Identified	300	412	444	583
Minimum Number of Survey Respondents Required to Analyze the Results for Each Business Line ¹	5	9	11	15
Total Number of Organizational Customers Nominated	4,222	8,029	12,991	12,922
Total Number of Customers with Address Errors	Not Available	1,257	2,952	1,194
Number of Business Lines with Sufficient Customers Responding to Report Survey Results ²	41	53	58	58
Average Error Rate for Nominated Customer Lists by Business Line ²	Not Available	18%	19%	9%
Final Number of Valid Customers for Evaluated Business Lines ²	Not Available	6,772	9,798	11,342
Total Number of Surveys Completed and Returned for Evaluated Business Lines²	1,318	3,314	4,304	4,921
Median Number of Customers Responding to Each Business Line²	26	39	46	41
Overall Response Rate^{2,3}	Not Available	49%	44%	43%

See Notes in paragraph IV.4.a. on next page.

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a. The following notes address specific points for Table 3.

- Note 1. This increase reflects an intentional strategy to gradually increase the quality of each business line report.

- Note 2. These numbers reflect only those business lines having the minimum number of customers responding to allow the reporting of results, i.e., five for the 1997-1998 Biennial Review, nine for the 1999-2000 Biennial Review, eleven for the 2001-2002 Biennial Review, and fifteen for the 2003-2004 Biennial Review. The minimum number has been increased with each survey cycle in order to continuously improve the reliability of the results.

- Note 3. This response rate is based on the entire survey sample without respect to individual business line performance, i.e., Surveys Completed and Returned as a Percentage of Valid Addresses – based on only for those Business Lines with at least 15 customers responding. For the current Biennial Review, the average response rate for business lines was 46% when using the method reported in Table 4. A more conservative method of measuring response rate would use Surveys Completed and Returned as a percentage of Total Number of Organizational Customers Nominated. Using the more conservative approach, the respective overall response rates are 31%, 41%, 33%, and 38% across the four Biennial Reviews described in Table 4. The more conservative method shows a response rate that has decreased from the high of the 1999-2000 Biennial Review. With the more conservative method, the response rate for the current Biennial Review is actually up from the 2001-2002 Biennial Review conducted soon after 11 Sep 01 (i.e. 33% for 2001-2002 and 38% for 2003-2004).

5. Improvements in methodology made during the 2003-2004 survey process include:

a. Conducting more extensive customer-list preparations resolved problems associated with incomplete address information. These efforts included a particularly thorough review by the Department of the Navy (DoN) and the Department of the Air Force (DAF) of addresses within their own organizations. Inclusion of the Military Departments ensures adequate coverage of their relevant organizational customers and also has the practical benefit of catching some address errors. Many Defense Agencies and DoD Field Activities conducted their own additional internal reviews of the customer lists prior to submitting them for the current Biennial Review, which did result in a significant decrease in the address error rate (See Table 5).

b. Continuing to use a survey methodology that used up to four additional contacts with each nominated customer who had not responded to the survey on initial notification. This approach sustained a good response rate across all business lines and increased the ability to identify non-responses due to incorrect-address information and persons who were mistakenly identified as customers.

c. Enhancing the opportunity for customers to complete the survey on-line via the Internet. Access was controlled by user identification/password to provide the required ability to link individual customer responses to each business line's nomination list. 71 percent of all 2003-2004 surveys were completed via the Internet. Furthermore, for several business lines, survey respondents were provided the opportunity to complete their survey using a classified venue.

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d. Under approval from the Office of Management and Budget (OMB), continuing to survey non-federal government organizational customers in accordance with the Paperwork Reduction Act. As a result of this initiative, more than 700 surveys were received for business lines serving some private organizations or state/local governments. Business lines in DSS, OEA, DPMO, and DeCA benefited, in particular, from this by obtaining feedback from an important segment of organizational customers outside of the federal government. The ability to include feedback from non-federal government customers will be renewed for the next Biennial Review.

e. Renaming the summary measurements to more clearly link them to both statutory evaluation and performance aspects of the Biennial Review by using the same terminology throughout the main report, attachments, and individual business line chapters. Details of this standardization are provided in Section IV.5 which follows this section.

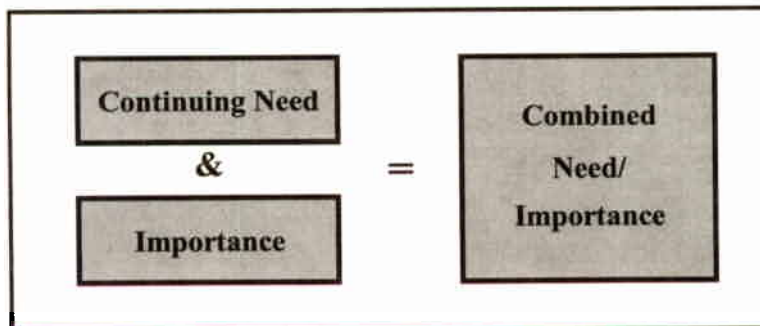
f. Providing Defense Agencies and DoD Field Activities with comments customers had indicated could be shared and custom question findings at the same time they received each business line report. This enabled Director's responses (see Attachment 6) to be based on all of the same information used to prepare business line reports.

g. Comparing and contrasting the findings of past and current Biennial Reviews in order to assess trends in findings across each Biennial Review period. Of 52 business lines repeated from the 2001-2002 Biennial Review, 50 were able to support trend analysis in the current Biennial Review. Attachment 4 reports trend data as applicable for the 1999-2000, 2001-2002, and 2003-2004 Biennial Reviews.

6. The common metrics used for all business lines address the statutory requirements and provide additional feedback to participating Defense Agencies and DoD Field Activities that can assist them in their improvement efforts. Figures 1a and 1b show the composition of the various measures used to summarize specific components of the findings and how they roll up into the two main summary measures: Combined Need/Importance & Combined Performance Measures.

a. Combined Need/Importance: A composite rating of two questions that evaluate the demand organizational customers have for the products and services within a business line. This addresses the Continuing Need portion of Section 192(c).

Figure 1a. Combined Need/Importance Measure Elements

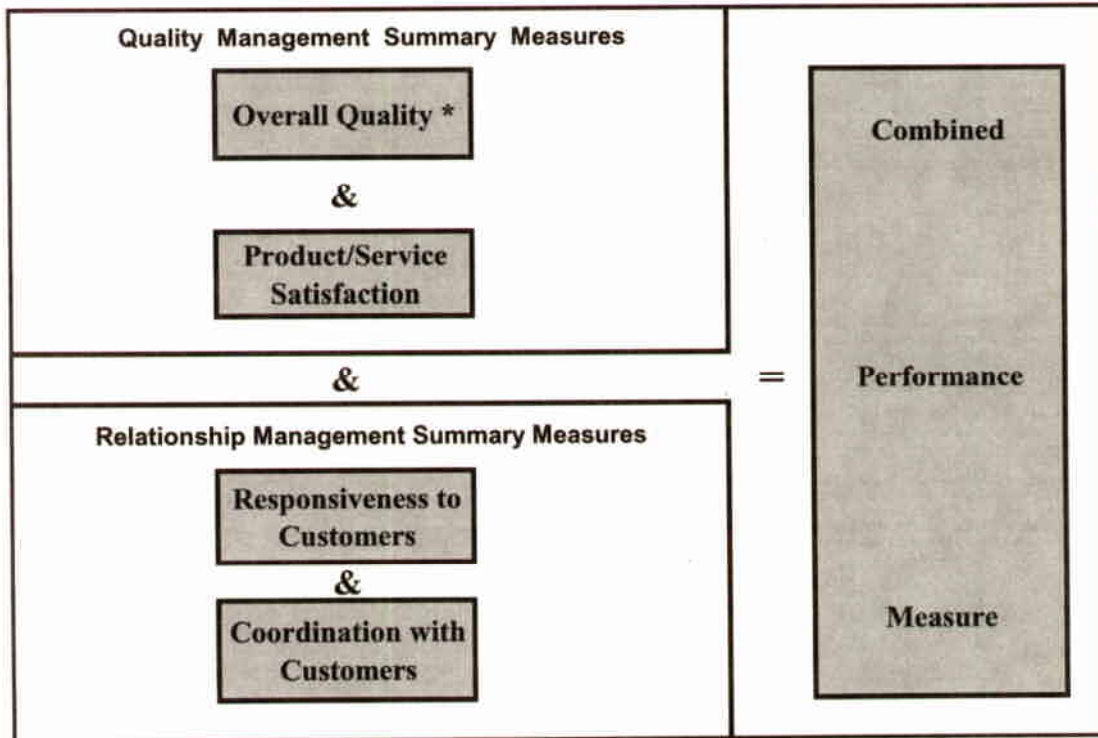


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b. **Combined Performance Measure:** A composite of four summary measures that reflect the performance of the business line from the customer perspective. The summary measures include:

Figure 1b. Combined Performance Measure Elements



* Addresses the effectiveness, economy, and efficiency requirements of Section 192(c)

- **Overall Quality:** A composite rating based on five standard questions that evaluate the effectiveness, economy, and efficiency of each business line. This directly addresses the effectiveness, economy, and efficiency requirements of Section 192(c) as quality-management issues.
- **Product/Service Satisfaction Ratings:** A composite rating of items unique to each business line. For example, DFAS had one business line (Financial and Accounting Services) and eight products and services (such as Payroll Services, Payment Services, Accounts Receivable Management, and Budgetary Reporting). Customers rated each of these only if they had experience with that aspect of the business line. This addresses quality-management issues.
- **Responsiveness to Customers:** A composite rating based on six standard questions that evaluates how well the Defense Agency or DoD Field Activity addresses customer requirements, issues, and priorities in a business line. This addresses relationship-management issues.
- **Coordination with Customers:** A composite rating of Defense Agency or DoD Field

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Activity interface with organizational customers. Questions for this area covered seven approaches to coordination, such as Opportunities for Oversight, Opportunities for Feedback, Budget and Resource Input, Customer Service Representatives, Dedicated Liaisons, Joint Boards or Panels, and Joint Exercises. Customers were instructed to rate each of these approaches only if they were used by the Defense Agency or DoD Field Activity in its interactions with them. This addresses relationship-management issues.

7. Table 4 shows the patterns for all reportable business lines (15 or more completed customer surveys) across the four most recent Biennial Reviews using the current methods and measures. Combined Need/Importance showed a strong increase from the 2001-2002 Biennial Review. The Combined Performance Measure also showed an increase from the 2001-2002 Biennial Review. Overall Quality, Product/Service Satisfaction, and Coordination with Customers all showed increases from the last Biennial Review, while Responsiveness to Customers was unchanged. These patterns provide a backdrop for the individual Defense Agency and DoD Field Activity survey results.

Composite Rating Category	1997- 1998	1999- 2000	2001-2002	2003-2004
Combined Need/Importance¹	-	92%	87%	94%
Continuing Need	-	91%	88%	94%
Importance	-	93%	86%	94%
Combined Performance Measure	73%	75%	71%	73%
Overall Quality	79%	74%	74%	75%
Responsiveness to Customers	79%	75%	73%	73%
Product/Service Satisfaction	66%	74%	74%	76%
Coordination with Customers	69%	78%	63%	66%

Note 1. The 1997-1998 Biennial Review did not measure Importance and did not report individual Continuing Need scores the same way, so no Combined Need/Importance measure is available.

V. 2003-2004 Findings

This section describes the general findings for each of the main rating areas and notes salient issues within a rating area, as appropriate. No business lines with fewer than 15 customers responding are included in any of the findings reported in this section. Findings for each participating Defense Agency and DoD Field Activity are summarized in Section VI of the main report. Quantitative results for each individual business line are presented in Attachments 4 (Business Line Rating Summaries and Trends by OSD PSA) and 5 (Business Lines Ranked by Combined Performance). Complete reports on each individual business line are available on a CD that accompanies this report.

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1. Customer responses supported a Continuing Need for all reportable business lines. (Note: This does not mean that a specific Defense Agency or DoD Field Activity should continue providing that product or service, but that the 58 business lines assessed in the 2003-2004 Biennial Review had high Continuing Need assessments regardless of the provider.)
2. A key question asked Military Department and Joint Staff customers whether they could provide the products and services in each business line better for themselves. There were no business lines where a majority of Military Department or Joint Staff customers said yes. For the 45 business lines with at least 10 Military Department customers, the average percentage across business lines was a 9% yes response. Only three of these 45 business lines had more than a 25% yes rating (business lines from DFAS, DSCA, and DTRA). For 13 of the 45 business lines, less than 5% of the Military Department organizational customers indicated they could provide the products and services in each business line better for themselves.
3. The Overall Quality summary measure included questions reflecting effectiveness, efficiency, and economy. As an average across all Defense Agencies and DoD Field Activities, customers rated effectiveness strong overall. 44 business lines had high performance (ratings of at least 75%) on two effectiveness questions combined. Efficiency was not rated as high, but overall ratings on two combined questions indicated high performance for 29 business lines. However, one business line in each of the following organizations had low ratings (less than 50%) in either effectiveness or efficiency or both: DIA, DLSA, DSCA, and MDA
4. Customers had a more difficult time assessing economy (based on one cost effectiveness/ value question) since many business lines are not done on a fee basis or customers have no direct knowledge of their costs. Of the customers responding from reported business lines, 59% indicated that they did not pay for the products and services in the business line and 12% indicated they did not know whether they paid. 56% responded they did not influence funding and 19% indicated they did not know. All analyses reported for the economy measure here were restricted to only those business lines with a minimum of 5 customers indicating that they either pay for or influence the funding for the business line. For those who indicated they do pay for the products and services, 14 of 35 business lines had high satisfaction ratings and seven had low ratings. Based on only those customers indicating they influence funding, 22 of 46 business lines had high ratings and seven had low ratings. As with previous Biennial Review findings, average ratings for economy were lower than for either effectiveness or efficiency, which suggests that even when a Defense Agency or DoD Field Activity provides good products and services, customer expectations about cost effectiveness may still not be met.
5. The Responsiveness to Customers measure in the Combined Performance Measure summarizes six questions about responsiveness for customer organization issues, requirements, and priorities. For this summary measure, only two business lines received low ratings (from DSCA and MDA) and 23 received high ratings. Looking at the questions in the Responsiveness to Customers summary, no business line received low ratings on the "considers issues" question, while 48 had high ratings. The question on "follows priorities" received the lowest rating within this group, with six business lines receiving low ratings and only 10 in the high range.

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6. Customers responding to the survey also reported their satisfaction on the Coordination with Customers summary measure. This summary measure included specific aspects of coordination (i.e., opportunities for oversight or feedback) or ways of accomplishing coordination (i.e., dedicated liaisons, customer service representatives, joint boards/panels, budget input, and joint exercises). For the Coordination with Customers summary measure, 11 business lines received high ratings and three (from DLA, DSCA, and DTSA) received low ratings. Among the individual questions contributing to the Coordination with Customers summary measure, four showed high ratings for most business lines and three showed low ratings for many business lines. Those with generally high ratings include Opportunities for Oversight, Opportunities for Feedback, Dedicated Liaisons, and Customer Service Representatives. For these coordination methods, no more than three business lines received low ratings (below 50%) and at least 20 received high ratings (75% or above). Those with generally low ratings included Joint Boards/Panels, Joint Exercises, and Input on Budget and Resource Planning, with at least 21 business lines receiving low ratings (below 50%) and no more than 9 receiving high ratings (75% or above). The average rating for Input on Budget and Resource Planning across business lines was only 44%, so it is more likely that this is an area of concern for Defense Agency and DoD Field Activity customer relationships than not.

7. As the information in Table 5 below shows, a significant improvement in address error rates has occurred in comparison with the previous Biennial Review. Two years ago, a number of Defense Agencies and DoD Field Activities had serious problems with the accuracy of their organizational-customer lists. As reported in December 2002, there were significant problems with inaccurate names, titles, and addresses for individuals nominated to complete surveys. As a result, additional attention was placed on this portion of the process in the past two years and the degree of improvement for the 2003-2004 Biennial Review was impressive. The overall error rate improved to 9%. 20 Defense Agencies and DoD Field Activities had an error rate of 10% or less; a 10% error rate is the industry standard for maximum acceptable address error rates. 10 Defense Agencies and DoD Field Activities had error rates of 5% or less, which demonstrates the positive impact that senior leader attention can have on knowledge of customer organizations. While staff and employee turnover due to Permanent Changes of Station or other reassignments will continue to pose a challenge to the accuracy of addresses, attention to this challenge has significantly reduced the negative impact.

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Table 5: Address Error Rates for Current and Previous Biennial Review		
Defense Agency/DoD Field Activity	Address Error Rate	
	2001-2002	2003-2004
Defense Contract Management Agency	15%	1%
TRICARE Management Activity	17%	1%
Office of Economic Adjustment	38%	1%
Defense Commissary Agency	7%	2%
Defense Contract Audit Agency	12%	2%
Defense Technology Security Administration ¹	Not Applicable	3%
National Security Agency ²	0%	4%
Defense Prisoner of War/Missing Persons Office	4%	4%
Defense Security Cooperation Agency	12%	4%
Pentagon Force Protection Agency ¹	Not Applicable	4%
Defense Threat Reduction Agency	48%	5%
National Geospatial-Intelligence Agency	3%	6%
Defense Security Service	34%	6%
Missile Defense Agency	20%	7%
Defense Finance and Accounting Service	24%	7%
Defense Logistics Agency	19%	8%
DoD Counterintelligence Field Activity ¹	Not Applicable	8%
American Forces Information Service	16%	10%
Defense Legal Services Agency	17%	10%
DoD Human Resources Activity	33%	10%
DoD Education Activity	38%	10%
Defense Intelligence Agency	11%	12%
Defense Advanced Research Projects Agency	17%	13%
Washington Headquarters Services	19%	15%
Defense Information Systems Agency	21%	19%
Average Error Rate Across Business Lines	19%	9%

Note 1. DTSA, PFPA and DoD CIFA did not participate in the previous Biennial Review in 2001-2002 since they were newly formed organizations.

Note 2. While NSA participated in the current Biennial Review with one business line, it did not have sufficient responses to have findings reported.

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8. Defense Agencies and DoD Field Activities that approached the Biennial Review process in a positive and pro-active manner continue to record better results than those that did not. This pattern was reflected in 15 business lines with over 100 surveys completed for each business line, a response rate of at least 50%, and higher than average ratings on most measures. In addition, a number of Defense Agencies and DoD Field Activities exercised the option to include tailored questions in the surveys of their business lines, which provided additional feedback valuable to them. Furthermore, a number of Defense Agencies and DoD Field Activities took pro-active steps to address problems highlighted in the preceding Biennial Review survey.

**VI. Summary of Results for Each Defense Agency and DoD Field Activity
by OSD PSA**

1. The following summaries characterize the general findings for each Defense Agency or DoD Field Activity. The summaries are organized by the OSD PSA to which the Defense Agency or DoD Field Activity reports. Each summary identifies the business lines surveyed, briefly describes the findings, and notes when the findings are different from the 2001-2002 Biennial Review. For each Defense Agency or DoD Field Activity, all business lines submitted are listed alphabetically. If there were fewer than 15 customers responding for a business line, no findings are reported. At the end of each Defense Agency or DoD Field Activity section, comments from the Office of the Director of Administration and Management (ODA&M) staff are included that address notable results and considerations, including activities and improvement efforts addressed in Director responses from the 2001-2002 and current Biennial Reviews.

2. For those business lines evaluated, the descriptions include references to six measures. Two measures reflect the continuing need for the products and services provided. These are Continuing Need and Importance. The average rating of these two measures combined for the 2003-2004 Biennial Review was 94% and they are referred to as Combined Need/Importance. Four measures summarize the performance of the Defense Agency or DoD Field Activity in each business line. These include Overall Quality (covering Effectiveness, Efficiency, and Economy), Responsiveness, Coordination, and Product and Service Satisfaction. These are referred to collectively as Combined Performance Measures. The average rating of these four measures combined for the 2003-2004 Biennial Review was 73%. Where the summaries refer to above or below average ratings, these combined ratings are the values used as the reference. These measures are described in Figures 1a and 1b and their values are reported in Table 4.

3. Where a business line was stable and was evaluated in both the 2001-2002 Biennial Review and the current 2003-2004 Biennial Review, this section also describes trend analysis results. Trends were analyzed at the summary measure level: Continuing Need, Importance, Quality (covering Effectiveness, Efficiency, and Economy), Product/Service Satisfaction, Responsiveness (to Customers), and Coordination (with Customers). When trend data are available, only statistically significant increases or decreases in the summary measures are

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reported. 50 of the 52 business lines evaluated in both the 2001-2002 Biennial Review and the current 2003-2004 Biennial Review supported trend analysis. Two business lines were in both review cycles, but did not have a sufficient number of customer responses to report results in 2001-2002. Trend analysis was not applicable when business lines changed from the previous Biennial Review, or when business lines were added for the first time in the current review.

4. Under Secretary of Defense for Acquisition, Technology & Logistics:

a. Defense Advanced Research Projects Agency (DARPA): DARPA submitted a single business line: Funding Management and Transitioning of Research Ideas and Prototypes. The Combined Need/Importance rating was average and the Combined Performance Measure was above average. The Continuing Need and Importance measures were significantly higher than for the 2001-2002 Biennial Review and Coordination showed significant improvement from the ratings in the 2001-2002 Biennial Review.

Comments: After the last Biennial Review, DARPA implemented the Service Chief Program initiative. The program provides military officers to serve as experts with experience, knowledge, and understanding of significant and impending technological changes that are expected to revolutionize Military Service and joint warfighting capabilities. The implementation of this program appears to have been a factor in DARPA's improved results for the 2003-2004 Biennial Review.

b. Defense Contract Management Agency (DCMA): DCMA submitted a single business line for the 2003-2004 Biennial Review: Acquisition Management. Although the business line was renamed from the 2001-2002 Biennial Review, trend analysis was conducted since this is the only business line for DCMA and many of the products and services are similar between the two Biennial Reviews. Both the Combined Need/Importance rating and the Combined Performance Measure were above average. The Continuing Need and Importance measures were both significantly higher than for the 2001-2002 Biennial Review. DCMA had a significantly lower address error rate compared to the 2001-2002 Biennial Review.

Comments: The DCMA response from the previous Biennial Review indicated good integration of performance standards with a focus on customer responsiveness. DCMA continues to show strong performance while its customers also increased their assessment ratings for DCMA's Continuing Need and Importance.

c. Defense Logistics Agency (DLA): DLA submitted six business lines that were also included in the previous 2001-2002 Biennial Review:

(1) DoD Cataloging (Defense Logistics Information Service) showed above average results for both the Combined Need/Importance rating and the Combined Performance Measure. Continuing Need showed a significant increase from the 2001-2002 Biennial Review. Product and Service Satisfaction showed significant improvement from the 2001-2002 Biennial Review.

(2) DoD Disposal (Defense Reutilization and Marketing Service) showed below average results for both the Combined Need/Importance rating and the Combined Performance

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Measure. The Continuing Need and Importance measures were both significantly higher than for the 2001-2002 Biennial Review. DoD Disposal had a significantly lower address error rate compared with the 2001-2002 Biennial Review.

(3) Defense Automatic Addressing System Center (DAASC) received the highest performance ratings across the board of any of the 58 business lines rated with an 89% result for the Combined Performance Measure. The business line also showed above average results for the Combined Need/Importance rating. All summary measure elements of the Performance Measure remained in the high range as well. In contrast to most business lines, the address error rate was significantly higher for the 2003-2004 Biennial Review than for the previous Biennial Review.

(4) Document Automation and Production Service (DAPS) showed below average results for both the Combined Need/Importance rating and the Combined Performance Measure. Overall Quality and Coordination ratings declined significantly from the 2001-2002 Biennial Review. The survey response rate was also significantly lower.

(5) Logistics Support to Conflicts and Operations Other Than War was ranked fifth among all 58 business lines on the Combined Performance Measure for the current Biennial Review. The Overall Quality and Responsiveness ratings showed significant improvement from the 2001-2002 Biennial Review. Results for the Combined Need/Importance rating were also above average.

(6) Materiel Management/ Supply and Logistics Support/Defense Distribution Center and Defense Depots (DDC) showed above average results for both the Combined Need/Importance rating and the Combined Performance Measure. This business line summarizes performance across eight DLA field activities. The organizational customers for this business line generally represented operating units from the Military Departments. With each of the eight DLA field activities submitting a list of over a thousand customer organizations, an equal random sample of 200 customer organizations from each DLA field activity list made this the largest single customer list for a business line. While the address error rate was significantly lower than the rate for the 2001-2002 Biennial Review, the response rate also decreased significantly.

Comments: With two business lines ranked in the top five across the entire Biennial Review, DLA serves as an example of how a large Defense Agency can provide good products and services while also maintaining good relationships with its customer organizations. Areas of improvement for the next Biennial Review include addressing those business lines with declining results and improving response rates for business lines with rates that were well below the average for the Biennial Review as a whole.

d. Defense Threat Reduction Agency (DTRA): DTRA submitted four business lines that were also included in the previous 2001-2002 Biennial Review:

(1) Combat Support showed below average results for the Combined Need/Importance rating and average results for the Combined Performance Measure. The Continuing Need and

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Importance measures were both significantly higher than for the 2001-2002 Biennial Review. The response rate showed a significant increase and the address error rate was significantly lower than the rate for the 2001-2002 Biennial Review.

(2) Enabling Function showed above average results for both the Combined Need/Importance rating and the Combined Performance Measure. No trend data were available because this business line did not meet the minimum number of responses for the 2001-2002 Biennial Review.

(3) Technology Development showed below average results for both the Combined Need/Importance rating and the Combined Performance Measure. The Continuing Need and Importance measures were both significantly higher than comparable values in the 2001-2002 Biennial Review. The response rate showed a significant increase and the address error rate was significantly lower than the rate for the 2001-2002 Biennial Review.

(4) Threat Reduction Control showed above average results for both the Combined Need/Importance rating and the Combined Performance Measure. The Continuing Need and Importance measures were both significantly higher than comparable values in the 2001-2002 Biennial Review. Overall Quality showed significant improvement from the 2001-2002 Biennial Review. The response rate showed a significant increase and the address error rate was significantly lower than the rate for the 2001-2002 Biennial Review.

Comments: DTRA invested significant time and energy in the improvement of its customer lists. While all of its business lines had high address error rates for the 2001-2002 Biennial Review, for the current Biennial Review, the benefit of this effort was shown by address error rates that were well below the Biennial Review average for three of its four business lines.

e. Missile Defense Agency (MDA): MDA submitted three business lines for the 2003-2004 Biennial Review that had different names as well as different products and services than the 2001-2002 Biennial Review business lines. As a consequence, none of these could be evaluated for trends:

(1) Ballistic Missile Defense System (BMDS) Program Operations did not have sufficient customer responses to report findings. The agency nominated only 18 customers for this business line.

(2) Development of the BMDS showed below average results for both the Combined Need/Importance rating and the Combined Performance Measure. The Combined Need/Importance measure was the lowest value of any business line in the 2003-2004 Biennial Review. Overall Quality had the lowest score for any business line in the 2003-2004 Biennial Review at 35%. These results are based on the minimum number of customer responses (15).

(3) Fielding of the BMDS did not have sufficient customer responses to report findings. Although the agency nominated 24 customers for this business line, a low response rate prevented it from being successfully evaluated.

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Comments: In the previous Biennial Review, MDA nominated many more customers per business line. It is a somewhat unexpected situation to find such a significant program without a larger number of other organizations involved as customers or partners. For future Biennial Reviews, MDA should review and revalidate the number of its organizational customers to determine how to ensure successful participation for all nominated business lines.

f. **Office of Economic Adjustment (OEA):** OEA submitted a single business line: **Technical and Financial Assistance to Communities Impacted by Changes in Scope of Defense Operations.** The OEA business line was ranked fourth among all 58 business lines on the Combined Performance Measure for the current Biennial Review, indicating good performance management and customer relationship management. The Combined Need/Importance rating was below average. The Continuing Need and Importance measures were both significantly higher than comparable values in the 2001-2002 Biennial Review, reversing the trend from the previous Biennial Review. Overall Quality showed significant improvement from the 2001-2002 Biennial Review. OEA also significantly decreased its already low address error rate from the 2001-2002 Biennial Review to only 1% for the current Biennial Review.

Comments: OEA continues to perform its function well in the eyes of its customers. Since many of its customers are non-federal government entities in communities undergoing changes due to the realignment or closure of military facilities, it reflects well on DoD overall to have OEA achieve such good performance ratings.

5. **Under Secretary of Defense for Policy:**

a. **Defense Security Cooperation Agency (DSCA):** DSCA submitted six business lines:

(1) **Development and Implementation of DoD Humanitarian Civic Assistance and Mine Action Programs Under Authorities in Title 10, United States Code** did not have sufficient customer responses to report findings. This is the third Biennial Review in a row in which this business line did not meet the minimum criterion for customer responses needed to report findings and raises the issue of a need for better identification of customer organizations.

(2) **Development and Implementation of Security Assistance Programs Under Authorities in Title 22, United States Code** showed an above average Combined Need/Importance rating and a below average Combined Performance Measure rating. The Continuing Need and Importance measures were both significantly higher than comparable values in the 2001-2002 Biennial Review. The address error rate was significantly lower than the rate for the 2001-2002 Biennial Review.

(3) **Information Technology Support to the Security Cooperation Community** showed an above average Combined Need/Importance rating and a below average Combined Performance Measure rating. Product and Service Satisfaction showed significant improvement from the 2001-2002 Biennial Review. The address error rate was significantly lower than the rate for the 2001-2002 Biennial Review.

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(4) Supervision and Performance of Financial Management Functions for Security Assistance was renamed from the 2001-2002 Biennial Review with the addition of some products and services. This business line showed an above average Combined Need/Importance rating and a below average Combined Performance Measure rating. Overall Quality, Responsiveness, and Product and Services Satisfaction ratings declined significantly from the 2001-2002 Biennial Review.

(5) Support to Development of Security Assistance Policy showed an above average Combined Need/Importance rating and a below average Combined Performance Measure rating. Overall Quality ratings declined significantly from the 2001-2002 Biennial Review. The address error rate was significantly lower than the rate for the 2001-2002 Biennial Review.

(6) Security Assistance Implementation Support did not have sufficient customer responses to report findings. This was due to a combination of only nominating 26 customers and not having a high response rate.

Comments: In the 2001-2002 Biennial Review, several DSCA business lines showed marked improvement from the 1999-2000 Biennial Review. In most cases, that higher performance was sustained again for the 2003-2004 Biennial Review.

b. Defense Prisoner of War/Missing Persons Office (DPMO): DPMO submitted five business lines:

(1) Family Support showed a below average Combined Need/Importance rating and an above average Combined Performance Measure rating. The Continuing Need and Importance measures were both significantly higher than comparable values in the 2001-2002 Biennial Review, reversing the trend from the 1999-2000 Biennial Review. Overall Quality showed significant improvement from the 2001-2002 Biennial Review. Although the total customers nominated for this business line was much lower for the current Biennial Review, a significant increase in response rate still produced a strong number of responses to evaluate. Family Support also benefited again from the inclusion of non-government customers in the 2003-2004 Biennial Review.

(2) Outreach was included in earlier Biennial Reviews but did not have sufficient customers for an evaluation for the third Biennial Review in a row. This is due primarily to this business line not nominating the suggested 25 customers.

(3) Personnel Accounting Policy included in the Biennial Review for the first time. The business line did not have sufficient customers nominated to report findings. This is due primarily to this business line not nominating the suggested 25 customers.

(4) Personnel Recovery Policy showed below average results for both the Combined Need/Importance rating and the Combined Performance Measure. This was the first time this business line has been included in the Biennial Review.

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(5) U.S.-Russia Joint Commission Support showed a below average Combined Need/Importance rating and an above average Combined Performance Measure rating. Although this business line was included in earlier Biennial Reviews, this is the first time it has achieved sufficient customer responses to report findings. Its address error rate was only 1%.

Comments: The overall pattern across DPMO business lines for the 2003-2004 Biennial Review reflects greatly increased participation. The response of the Director of DPMO questions the applicability of the Biennial Review methodology to DPMO business lines dealing with individual families, which suggests that for future Biennial Reviews, DPMO should consider how it defines DPMO business line areas and organizational customers. It is also possible that services provided to families should be excluded from future Biennial Reviews.

c. Defense Technology Security Administration (DTSA): This is the first Biennial Review for the business lines provided by DTSA since it was transferred out of DTRA, so no trend data are available. DTSA submitted three business lines:

(1) Export License Reviews did not have sufficient customer responses to report findings. This was due primarily to a low response rate.

(2) Space Technology Safeguards showed a below average Combined Need/Importance rating and an above average Combined Performance Measure rating. All summary measures on which the Combined Performance Measure is based showed high performance except for Coordination, which was in the low range. The report is based on the minimum number of customer responses required for evaluation.

(3) Technology Security Guidance and Support did not have sufficient customer responses to report findings. This was due primarily to a low response rate.

Comments: Participating in the Biennial Review for the first time since DTSA was merged into DTRA in 1998 requires an evolution on the part of executives and staff who must define their business lines and identify customer organizations for the first time. DTSA invested considerable time and energy in this effort and achieved very good progress in this regard.

6. Under Secretary of Defense for Personnel & Readiness:

a. Defense Commissary Agency (DeCA): DeCA submitted a single business line: Management of the Worldwide Commissary System. This business line was ranked third among all 58 business lines on the Combined Performance Measure for the current Biennial Review. The Combined Need/Importance rating was also above average. The Continuing Need and Importance measures were both significantly higher than comparable values in the 2001-2002 Biennial Review. Overall Quality (covering Effectiveness, Efficiency, and Economy) declined significantly from the 2001-2002 Biennial Review, but was still very high at 90%. DeCA also significantly lowered its address error rate for the current Biennial Review.

Comments: The Director's response from the previous Biennial Review indicated a commitment to continuous improvement while also reducing costs. The DeCA findings for this

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Biennial Review illustrate the challenges faced in sustaining high performance. Although Overall Quality was lower, the ongoing DeCA investment in strategic planning for continuous improvement shows that concentrating on good relationships with its customer organizations still produces high ratings overall.

b. DoD Education Activity (DoDEA): DoDEA submitted a single business line: Education for DoD Dependents. This business line showed above average results for both the Combined Need/Importance rating and the Combined Performance Measure. The Continuing Need and Importance measures were both significantly higher than comparable values in the 2001-2002 Biennial Review. The address error rate was significantly lower than the rate for the 2001-2002 Biennial Review.

Comments: For an organizations with traditionally high ratings, an active approach to maintaining customer satisfaction is usually required or ratings will trend downward. The DoDEA Director's response from the previous Biennial Review identified several specific improvement initiatives that possibly helped maintain its high ratings in the current Biennial Review.

c. DoD Human Resources Activity (DoDHRA): DoDHRA submitted nine business lines:

(1) Civilian Personnel Manpower System (CPMS) CARE Division showed below average results for both the Combined Need/Importance rating and the Combined Performance Measure. Overall Quality showed significant improvement from the 2001-2002 Biennial Review. The address error rate was significantly lower than the rate for the 2001-2002 Biennial Review.

(2) CPMS - EEO Complaint Investigations showed above average results for both the Combined Need/Importance rating and the Combined Performance Measure. Product and Service Satisfaction showed significant improvement from the 2001-2002 Biennial Review. The address error rate was significantly lower than the rate for the 2001-2002 Biennial Review.

(3) CPMS - Field Advisory Services showed below average results for both the Combined Need/Importance rating and the Combined Performance Measure. The Continuing Need and Importance measures were both significantly higher than comparable values in the 2001-2002 Biennial Review. Overall Responsiveness declined significantly from the 2001-2002 Biennial Review. The address error rate was significantly lower than the rate for the 2001-2002 Biennial Review.

(4) CPMS - Injury and Unemployment Compensation showed an above average Combined Need/Importance rating and a below average Combined Performance Measure. The Continuing Need and Importance measures were both significantly higher than comparable values in the 2001-2002 Biennial Review. The address error rate was significantly lower than the rate for the 2001-2002 Biennial Review.

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(5) CPMS Wage and Salary Division received an insufficient number of customer nominations and/or responses to report survey findings. This primarily reflects a low response rate, since 55 customers were initially nominated to participate.

(6) Defense Leadership and Management Program did not have sufficient customer responses to report findings. This is due primarily to this business line not nominating the suggested 25 customers.

(7) Defense Manpower Data Center (DMDC) showed above average results for both the Combined Need/Importance rating and the Combined Performance Measure. The Continuing Need and Importance measures were both significantly higher than comparable values in the 2001-2002 Biennial Review. The address error rate was significantly lower than the rate for the 2001-2002 Biennial Review.

(8) Federal Voting Assistance Program showed above average results for both the Combined Need/Importance rating and the Combined Performance Measure. The Continuing Need and Importance measures were both significantly higher than comparable values in the 2001-2002 Biennial Review. The response rate showed a significant increase from the 2001-2002 Biennial Review and the address error rate remained one of the lowest in the Biennial Review at 2%. This business line was previously administered under WHS.

(9) Regionalization and Modernization did not have sufficient customer responses to report findings. This is due primarily to this business line not nominating the suggested 25 customers.

Comments: Several of the DoDHRA business lines had large numbers of customers nominated, high response rates, and strong numbers of responses on which survey results were based. Unfortunately, the Defense Leadership and Management Program and Regionalization and Modernization business lines did not have sufficient customers for an evaluation for the third time in a row. DoDHRA did not nominate enough survey respondents to generate reports even with a 100% response rate. If these are substantial business activities for DoDHRA, recommend an effort be made to expand the number of customers nominated for the next Biennial Review.

d. TRICARE Management Activity (TMA): TMA submitted a single business line for the current 2003-2004 Biennial Review: Manage TRICARE, Manage and Execute the Defense Health Program (DHP) Appropriation and the DoD Unified Medical Program, and Support the Uniformed Services in Implementing the TRICARE Program. Although all the products and services for this business line were renamed, the title of the business line remained the same so trends were evaluated. The Combined Need/Importance rating and the Combined Performance Measure were both below average. The Continuing Need and Importance measures showed a significant increase from the 2001-2002 Biennial Review. The address error rate was significantly lower than the rate for the 2001-2002 Biennial Review.

Comments: Healthcare coverage continues to be a challenging issue across all employment settings, including DoD, civilian government, and the private sector. The approach

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of TMA in managing this area of DoD responsibility is reflected by the changes in products and services within a stable business line. When the focus of a business line is this dynamic, it is difficult to increase customer ratings. In such situations not losing ground with customers is often a success in its own right.

7. Under Secretary of Defense (Comptroller)/DoD Chief Financial Officer:

a. Defense Finance and Accounting Service (DFAS): DFAS submitted a single business line: Financial and Accounting Services. The Combined Need/Importance rating was above average and the Combined Performance Measure was below average. DFAS had a significantly lower address error rate compared to the 2001-2002 Biennial Review. The response rate decreased significantly from the 2001-2002 Biennial Review, but was still well above average for business lines in the 2003-2004 Biennial Review.

Comments: Special efforts were made to coordinate around DFAS' own retail customer survey. The response rate decrease may well have been impacted by some customers being included in both the DFAS survey and the Biennial Review. Given the DoD wide schedule requirements for the Biennial Review, it is reasonable to expect DFAS to adjust its survey schedule or customer nomination process to address any concerns the organization has about potential overlap.

b. Defense Contract Audit Agency (DCAA): DCAA submitted a single business line: Contract Audit Services. The Combined Need/Importance rating and the Combined Performance Measure were both above average. The Continuing Need and Importance measures showed a significant increase from the 2001-2002 Biennial Review. Overall Quality declined significantly from the 2001-2002 Biennial Review, but was still high at 84%. DCAA had a significantly lower address error rate compared to the 2001-2002 Biennial Review. The response rate, which was already strong in the 2001-2002 Biennial Review, increased significantly to the highest rate of any business line in the 2003-2004 Biennial Review.

Comments: DCAA continues to make good use of Biennial Review data, incorporating its survey results into its strategic plan and using the findings as its primary customer-satisfaction review. From this feedback, DCAA identified ways to improve their processes and established objectives to improve their services. In this Biennial Review, DCAA included its own custom questions and asked for support on additional analysis of specific customer segments.

8. Under Secretary of Defense for Intelligence:

a. Defense Intelligence Agency (DIA): DIA submitted seven business lines for the 2003-2004 Biennial Review:

(1) Counterintelligence and Security showed below average results for the Combined Need/Importance rating and above average results for the Combined Performance Measure. The Continuing Need measure showed a significant increase from the 2001-2002 Biennial Review. Overall Responsiveness and Product and Services ratings showed significant improvement from the 2001-2002 Biennial Review. In contrast to most business lines, the address error rate was

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significantly higher for the 2003-2004 Biennial Review than for the previous review, although it only rose slightly above the average for the current cycle.

(2) Dissemination – Intelligence Information Management showed above average results for the Combined Need/Importance rating and below average results for the Combined Performance Measure. The Continuing Need and Importance measures showed a significant increase from the 2001-2002 Biennial Review.

(3) General Military Intelligence Community Management did not have sufficient customer responses to report findings. This primarily reflects a low response rate, since 46 customers were nominated.

(4) HUMINT/ Collections Operations, Management, and Support showed above average results for the Combined Need/Importance rating and below average results for the Combined Performance Measure. The Continuing Need measure showed a significant increase from the 2001-2002 Biennial Review.

(5) Intelligence Production Analysis, Summaries, and Reports showed below average results for both the Combined Need/Importance rating and the Combined Performance Measure. The Overall Quality rating declined significantly from the 2001-2002 Biennial Review.

(6) MASINT Operations and Management showed above average results for the Combined Need/Importance rating and below average results for the Combined Performance Measure. The Continuing Need and Importance measures showed a significant increase from the 2001-2002 Biennial Review.

(7) Training and Education showed below average results for the Combined Need/Importance rating and above average results for the Combined Performance Measure. The Continuing Need measure showed a significant increase from the 2001-2002 Biennial Review.

Comments: Response rates for all DIA business lines were well below the average for the 2003-2004 Biennial Review. Four of the six business lines successfully evaluated were rated by fewer than 20 customers. The general pattern across DIA business lines is to nominate many of the same customers for several of its business lines. When customers receive several surveys from the same Defense Agency, they are possibly confused and/or see them as reminders. It is likely that this multiple-nomination approach contributed to the lower response rate. More focused customer contacts within each organization consuming multiple business lines could help increase both the response rate and the number of responding customers.

b. Defense Security Service (DSS): DSS submitted the same three business lines for the 2003-2004 Biennial Review that were submitted for the previous 2001-2002 Biennial Review:

(1) Industrial Security showed below average results for both the Combined Need/Importance rating and the Combined Performance Measure. The Continuing Need and Importance measures showed a significant increase from the 2001-2002 Biennial Review. The Overall Product and Services rating showed significant improvement from the 2001-2002

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Biennial Review. The response rate showed a significant increase and the address error rate was significantly lower than the rate for the 2001-2002 Biennial Review, remaining one of the lowest in the current Biennial Review.

(2) Personnel Security Investigations showed an above average Combined Need/Importance rating and a below average Combined Performance Measure rating. Overall Quality, Responsiveness, and Product and Services ratings all showed significant improvement from the 2001-2002 Biennial Review. In the 1999-2000 Biennial Review, the Personnel Security business line was the lowest rated business line and was rated then by 14 customers. In the 2001-2002 Biennial Review, it was rated by 46 customers and showed a significant increase in 3 of 4 performance measures (Overall Quality, Responsiveness, and Products and Services Satisfaction), but was still the lowest rated business line in that Biennial Review. In the current Biennial Review, the Combined Performance Measure rating is higher than 6 other business lines, showing a continuing improvement with an increase of 13%.

(3) Security Training and Education showed below average results for both the Combined Need/Importance rating and the Combined Performance Measure. The Continuing Need and Importance measures showed a significant increase from the 2001-2002 Biennial Review. Although Overall Quality and Product and Services ratings declined significantly from the 2001-2002 Biennial Review, both are still in the high performance range. The response rate showed a significant increase and the address error rate was significantly lower than the rate for the 2001-2002 Biennial Review.

Comments: Because the customer list for all these business lines included a large number of private sector businesses, the survey was sent to a random sample from each business line list. With good response rates, each of these business lines was rated by over 200 customers, making the sample very robust for each.

c. National Geospatial-Intelligence Agency (NGA): NGA submitted one business line: Provide Timely, Relevant and Accurate Geospatial-Intelligence in Support of National Security. While the products and services under this business line were described more extensively than the list for the 2001-2002 Biennial Review, they were sufficiently similar to enable the evaluation of trends. The business line showed above average results for both the Combined Need/Importance and the Combined Performance Measure. Although the address error rate was up significantly, it is still one of the lowest in the current Biennial Review. The number of completed surveys was up by over 50%, providing a robust number of customer responses. Comments: NGA continues to show very professional and thorough efforts in support of its participation in the Biennial Review. In many cases, their questions and observations about the process have led to improvements that have benefited all participating organizations.

d. National Security Agency (NSA): NSA submitted one business line, Secure Voice Solutions. Although this business line was successfully evaluated in the 2001-2002 Biennial Review, it failed to receive a sufficient number of customer responses in the current Biennial Review. 26 customers were nominated but only six responded. A decision to limit on-line

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access for completing the survey to SIPRNET could have contributed to the lower response rate in the current Biennial Review cycle.

e. Department of Defense Counterintelligence Field Activity (DoD CIFA): DoD CIFA participated in the Biennial Review process for the first time. No trend evaluation is possible. DoD CIFA submitted two business lines:

(1) CI Program Management and Development showed below average results for both the Combined Need/Importance rating and the Combined Performance Measure.

(2) CI Training showed below average results for both the Combined Need/Importance rating and the Combined Performance Measure.

Comments: Participating in the Biennial Review for the first time as a newer agency involves an evolution on the part of executives and staff who must define business lines and identify customer organizations for the first time. DoD CIFA invested considerable time and energy in this effort and is to be commended for its progress. Although both business lines showed below average results, the ratings were not low and fell well within the acceptable performance range and provided a good baseline for future management of these activities.

9. Assistant Secretary of Defense for Networks and Information Integration/DoD CIO:

a. Defense Information Systems Agency: DISA submitted four business lines:

(1) Computing Services showed above average results for both Combined Need/Importance and Performance Measures. Continuing Need and Importance both were higher than comparable values in the 2001-2002 Biennial Review. Product and Service Satisfaction was significantly improved. The business line was evaluated with the minimally acceptable number of 15 customer responses.

(2) Enterprise Acquisition did not have sufficient customer responses to report findings, which was also the case in the 2001-2002 Biennial Review. This reflects a combination of a low number of customers being nominated and a lower than average response rate.

(3) Joint Warfighting and DoD-Wide Enterprise Capabilities showed below average Combined Need/Importance and Combined Performance Measures. The Continuing Need and Importance measures showed a significant increase from the 2001-2002 Biennial Review. The response rate showed a significant decline, but the address error rate was significantly lower than the rate for the 2001-2002 Biennial Review.

(4) Telecommunications Services showed above average results for both Combined Need/Importance and Combined Performance Measures. The Continuing Need and Importance measures showed a significant increase from the 2001-2002 Biennial Review. In contrast to the overall trends in this Biennial Review, the response rate declined significantly and the address error rate was higher than the rate for the 2001-2002 Biennial Review.

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Comments: The DISA response for the 2001-2002 Biennial Review described the creation of a Principal Director for Customer Advocacy position to improve customer relations. This new emphasis may well have contributed to the improved ratings for the Computing Services business line in the current Biennial Review.

10. DoD General Counsel:

a. Defense Legal Services Agency (DLSA): DLSA submitted a single business line: Adjudication of Disputes for DoD Component Organizations (Defense Office of Hearings and Appeals (DOHA)). The business line showed below average results for both the Combined Need/Importance and the Combined Performance Measure. The Continuing Need measure showed a significant increase from the 2001-2002 Biennial Review. The Responsiveness rating showed significant improvement from the 2001-2002 Biennial Review. The business line was evaluated with the minimally acceptable number of 15 customer responses.

Comments: DLSA identified very specific process improvements it planned to make for this business line in its Director's response for the previous Biennial Review. These included improving customer access to DOHA data and case status information. It is quite possible that these improvements contributed to the increased Responsiveness ratings.

11. Assistant Secretary of Defense for Public Affairs:

a. American Forces Information Service (AFIS): AFIS submitted one business line, DoD Internal Information Policy Guidance and Products Including Visual Information Print Media TV/Radio Broadcasts and Training. Combined Need/Importance and Combined Performance Measures were both below average. However, compared with the 2001-2002 Biennial Review, Importance showed a significant increase. Product and Service Satisfaction declined significantly from the 2001-2002 Biennial Review, but the number of completed surveys was up by 38%, providing a robust number of customer responses.

Comments: Overall Quality ratings remained in the high range and in comparison with the previous Biennial Review, the number of AFIS customers responding increased. In addition, the address error rate improved substantially. Although satisfaction with AFIS Products and Services was lower, many comments on specific AFIS efforts suggest that customers value them.

12. Director, Administration and Management:

a. Pentagon Force Protection Agency (PFPA): PFPA participated in the Biennial Review process for the first time. No trend evaluation is possible. PFPA submitted a single business line, Force Protection, Law Enforcement and Security for the Pentagon and Delegated Buildings in the National Capital Region. The ratings for this business line showed an above average Combined Need/Importance rating and a below average Combined Performance Measure rating.

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Comments: Although the business line showed below average Combined Performance Measure results, the ratings were not low and fell near the top of the acceptable performance range, providing a good baseline for future management of these activities.

b. Washington Headquarters Services (WHS): WHS submitted 10 business lines:

(1) Administration of the DoD Freedom of Information Act (FOIA) Program, Security and Congressional Reviews showed below average results for both the Combined Need/Importance rating and the Combined Performance Measure. The address error rate was significantly lower than the rate for the 2001-2002 Biennial Review.

(2) Budgeting, Accounting, Information Technology and Reporting Services showed above average results for both the Combined Need/Importance and the Combined Performance Measure. The Continuing Need and Importance measures showed a significant increase from the 2001-2002 Biennial Review. In contrast to the overall trends in this Biennial Review, the address error rate showed a significant increase from the 2001-2002 Biennial Review.

(3) Construction, Renovation and Information Technology (IT) Implementation was a new business line under WHS for this current Biennial Review. It did not have sufficient customer responses to report findings. This primarily reflects a combination of a low number of customers being nominated and a lower than average response rate.

(4) Correspondence Management, DoD Directives, OSD Records Management, Declassification, and Communications and Information Technology showed above average results for both the Combined Need/Importance and the Combined Performance Measure. The Continuing Need and Importance measures were both significantly higher than comparable values in the 2001-2002 Biennial Review. Both Overall Quality and Responsiveness measures declined significantly from the 2001-2002 Biennial Review. The address error rate was significantly lower than the rate for the 2001-2002 Biennial Review.

(5) Facility and Space Programs Management showed below average results for both the Combined Need/Importance rating and the Combined Performance Measure. The number of completed surveys was up by 574%, providing a robust number of customer responses. The address error rate was significantly lower than the rate for the 2001-2002 Biennial Review.

(6) Information Technology (IT) Resources and Support did not have sufficient customer responses to report findings. This primarily reflects a low number of customers being nominated.

(7) Personnel and EEO Services for Civilian Personnel showed an above average Combined Need/Importance rating and a below average Combined Performance Measure rating. The Importance measure was significantly higher than the comparable value in the 2001-2002 Biennial Review.

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(8) Personnel Services for Military Personnel did not have sufficient customer responses to report findings. This primarily reflects a combination of a low number of customers being nominated and a lower than average response rate.

(9) Reports Forms & Management Information Database Programs Management showed a below average Combined Need/Importance rating and an above average Combined Performance Measure rating. No trends showed significant changes from the 2001-2002 Biennial Review.

(10) Security Services for Military and Civilian Personnel was ranked second among all 58 business lines on the Combined Performance Measure for the current Biennial Review. Both Responsiveness and Coordination measures showed significant improvement from the 2001-2002 Biennial Review, contributing to the demonstration of good performance and relationship management needed to accomplish a high rank relative to other business lines. Results for the Combined Need/Importance Measure were also above average. The Continuing Need measure was significantly higher than the comparable value in the 2001-2002 Biennial Review.

Comments: WHS manages a variety of business lines and has the most for any single Defense Agency or DoD Field Activity in the 2003-2004 Biennial Review. The findings span a variety of outcomes, including a business line with the second highest performance ranking as well as some with low results and others without sufficient customer responses for evaluation.

VII. Examples of How Biennial Review Information has been Used

1. The Center for Strategic and International Studies (CSIS) under contract to the Director of Program Analysis and Evaluation conducted a study and produced a phase one report in March 2004 entitled: "Beyond Goldwater-Nichols: Defense Reform for a New Strategic Era," commonly referred to as "BGN." CSIS staff used data and information generated by the Biennial Review in this project to explore the next phase of Defense reform. Results of the 2003-2004 effort will also be provided to CSIS for further use in the phase two report, as appropriate.
2. The Program Analysis and Evaluation (PA&E) staff and the Joint Staff use the results of the Biennial Review in planning and conducting their own reviews and assessments of the Defense Agencies and DoD Field Activities. This represents important collaboration across organizational boundaries so as not to duplicate efforts and to improve the depth and breadth of each review and assessment effort.
3. Staff members of the General Accountability Office (GAO) routinely request copies of each Biennial Review report to use in preparing or conducting reviews or audits of specific Defense Agencies and DoD Field Activities. In 2004, GAO used Biennial Review results on DTRA for a review/assessment. GAO will be provided copies of the 2003-2004 report after the report has been distributed internally.

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4. When each Biennial Review report is published, it is formally distributed to the Secretary of Defense and Deputy Secretary of Defense, the OSD Principal Staff Assistants, the Secretaries of the Military Departments, the Chairman of the Joint Chiefs of Staff, the Directors of the Defense Agencies and DoD Field Activities, and all other Heads of the DoD Components. It is up to the discretion of each senior official to use the Biennial Review in a manner that meets their requirements. The Biennial Review is a unique source of objective feedback on the perspectives of the organizational customers of the Defense Agencies and DoD Field Activities and should be used in those assessments that place importance on customer feedback and perceptions.

5. As a matter of Biennial Review program policy, all Defense Agencies and DoD Field Activities are strongly encouraged to take advantage of the option to add their own custom questions to their business line surveys. These questions are used to gather additional data to guide their internal performance assessments and improvement efforts. For the 2003-2004 Biennial Review, 11 participating Defense Agencies and DoD Field Activities included custom questions on a total of 23 reported business lines. These organizations included AFIS, DeCA, DCAA, DCMA, DLA (3), DSCA (4), DoDHRA (2), NGA, OEA, PFPA, and WHS (7). Information collected included specific questions about service-delivery processes, customer priorities for products and services, additional evaluation of products and services delivered, and more detailed feedback on various coordination activities. Since custom questions were non-standard and varied in format and content, they are not a part of this report. The data collected from these questions were returned directly to the organizations with their draft reports for their own information and use, including contributions to their Director's responses published in Attachment 6.

6. Changes made in the previous Biennial Review to give Defense Agencies and DoD Field Activities more access to customer comments were further enhanced in this cycle. All comments are treated as confidential unless otherwise indicated. The change in the last Biennial Review allowed customers to indicate that it was acceptable to share their comments verbatim but without direct identification of their identity. This information is often very useful to Defense Agencies and DoD Field Activities taking action on the Biennial Review findings. In the current Biennial Review, the sharable comments were provided for each business line at the same time as the draft business line report. For this purpose, 1,975 participating customers made comments, with 87% of these indicating they could be shared verbatim. Several of the Director's responses for the current Biennial Review (see Attachment 6) referenced customer comments or issues customers commented on, reflecting the use of this increased feedback by participating Defense Agencies and DoD Field Activities.

VIII. Implementation Status from the Previous Biennial Review in 2001-2002

1. Recommendation: Continue use of an organizational-customer-feedback methodology.

Status: Adopted and implemented.

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2. **Recommendation:** Make the identification of customer organizations and appropriate POCs for feedback a more regular requirement for each business line. This effort could begin well before the Biennial Review process commences and could reduce address error rates, increase response rates, and improve customer relations.

Status: Adopted and implemented in part. All Defense Agencies and DoD Field Activities were supplied with their final customer list from the 2001-2002 Biennial Review, including address corrections from the Military Departments, prior to the start of the 2003-2004 Biennial Review. Several Defense Agencies and DoD Field Activities also increased their own internal customer list reviews for participating business lines.

3. **Recommendation:** Encourage Defense Agencies and DoD Field Activities with annual needs for organizational-customer feedback to coordinate directly with DA&M to maximize the fit between Biennial Review measures and those collected for the needs of the organization. This coordination should be done to ensure that other survey efforts do not create conflict with successful execution of the Biennial Review effort.

Status: Adopted and implemented in part. Several Defense Agencies and DoD Field Activities conduct their own customer satisfaction surveys, primarily at the retail customer level. For the most part, these surveys do not overlap in content with the Biennial Review questions. The 2003-2004 Biennial Review expanded the inclusion by Defense Agencies and DoD Field Activities of their own custom questions. DFAS did coordinate with the Biennial Review schedule to minimize a schedule conflict with the conduct of their annual customer survey. A DoD Directive on the Biennial Review is currently under development and coordination and will be issued in 2005. The goal of issuing a directive is to bring a more formalized and structured process to the Biennial Review, which we believe will mitigate potential conflicts with the conduct of other survey processes within the Department, among other advantages.

4. **Recommendation:** Conduct a more detailed analysis of what factors are behind the drop in the ratings in the Coordination category. The analysis should look at identifying effective strategies for types of coordination that work for different business lines and different types of customer relationships. The results should lead to the identification of best practices that work in general and those that work effectively only for specific customer relationships.

Status: Adopted and implemented in part. No one pattern was identified across all business lines. Where participating Defense Agencies and DoD Field Activities had concerns about their Coordination scores (or other summary Performance Measurement summary scores), DA&M provided support for more detailed customer segmentation. Custom question options were also made available for any business line that chose to use them, which also provided an approach to identifying factors that could impact Coordination.

5. **Recommendation:** Provide increased security for all customer information by modifying the inclusion of individual customer information in the Internet database. The current approach of displaying the customer's identity when logging-in to complete a survey on-line could be

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modified to exclude any contact information from the on-line database, thereby allowing all business lines to be assessed using the same on-line methodology.

Status: Adopted and implemented. All customers responding were still required to use an ID and password to log-in to the survey from the Internet, which was mailed with the letter notifying them about the Biennial Review. However, unlike previous cycles, customers responding using the Internet saw only their business line ID as confirmation. No name or address information was contained in the portion of the database accessible through the Internet.

IX. New Recommendations Based on 2003-2004 Results

1. Continue use of an organizational-customer-feedback methodology.
2. Update the feedback to Defense Agencies and DoD Field Activities by conducting more detailed pattern analysis of factors leading to better performance across all or similar business lines. Publish these findings as special reports available to those Defense Agencies and DoD Field Activities initiating improvement efforts as a result of their Biennial Review findings.
3. Achieve better integration of survey processes between FOUO and classified response venues, including customer notification, SIPRNET response alternative, and reporting of standard item responses.
4. Conduct a DoD information campaign coordinated with the start of the Biennial Review process to make the entire feedback process more visible to designated customers. This campaign could include addressing findings and changes from participating Defense Agency and DoD Field Activity business lines serving primarily DoD organizations.
5. Work with participating Defense Agencies and DoD Field Activities to assist them in communicating findings and planned responses to participating customers. This will not only build Defense Agency and DoD Field Activity relationships with their customer organizations, but will also increase future response rates.
6. Directors will continue to be encouraged to provide formal recommendations on ways to improve the Biennial Review. Half of the responses indicated no recommended improvement. Several of the Director's responses indicated that the current approach provides significant value for identifying issues to address through strategic planning or other performance improvement efforts. Some Directors also recommended changes to customer notification (use email or quicker start to the survey), stronger coordination with the CSART process led by J-8, and a stronger confidentiality statement. Some recommendations in Director's responses actually addressed factors under the control of Defense Agencies and DoD Field Activities in their own submissions, such as the organization of their own business lines or customer designations.
7. In preparation for the next Biennial Review cycle, a strong effort will be made to improve the overall response rate. Approximately 15 business lines have shown a trend of very low response

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rates, which, in turn, reduces the overall response rate. Within the constraints of the Biennial Review program budget, several new innovations will be tried in an attempt to increase the response rates while recognizing that many DoD personnel are asked to complete a variety of surveys from a number of sources over a given time period.

Questions regarding this report can be referred to:

Director of Organizational and Management Planning (O&MP)
Office of the Director, Administration and Management (ODA&M)
Office of the Secretary of Defense (OSD)
Room 4-A-1067
1950 Defense Pentagon
Washington, DC 20301-1950
703-697-1142/1143/9330 (Commercial)
227-1142 (DSN)

E-mail feedback and inquiries can be sent to: biennial.review@osd.mil

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ATTACHMENT 1

**DIRECTOR OF ADMINISTRATION AND MANAGEMENT MEMO INITIATING 2003-2004
BIENNIAL REVIEW**

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ADMINISTRATION AND
MANAGEMENT

OFFICE OF THE SECRETARY OF DEFENSE
1950 DEFENSE PENTAGON
WASHINGTON, DC 20301-1950

DEC 05 2003

MEMORANDUM FOR DIRECTORS OF DEFENSE AGENCIES
DIRECTORS OF DOD FIELD ACTIVITIES

SUBJECT: 2003-2004 Secretary of Defense Biennial Review

This memorandum announces the start of the 2003-2004 Secretary of Defense Biennial Review of Defense Agencies and DoD Field Activities. Success as well as the quality and fidelity of the feedback rest in large measure on your cooperation.

The Biennial Review fulfills a number of purposes. First, it serves as an objective, unique, and standardized source of feedback on the levels of satisfaction held by your organizational customers. While this is only one factor that you consider in carrying out your missions and transformational change, it is a crucial element. Senior officials who oversee your activities also consider this important performance information. Second, the Biennial Review serves as one of the principal means the Department uses to document compliance with Section 192(c) of title 10, U.S. Code, which states that "periodically (and not less often than every two years), the Secretary of Defense shall review the services and supplies provided by each Defense Agency and DoD Field Activity" to ensure "there is a continuing need for each such Agency and Activity." The statute also states that the Secretary shall ensure that "the provision of those services and supplies by each such Agency or Activity, rather than by the Military Departments, is a more effective, economical, or efficient manner of providing these services and supplies or of meeting the requirements for combat readiness of the armed forces."

In fulfillment of Section 192(c) responsibilities, the Secretary and Deputy Secretary have made a number of significant changes to the alignment of Defense Agencies and DoD Field Activities since 2001. In compliance with this statutory requirement and in support of the process of transformation and continuous improvement of the products and services provided to support DoD missions, it is important to assess the levels of satisfaction held by your organizational customers over the past two years. Please take note of the requested actions on your part and the suspense dates that are summarized in the attachment. My POC is Mr. Mark Munson, who can be reached at 703-697-1142/1143 or e-mail at mark.munson@osd.mil.


Raymond F. DuBois
Director

cc:
OSD Principal Staff Assistants
Chairman, Joint Chiefs of Staff
Secretaries of the Military Departments
Special Assistants to the Secretary and Deputy Secretary of Defense

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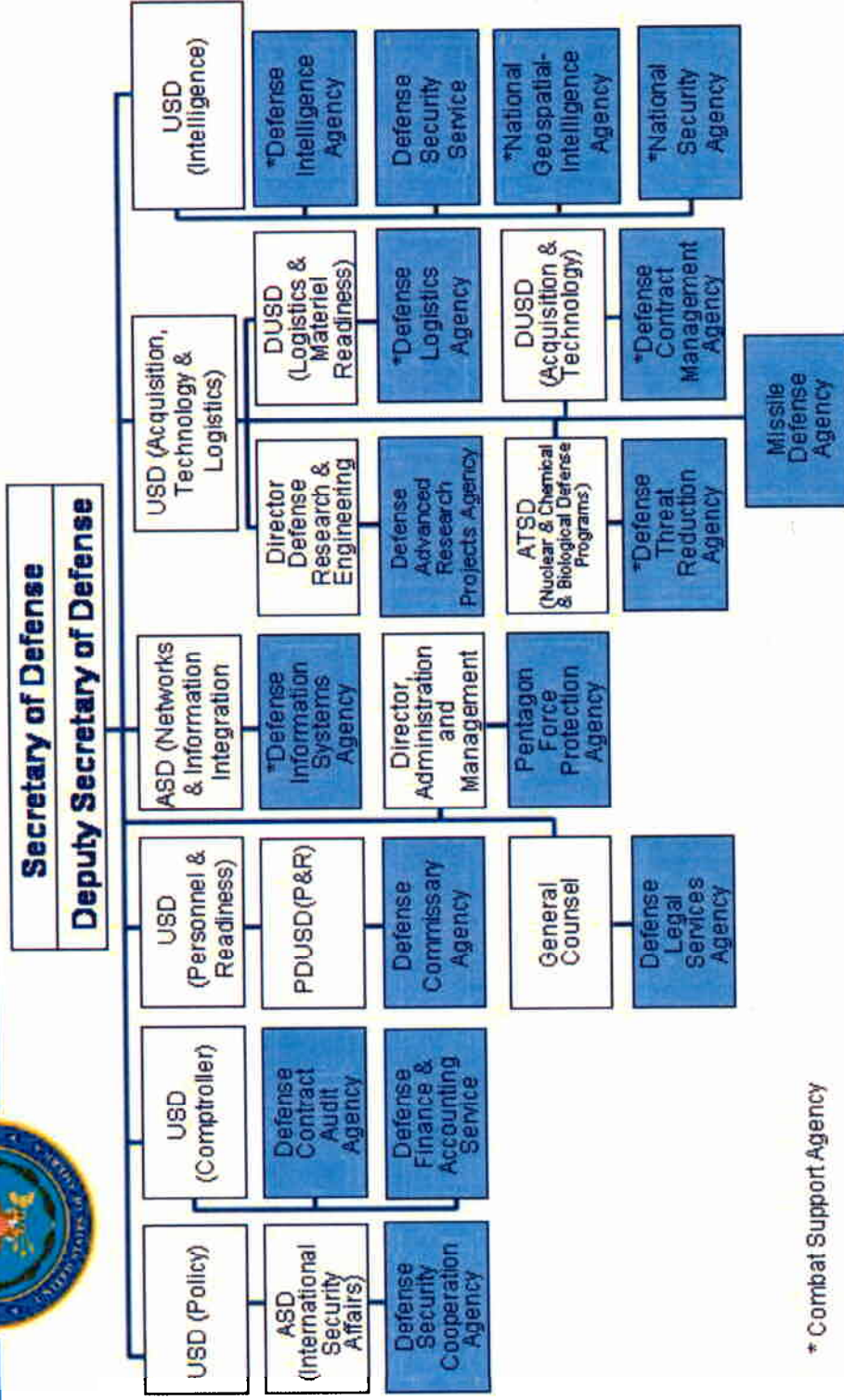
**ATTACHMENT 2
ORGANIZATION CHARTS FOR OSD PSA SUPERVISORY RELATIONSHIPS REGARDING
THE DEFENSE AGENCIES AND DoD FIELD ACTIVITIES**

These charts are provided as a reference guide.

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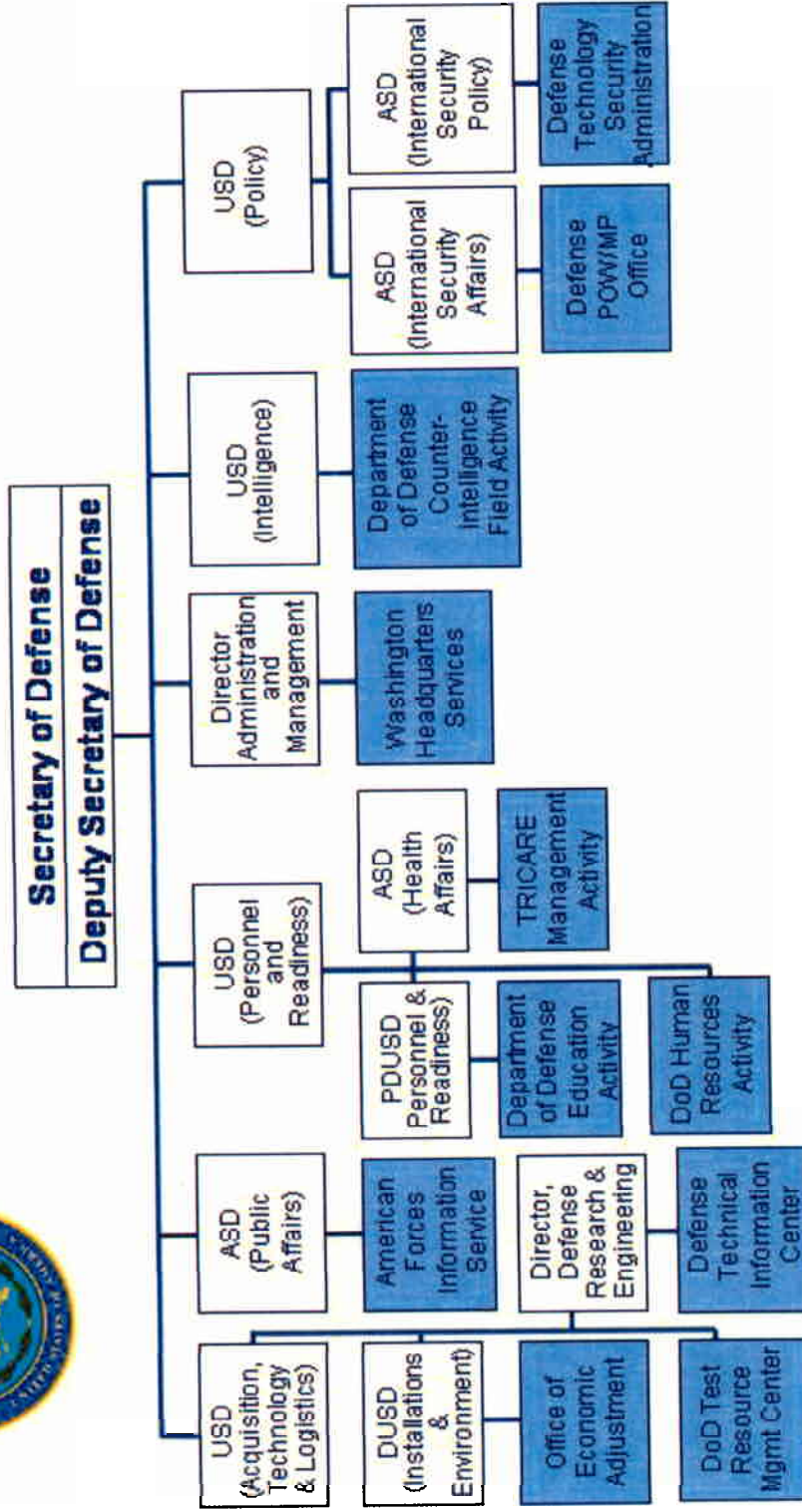


Defense Agencies





DoD Field Activities



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ATTACHMENT 3

**PRODUCTS AND SERVICES OF DEFENSE AGENCY AND DoD FIELD ACTIVITY
BUSINESS LINES**

In the Biennial Review, key organizational customers evaluated the major mission areas of each Defense Agency and DoD Field Activity as Business Lines. The following pages provide a reference list of the each Business Line and associated Products and Services covered by the 2003-2004 Biennial Review. All business lines submitted are included, irrespective of whether they were successfully evaluated in the current Biennial Review. Those business lines lacking sufficient data to report findings are noted in the attachment with the designation FNR (see footnote).

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AMERICAN FORCES INFORMATION SERVICE (AFIS)

Business Line

DoD Internal-Communications Policy Guidance and Products/Services, Including Visual Information, Print Media, TV/Radio Broadcasts, and Associated Training

Specific Products and Services

- American Forces Radio and Television Service (AFRTS)/American Forces Network (AFN) radio and television programming obtained and distributed by the Defense Media Center (formerly American Forces Radio & Television Service-Broadcast Center)
- American Forces Radio and Television Service (AFRTS) NewsCenter news reports
- Defense Media Center (DMC) [formerly Television-Audio Support Activity (T-ASA)] radio and television production/broadcasting/distribution equipment and systems
- Defense Media Center (DMC) [formerly Television-Audio Support Activity (T-ASA)] visual information equipment and services
- Defense Information School (DINFOS) graduates in the Public Affairs and Visual Information career fields
- Graduates of Defense Information School (DINFOS)-managed contract courses at Syracuse University (Public Affairs and Visual Information) and the University of Oklahoma (Public Affairs)
- Defense Information School (DINFOS) course design and training development for Public Affairs and Visual Information
- Defense Visual Information Center (DVIC) CD-ROM Image Collection
- Defense Automated Visual Information System (DAVIS)
- Joint Combat Camera Center (JCCC) and the Defense Visual Information Center (DVIC) still, digital & video imagery and technical & research support
- Defense Visual Information Center (DVIC) and Joint Visual Information Services Distribution Activity (JVISDA) training & defense issues, audiovisual products and wall posters/billboards
- Management of DefenseLink web site
- DefendAmerica web site
- American Forces Press Service web articles and special reports
- Current News Early Bird Products
- Stars and Stripes Newspaper
- Stripes Lite news digest

DEFENSE ADVANCED RESEARCH PROJECTS AGENCY (DARPA)

Business Line

Funding Management and Transitioning of Research Ideas and Prototypes

Specific Products and Services

- Technical options (providing direction and oversight for research efforts)
- Statements of work (task descriptions for contracted services)
- Source selection plans (evaluation criteria for contract award)
- Research announcements (public notice of transaction agreement)
- Program management (providing direction and oversight for research efforts)
- Procurement guidance (direction for component acquisition and contracted services)
- Obligation and expenditure goals (target dates for budget extension)
- Milestone scheduling (timelines for coordinating and completing research tasks)
- Memorandums of agreements (providing negotiated agreements for services and funding)
- Funding for agent support and contracted tasks
- Deliverables definitions (specifications for contract products)
- Broad Agency announcements (solicitations for research proposals)

DEFENSE COMMISSARY AGENCY (DeCA)

Business Line

Management of Worldwide Commissary System

Specific Products and Services

- Management, purchasing, and resale of groceries and household supplies
- Improvement of quality of life for service members and families
- Contributing to overall readiness
- Continually improving processes in order to provide quality products with a greater savings

DEFENSE CONTRACT AUDIT AGENCY (DCAA)

Business Line

Contract Audit Services

Specific Products and Services

- Telephone rate requests
- Price proposal audits
- Other special audits (e.g., claims)
- Procurement Liaison and Financial Advisor Support
- Forward pricing rate audits (FPRA/FPRR)

**Note – FNR - Findings Not Reported due to insufficient data
Attachment 3-2**

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DEFENSE CONTRACT AUDIT AGENCY (Continued)

- Final rates/incurred cost/closeout audits
- Estimating system audits
- Defective pricing audits
- Accounting system audits
- Source Evaluation Board Support

DEFENSE CONTRACT MANAGEMENT AGENCY (DCMA)

Business Line

Acquisition Management

Specific Products and Services

- Contingency Contract Management Services (Support warrior readiness and deploy Contingency CAS teams)
- Industrial Base Services (provide Industrial Analysis/Intelligence and support to Small Business)
- Pricing/Negotiation Services (Secure best value products and services)
- Acquisition Planning Support Services (Provide pre-award advice and support during acquisition strategy planning)
- Property and Financial Management Services (Ensure contract costs are reasonable, contractors are financially capable, and government-furnished property is adequately managed)
- Aircraft Test, Acceptance and Delivery Services (Flight Acceptance)
- Earned Value Management Services (Provide predictive analysis of program health)
- Financing, Payment and Contract Closeout Services (Ensure that payments to contractors are timely and accurate, and the acquisition process is completed timely)
- Major Program Services (Support to the PM on ACAT Programs to achieve program outcomes)
- Readiness and Delivery Management Services (Ensure timely delivery of products and services)
- Quality Assurance and Product Acceptance Services (Ensure customers receive quality products and services)
- Engineering Services (Ensure suppliers' engineering competence)
- Software Acquisition Management Services (Ensure customers receive quality software-intensive systems)

Note – FNR - Findings Not Reported due to insufficient data

Attachment 3-3

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DEFENSE FINANCE AND ACCOUNTING SERVICE (DFAS)

Business Line

Financial and Accounting Services

Specific Products and Services

- Proprietary reporting (Chief Financial Officer (CFO) Act)
- Policy and procedures for financial and accounting standards
- Payroll services (Active Duty, Reserves, Civilians, Retirees/Annuitants)
- Pay services (Travel)
- Financial and accounting information systems development and management
- Budgetary reporting
- Accounts receivable management (debt management)
- Payment services - MOCAS - DFAS-Columbus
- Payment services - Transportation - DFAS-Indianapolis
- Payment services - Transportation-DFAS-Norfolk
- Payment services - Vendor and Miscellaneous- various DFAS field sites
- Financial advisory services (managerial/cost accounting)
- Departmental Accounting Reports
- Field Level Accounting Reports

DEFENSE INFORMATION SYSTEMS AGENCY (DISA)

Business Line

Computing Services

Specific Products and Services

- Unisys Mainframe Computing
- MVS Mainframe Computing
- Mid-Tier Computing Services

Business Line

Enterprise Acquisition Services

Specific Products and Services

- INFOSEC Contract Services
- DEIS Contract Services

Business Line

Joint Warfighting and DoD-wide Enterprise Capabilities

Specific Products and Services

- Technical Information Services
- Electromagnetic Spectrum Management

**Note – FNR - Findings Not Reported due to insufficient data
Attachment 3-4
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- Military Contingency Ops/Exercises/CINC Support
- Information Assurance Products and Services: Coalition Information Assurance Services, Computer Network Defense Service Provider & Reviews, NETOPS, Information Assurance Guidance, Policies and Training

DEFENSE INFORMATION SYSTEMS AGENCY (Continued)

- Global Command and Control System
- Global Combat Support System
- Electronic Commerce/EDI
- Developmental, Operational and Interoperability Test and Evaluation Services
- Defense Message System
- NetOps & Net Management
- Electromagnetic Environmental Effects (E3) Analysis

Business Line

Telecommunications Services

Specific Products and Services

- Voice Communications
- Video Conferencing and Services
- Data Communications
- Network/Point-to-Point Connectivity

DEFENSE INTELLIGENCE AGENCY (DIA)

Business Line

Counterintelligence and Security

Specific Products and Services

- Counterintelligence support to DoD HUMINT manager
- Counterintelligence support to the CJCS and combatant commands
- Counterintelligence Production
- SCIF Accreditation
- SCI Adjudication
- SCI Policy
- Overseas Security (DoD Executive Agent for MOU with State on Overseas Security)

Business Line

Dissemination-Intelligence Information Management

Specific Products and Services

- SCI Communication Services
- Joint Intelligence Virtual Architecture (JIVA)

**Note – FNR - Findings Not Reported due to insufficient data
Attachment 3-5**

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DEFENSE INTELLIGENCE AGENCY (Continued)

- Interoperability/DoDIIS Management Board
- DIA Intelink Page
- Other (hard copy dissemination)

Business Line

General Military Intelligence Community Management (FNR - see footnote)

Specific Products and Services

- Military Intelligence Community Plans and Studies
- Military Intelligence Community Senior Leadership Support
- Military Intelligence Board Executive Secretarial Support
- Reserve Integration Reserve Office
- General Defense Intelligence Program
- Joint Military Intelligence Program/Tactical Intelligence and Related Activities (JMIP/TIARA) Planning, Programming and Budgeting Support

Business Line

HUMINT/Collection Operations, Management and Support

Specific Products and Services

- Future Collection System Requirements
- Day-to-day all-source Collection Management
- Collection Management Initiatives (Collection Management Mission Application (CMMA) and Intelligence Community Multi-Intelligence Acquisition Program (IC-MAP))
- DAO Support (representational duties; support to Theater Engagement Plans; Security Assistance)
- Defense HUMINT Service (DHS) Collection (Intelligence Information Reports)
- Defense Human Intelligence (HUMINT) Service (DHS) - HUMINT Management for DoD
- Cover Support

Business Line

Intelligence Production, Analysis, Summaries and Reports

Specific Products and Services

- Current/Crisis Production
- Regional Analysis (including biographics)
- Foreign Material Program Management
- Infrastructure Analysis
- Scientific/Technical Intelligence Products (including System Threat)
- Targeting support

**Note – FNR - Findings Not Reported due to insufficient data
Attachment 3-6**

DEFENSE INTELLIGENCE AGENCY (Continued)

- Futures intelligence
- Transnational Intelligence Products (Counterproliferation, Counterterrorism, Counterdrugs, Information Operations)
- Intelligence Production Management

Business Line

MASINT Operations and Management

Specific Products and Services

- Central Measurement and Signatures Intelligence (MASINT) Management
- Operationalization of MASINT and operational support (Requirement Management, Tasking, Oversight of Collection, Processing, Exploitation, Reporting, Customer Satisfaction, Performance Evaluation)
- Education and Outreach
- MASINT RDT&E Oversight

Business Line

Training and Education

Specific Products and Services

- Joint Military Intelligence College (JMIC) Educational Programs
- MIC Research (Occasional Papers, Thesis Work)
- Joint Military Intelligence Training Center (JMITC) Courses (Resident and Mobile)
- Management of Intelligence Training: DoD General Intelligence Training System (DoD General Intelligence Training Council, General Intelligence Training Advisory Committee, and Joint Intelligence Training Advisory Committee)

DEFENSE LEGAL SERVICES AGENCY (DLSA)

Business Line

Adjudication of Disputes for DoD Component Organizations (Defense Office of Hearings and Appeals)

Specific Products and Services

- Waiver of debt owed to DoD
- Transportation claims
- Special education/early intervention disputes
- Process for denial or revocation of security clearance
- Claims involving pay and allowances
- TRICARE benefit disputes
- Alternative dispute resolution

DEFENSE LOGISTICS AGENCY (DLA)

Business Line

Defense Automatic Addressing System Center (DAASC)

Specific Products and Services

- Validation, editing, and routing of logistics transactions
- Transaction interception and diversion
- Transaction Images
- Transaction archiving, tracking, retrieval and resubmission/retranslation
- Receipt and transmission of logistics transactions
- Foreign Military Sales (FMS) Gateway Services for DoD
- Electronic Business (EB) transaction processing
- Data Information Distribution Services
- Central repository for DoD Activity Address Directory (DoDAAD), Military Routing Identifier (MILRI), Fund Code, Distribution Code, Military Billing (MILSBILLS), Military Obligation Validation (MOV), and Logistics Response Time (LRT)

Business Line

Document Automation and Production Service (DAPS)

Specific Products and Services

- Oversized documents reproductions (engineering drawings, blueprints)
- Web Services (web page consulting, hosting, design, maintenance, internet publishing)
- Specialty Products (metal photo, placards and posters, thermographic and screen printing, decals and labels, etc.)
- Scanning/Document Conversion
- On-demand printing (paper output from electronic libraries and mid-tier & mainframe systems)
- Offset Printing
- Equipment management, including contracting and support for copiers and multi-functional workplace devices
- Mailing/Distribution Services (mail merge of digital data files, labeling/addressing, mailing, packaging, and electronic distribution)
- Electronic Access (network access, document access on line)
- Digital Library Warehousing
- Cost Per Copy Services (management of self-service copiers, equipment maintenance) Computer output microfiche (COM) and hardcopy to microfilm
- CD-ROM (mastering/duplicating/labeling/packaging)

DEFENSE LOGISTICS AGENCY (Continued)

Business Line

DoD Cataloging (Defense Logistics Information Service)

Specific Products and Services

- Provision of Information Products and Services: Logistics data products/services such as FEDLOG, MEDALS, and LINK
- Cataloging Support: Administration of the Federal Catalog System (FCS), Management of the Federal Logistics Information System (FLIS), Centralized Cataloging Office and the National Codification Bureau for the United States

Business Line

DOD Disposal (Defense Reutilization and Marketing Service)

Specific Products and Services

- Scrap and Resource Recovery and Recycling Program
- Precious Metals Recovery
- Hazardous Material and Waste Management
- Demilitarization and Mutilation
- Excess/Surplus Property Assistance
- Property Reuse and Requisitioning
- Usable Property and Exchange Sales

Business Line

Logistics Support To Conflicts and Operations Other Than War

Specific Products and Services

- DLA Contingency Support Team (DCST) (DLA liaison officers and functional experts providing support during regional conflicts, contingency operations, exercises, etc.)
- DCST Support - liaison officers and representatives from materiel management (DLA supply/logistics support), distribution management, disposal, reutilization and marketing, fuels management
- DLA Strategic, Operational, and Tactical planning support interface with the CINCs for OPLAN/ CONPLAN/ FUNCPLAN(s)

Business Line

Materiel Management/ Supply and Logistics Support/ Defense Distribution Center and Defense Depots (DDC)

Specific Products and Services

- Inventory control points - management and purchasing of consumable items, Prime Vendor and Virtual Prime Vendor Support Contracts

Note – FNR - Findings Not Reported due to insufficient data
Attachment 3-9

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DEFENSE LOGISTICS AGENCY (Continued)

- Inventory control points - management and purchasing of consumable items, Air Card, IntoPlane, Government Purchase Card and similar Arrangements
- Distribution support/ distribution depots - receipt, storage and issuance of wholesale and retail materiel
- Distribution support/ distribution depots--other services

DEFENSE POW/MP OFFICE (DPMO)

Business Line

Family Support

Specific Products and Services

- DoD Casualty Conference Program (Gov. orgs. only)
- Family update program
- Case File Review and Document Declassification
- Liaison between DoD policy makers and DoD/State Department Casualty Offices
- Annual Government meetings

Business Line

Outreach (FNR - see footnote)

Specific Products and Services

- Newsletter
- Speaking engagements
- National & local news releases
- DPMO web page
- DPMO annual report

Business Line

Personnel Accounting Policy (FNR - see footnote)

Specific Products and Services

- DoD Personnel Accounting Conference
- Personnel Accounting Policy Development and Oversight

Business Line

Personnel Recovery Policy

Specific Products and Services

- DoD Personnel Recovery Policy Development
- DoD Personnel Recovery Conference and Oversight
- DoD Personnel Recovery Newsletter

**Note – FNR - Findings Not Reported due to insufficient data
Attachment 3-10**

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DEFENSE POW/MP OFFICE (Continued)

- DoD Personnel Recovery Advisory Group

Business Line

US-Russia Joint Commission Support

Specific Products and Services

- Processing of Task Force Russia documents
- Briefings
- Information papers
- Analysis
- JCSD web page
- Foreign government liaison

DEFENSE SECURITY COOPERATION AGENCY (DSCA)

Business Line

Development and Implementation of DoD Humanitarian Civic Assistance and Mine Action Programs under Authorities in Title 10, United States Code (FNR - see footnote)

Specific Products and Services

- Management of DoD Humanitarian Assistance Programs
- Management of Overseas Humanitarian, Disaster, and Civic Aid Appropriation (OHDACA)
- Management of DoD Humanitarian Mine Action Program
- Programming of resources for Foreign Disaster Relief / Emergency Response

Business Line

Development and Implementation of Security Assistance Programs under Authorities in Title 22, United States Code

Specific Products and Services

- Foreign Military Sales
- Foreign Military Financing
- International Military Education and Training
- Coordination and development of DoD Positions on Security Assistance programs/funding
- Coordination/liaison with federal agencies, Congress, State Department, JCS, embassies, Combatant Commands on security assistance issues
- Support of Administration's presentation of security assistance program before Congress
- Operation of DSCA, DISAM and Mine Action public affairs websites to inform the press, public, customers and USG stakeholders of Security Cooperation activities and regulations

Note – FNR - Findings Not Reported due to insufficient data

Attachment 3-11

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DEFENSE SECURITY COOPERATION AGENCY (Continued)

- Direction and supervision of staffing, organization and functions of DoD elements in foreign countries responsible for managing security assistance programs
- Management of the Excess Defense Articles program
- Management of the Drawdowns program
- Management of the Financing of Direct Commercial Contracts
- Program management functions for DoD portion of Warsaw Initiative under Authorities in Title 10, United States Code
- Provide information to the press, public, customers and USG stakeholders on Security Cooperation activities and regulations through public liaison activities

Business Line

Information Technology Support to the Security Cooperation Community

Specific Products and Services

- Management (development, maintenance, support) of the Defense Security Assistance Management System (DSAMS) used to produce Letters of Offer and Acceptance (LOA) and to manage the FMS program from Letter of Request (LOR) receipt through LOA implementation
- Continued maintenance of U.S. Army's Centralized Information System for International Logistics (CISIL) (in consideration of a mandated "brownout" of functional enhancements)
- Continued maintenance of U.S. Navy's Management Information System for International Logistics (MISIL) (in consideration of a mandated "brownout" of functional enhancements)

Business Line

Security Assistance Implementation Support (FNR - see footnote)

Specific Products and Services

- Provide Assistance to State Department and DTSA to ensure technology release through FMS and direct commercial sales is consistent with and supports US policy
- Perform Liaison with US industry
- Provide policy and procedural guidance on foreign military sales of DoD weapons
- Manage major weapons system sales involving more than one US firm
- Manage the annual report of potential FMS sales
- Manage the Office of the Under Secretary of Defense for Policy's Exception to National Disclosure Policy (ENDP) voting process

Business Line

Supervision and Performance of Financial Management Functions for Security Assistance

Specific Products and Services

- **Congressional notifications prior to sales/transactions**

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DEFENSE SECURITY COOPERATION AGENCY (Continued)

- Management of Foreign Military Finance (FMF) Program, to include grants and loans
- Formulation and Execution of Foreign Military Finance (FMF) and Foreign Military Sales (FMS) Administrative Budgets
- Formulation and Execution of DoD Appropriated Funds
- Management of the FMS Trust Fund

Business Line

Support to Development of Security Assistance Policy

Specific Products and Services

- Development of policies and procedures for conducting security assistance
- Development of Security Assistance training and education policy
- Development of Defense Planning Guidance and resource programs for the
- Security Cooperation Community

DEFENSE SECURITY SERVICE (DSS)

Business Line

Industrial Security Program

Specific Products and Services

- Security reviews at possessor and non-possessor facilities
- NISP related approvals and accreditations
- Interim and final facility security clearances
- Contractor personal security clearances

Business Line

Personnel Security Investigations

Specific Products and Services

- Special investigative support (Special Investigative Inquiry, Post-adjudicative investigation, polygraph exams)
- Entrance National Agency Checks
- Military background investigations and reinvestigations (NACLIC, SSBI, TSPRs)
- Contractor personnel security investigations and reinvestigations

Business Line

Security Training and Education

Specific Products and Services

- Security Education, Training and Awareness

Note – FNR - Findings Not Reported due to insufficient data

Attachment 3-13

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DEFENSE SECURITY SERVICE (Continued)

- Course curriculum for personnel security
- Course curriculum for information security
- Course curriculum for industrial security
- Course curriculum for Special Access Programs
- Course curriculum for Information Systems Security
- Distance Learning Offerings
- Mobile Training/Field Extensions

DEFENSE TECHNOLOGY SECURITY ADMINISTRATION (DTSA)

Business Line

Export License Reviews (FNR - see footnote)

Specific Products and Services

- Receive licenses from the licensing departments
- Staff to DoD Departments and agencies for review/comment
- Adjudicate disparate positions and develop final position
- Provide the final DoD position to the licensing department

Business Line

Space Technology Safeguards

Specific Products and Services

- Monitor the satellite technology exports in accordance with the requirements of PL 105-261
- Review technical data exports for consistency with DoS provisos, limitations and other requirements
- Monitor design reviews
- Monitor satellite launch campaigns

Business Line

Technology Security Guidance and Support (FNR - see footnote)

Specific Products and Services

- Top Ten technologies list
- USML and CCL list review
- CFIUS reviews
- 1211 Report to Congress
- Wassenaar Arrangement Coordination
- MTCR technical support
- Review of DoC and DoS regulations
- International Cooperative Agreements

Note – FNR - Findings Not Reported due to insufficient data
Attachment 3-14

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DEFENSE TECHNOLOGY SECURITY ADMINISTRATION (Continued)

- Freedom of Information Act requests
- Public Release Requests

DEFENSE THREAT REDUCTION AGENCY (DTRA)

Business Line

Combat Support

Specific Products and Services

- Operate the DoD Joint Nuclear Accident Coordination Center
- Deploy technical capabilities in direct support of military and other authorities responsible for preventing, responding to, and mitigating the consequences of WMD incidents and other threats
- Provide integrated WMD Operations Center and Reach-back support
- Support War Planning, Joint Mission Essential Task development, operations analysis for nuclear/WMD/Conventional CINC Warplans including OPLAN & CONPLAN reviews and development of annexes and Theater Engagement Planning and other engagement support
- Conduct Defense Nuclear Surety Inspections (DNSI) of nuclear capable units
- Manage Stockpile Operations
- Integration of developing detection capability (AMS, Maritime, MRMDS, SSNM, PMAS) into operational concepts
- Conduct assessments of DoD installations worldwide
- Balanced Survivability Assessments
- Inter-Agency WMD training and exercise development and play
- Provide exercise and training support to Joint Task Force-Civil Support(JTF-CS) for CONUS CM response
- Support to NORTHCOM'S USJFCOM's Joint Theater Augmentation Cell (JTAC) for OCONUS CM response
- Domestic Nuclear Event (DNE) forensics

Business Line

Enabling Function

Specific Products and Services

- Knowledge Management: Identify future concepts and leverage information technology and human initiative
- Perform key business management functions-acquisition, administration, quality, process improvement, public and legislative affairs
- Manage the budget, people, logistics and organizational health of the agency to ensure effective and efficient use of resources

DEFENSE THREAT REDUCTION AGENCY (Continued)

- Security and Intelligence Management: Develop requirements and perform security, intelligence, and counterintelligence functions to provide appropriate protection for information and government property and prevent hostile acts that may impact personnel

Business Line

Technology Development

Specific Products and Services

- Develop technologies and training to protect U.S. service members, civilian employees, and dependents from terrorist acts
- Enhance the survivability and operability of U.S. weapons systems, forces, and infrastructure
- DoD focal point for radiant resistant microelectronics, materials, and electro-optics
- Support operational forces in developing and fielding systems to counter WMD proliferation
- Collateral hazard procedures and mitigating technology
- Collateral effects technology and Weapons Effects Technology
- R&D, test, and evaluate U.S. preparedness and survivability against nuclear and other WMD threats
- Technical support for target planning
- Develop Hard Target Defeat Technology
- Manage ACTD's and other technology demonstration or development efforts
- Provide Chem-Bio Defense Program Fiscal Management
- Provide Medical and Non-Medical S&T Support
- Maintain Tech Base
- Science Q&A
- Transition Science and Technologies
- Joint Service Installation Protection Project (JSIPP)
- Contamination Avoidance at SeaPorts of Debarkation (CASPOD)
- Restoration of Operations (RestOps)
- Large Frame Aircraft Decontamination Demonstration (LFADD)
- Bio-Net Program

Business Line

Threat Reduction and Control

Specific Products and Services

- U.S. arms control inspection activities
- On-site inspections and aerial monitoring abroad
- Inspection of U.S. facilities by foreign personnel
- Treaty verification monitoring technologies
- Coordination with international counterparts in accomplishing treaty objectives

Note – FNR - Findings Not Reported due to insufficient data

Attachment 3-16

DEFENSE THREAT REDUCTION AGENCY (Continued)

- Defense Treaty Inspection Readiness Program
- Destruction of former Soviet nuclear, biological, and chemical weaponry
- Reduction of anti-U.S. weapons and weapons delivery systems
- WMD international counterproliferation training programs with DOE, DOJ/FBI, and USCS in NIS
- Counterproliferation of Small Arms/Light Weapons via stockpile reductions
- Confidence and security building measures
- Observation of Russian military relocation from FSU
- Account for weapons previously aimed at the U.S. and reduce their delivery systems
- Expand cooperation to increase security and safety of Russian nuclear, biological, and chemical weapons and materials
- Expand Assistance with FSU to eliminate production of, or secure weapons-grade fissionable materials
- Serve as the DoD's Executive Agent for UN Inspections in Iraq (UNMOVIC)
- Train and assist foreign government officials to investigate, detect and interdict WMD proliferation
- Controlling, consolidating, disabling and eliminating weapons of mass destruction and related materials in Iraq
- Reduce proliferation of chemical, biological and nuclear materials

DEPARTMENT OF DEFENSE EDUCATION ACTIVITY (DoDEA)

Business Line

Educational Programs for DoD Dependents (Kindergarten - Grade 12)

Specific Products and Services

- Overseas dependents schools (DoDDS)
- Domestic dependents schools (DDESS)

DoD COUNTERINTELLIGENCE FIELD ACTIVITY (DoD CIFA)

Business Line

CI Program Management and Development

Specific Products and Services

- CIP Weekly Highlights
- CIFA - West Bi-Weekly
- Force Protection Detachment Program
- CIFA Program Management Support
- CIFA Support to CI Operations

Note – FNR - Findings Not Reported due to insufficient data
Attachment 3-17

DoD COUNTERINTELLIGENCE FIELD ACTIVITY (Continued)

Business Line

CI Training

Specific Products and Services

- DoDPI Polygraph Examiner Course
- DoDPI Quality Assurance Program
- JCITA Training Support to the GWOT

DoD HUMAN RESOURCES ACTIVITY (DoDHRA)

Business Line

Administer the Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA) on behalf of the Secretary of Defense as the Presidential Designee (Federal Voting Assistance Program)

Specific Products and Services

- Maintain uniform national procedures and forms for UOCAVA citizens
- Monitor State compliance with UOCAVA requirements
- Coordinate federal agency compliance with UOCAVA requirements
- Coordinate worldwide absentee voter outreach and education program
- Create informational and motivational materials for distribution
- Provide training to Voting Assistance Officers worldwide
- Work with U.S. and DoD postal services to improve timeliness of delivery of voting materials
- Work cooperatively with States to implement process improvements to facilitate enfranchisement of UOVACA citizens
- Work cooperatively with States to develop technology initiatives to enhance effectiveness of UOCAVA process
- Provide ombudsman service to assist voters worldwide
- Support Department of Justice with UOCAVA enforcement
- Conduct quadrennial survey of program effectiveness

Business Line

CPMS - CARE Division

Specific Products and Services

- Priority Placement Program
- Voluntary Early Retirement Authority
- Voluntary Separation Incentive Program

DoD HUMAN RESOURCES ACTIVITY (Continued)

Business Line

CPMS - Defense Leadership and Management Program (DLAMP) (FNR - see footnote)

Specific Products and Services

- Oversight of nomination and attendance process for Senior Service Schools
- Management of funds for DLAMP participants' TDY and salaries for long-term assignments
- Management of course design, development, scheduling and attendance of defense-focused graduate courses
- Centralized management of DLAMP program

Business Line

CPMS - Field Advisory Services

Specific Products and Services

- Wage and salary advisory services
- Statutory review of DoD collective bargaining agreements
- Development of personnel subject matter guides
- Job classification appeals and adjudication
- HR training for specialists and managers
- Fax-back research and information services
- Expert functional advice for Classification and Pay, Benefits and Entitlements, Labor and Employee Relations, and Staffing and Development

Business Line

CPMS - Injury and Unemployment Compensation

Specific Products and Services

- Technical and administrative support to DoD field activities
- Review and monitoring of workers' compensation claims
- Management of DoD unemployment compensation program (case review and claims verification processes)
- Management of DoD Injury and Unemployment Compensation System

Business Line

CPMS - Office of Complaint Investigations (OCI) EEO Complaint Investigations

Specific Products and Services

- OCI Formal EEO investigations of alleged violations of the Civil Rights Act and other anti-discrimination laws
- OCI Alternative dispute resolution services for complaints at the activity level

DoD HUMAN RESOURCES ACTIVITY (Continued)

Business Line

CPMS - Regionalization and Modernization (FNR - see footnote)

Specific Products and Services

- Improvement and reengineering of related business processes to enable successful Human Resources services with reduced resources
- Implementation of the modern DCPDS
- Implementation of business process improvements
- Development and operation of modern DCPDS to support streamlining initiatives

Business Line

CPMS - Wage and Salary Division (FNR - see footnote)

Specific Products and Services

- Wage and Salary survey services
- NAF salary schedules and DoD special salary rates
- Establishment of pay schedules for statutory and administratively determined compensation systems

Business Line

DMDC - Collect and Maintain Data Archive to Support Information Requirements of OUSD (P & R) and DoD

Specific Products and Services

- Web-based databases and applications
- Systems and technical support
- Personnel Testing Division
- Personnel Survey Division
- Personnel databases and analysis
- Operations support
- One-time and recurring analyses (Management Information)
- Market research
- Joint Recruiting and Advertising Program
- Freedom of Information Act (FOIA) data
- Financial databases and analysis
- DEERS/RAPIDS
- Database and Program Management
- Actuarial Services

MISSILE DEFENSE AGENCY (MDA - FORMERLY BMDO)

Business Line

BMDS Program Operations (FNR - see footnote)

Specific Products and Services

- Program management and control
- Selected Acquisition Report
- PMA, PART Evaluations
- Programming and budgeting
- Financial execution reporting
- Accounting/reporting
- Cost and investment analysis support
- Congressional preparations and interface, e.g., testimony, transcripts, QFRs, reports
- Responses to General Accounting Office audits
- MDSG interface
- OSD interface
- Intelligence community interface
- International participant interface

Business Line

Development of the BMDS

Specific Products and Services

- Development goals and objectives
- System development assessments and reviews
- Capability-based planning and acquisition
- Systems Engineering and Integration
- Command and Control, Battle Management and Communications capability
- Test and Evaluation
- Test Bed
- Targets and Countermeasures
- Advanced technology and transition
- Boost phase capabilities
- Midcourse capabilities
- Terminal capabilities
- Engagement Sequence Groups

MISSILE DEFENSE AGENCY (Continued)

Business Line

Fielding of the BMDS (FNR - see footnote)

Specific Products and Services

- Operational Alert Configuration goals and objectives
- Engagement Sequence Groups
- Military utility/operational assessments
- MDA Operations Center
- BMDS Support Operations
- BMDS Integrated Logistics Support
- BMDS Training
- Warfighter/service interfaces including BoD, service liaisons
- Transition planning

NATIONAL GEOSPATIAL-INTELLIGENCE AGENCY (NGA)

Business Line

Provide Timely, Relevant and Accurate Geospatial-Intelligence in Support of National Security

Specific Products and Services

- Geospatial-Intelligence products: Imagery, imagery intelligence, maps, geospatial information (digital products, data, etc.), imagery intelligence products (cables, briefing boards, research papers, etc.)
- National Geospatial-Intelligence Agency (NGA) training: NGA College, Defense Mapping School, On site training, National Imagery Analysis School
- Information Services: NGA web pages and gateway services, remote replication system, NGA Libraries
- Customer Outreach Services: Exercises, demonstrations, liaisons, technical representatives, customer response teams
- Future development of Geospatial-Intelligence information services
- Development and Operation of the National System for Geospatial-Intelligence: Development of tasking, processing, exploitation, and dissemination and production systems; operations and maintenance of NGA provided systems such as RMS, NES, IESS, IEC, NIL, CIL, IPL and software tools
- Functional Management for Geospatial-Intelligence: Serves as the functional manager for Geospatial-Intelligence across the intelligence and DoD communities to include requirements management, programs, assessment management, integration activities, policy and standards

NATIONAL SECURITY AGENCY (NSA)

Business Line

Secure Voice Solutions (FNR - see footnote)

Specific Products and Services

- Secure Telephone Equipment (STE)
- Sectera Secure Wireline (OMEGA)
- OMNI
- SY-71E
- STU-III
- Enhanced Mobile Satellite Service (IRIDIUM)
- QSEC-800
- Sectera Secure GSM
- Personal Digital Assistants
- Combat Net Radios
- Joint Tactical Radio System
- Land Mobile Radios
- Situational Awareness (CSAR)
- Data Transfer Devices
- Local Management Device/Key Processor
- Electronic Key Management System

OFFICE OF ECONOMIC ADJUSTMENT (OEA)

Business Line

Technical and Financial Assistance to Communities Impacted by Changes in Scope of Defense Operations

Specific Products and Services

- Military base reuse process information
- Grant assistance
- Coordination with Military Departments and other Federal Agencies
- Technical assistance
- Joint Land Use Study Program

PENTAGON FORCE PROTECTION AGENCY (PFPA)

Business Line

Force Protection, Law Enforcement and Security for the Pentagon and Delegated Buildings in National Capital Region

Specific Products and Services

- Chemical, Biological, Radiological and Nuclear Defense (CBRN): monitoring and protecting against threats, the issuance of escape masks and employee training
- Criminal investigations of offenses occurring in DoD/WHS managed facilities
- Law enforcement and police security for personnel and facilities at the Pentagon reservation and delegated buildings
- Law enforcement response to crimes and emergency incidents reported at DoD/WHS managed facilities
- Vulnerability Assessments of DoD/WHS managed buildings, contingency planning and dissemination of threat information
- Lock Shop Services: Installation and repair of door and combination locks
- Technical security reviews of OSD offices
- Provide secure communications equipment and keying material
- Industrial Security: Advice and assistance regarding policy and operating procedures governing contractor access to classified material for OSD
- Information Security: Advice and assistance regarding policy and operating procedures governing the protection of National Security information in OSD
- Physical Security: Advice and assistance regarding measures to protect office facilities, and installation of all alarms/CCTV systems in OSD
- Incinerator Plant: Pick-up and destruction of classified material
- Parking Management: Issuance of parking permits for privately owned vehicles on the Pentagon Reservation
- Pentagon Access Control: Issuance of building passes and CAC cards for the Pentagon Reservation and DoD buildings
- Remote Delivery Facility: Inspection and security of incoming delivery vehicles and materials for the Pentagon Reservation

TRICARE MANAGEMENT ACTIVITY (TMA)

Business Line

Manage and Execute the Defense Health Program Appropriation and the DoD Unified Medical Program, and Support the Uniformed Services in Implementing the TRICARE Program

Specific Products and Services

- Establish policy and provide support to ensure the accurate and timely processing of purchased care claims
- Support the Uniformed Services' delivery of health care through budgeting, operational policy and central program management of new technologies

Note – FNR - Findings Not Reported due to insufficient data
Attachment 3-24

TRICARE MANAGEMENT ACTIVITY (Continued)

- Develop and oversee the efficient and effective implementation of the Direct Care and Purchased Care military health plan
- Coordinate military force protection and world-wide projection of military medical support
- Design and deploy new benefits in accordance with new legislation
- Manage the military and commercial pharmacy benefit and the Active Duty Family Member Dental Plan

WASHINGTON HEADQUARTERS SERVICE (WHS)

Business Line

Administration of the DoD Freedom of Information Act (FOIA) Program, [MDR], Security and Congressional Reviews (Freedom of Information and Security Review Division, Formerly the Directorate for Freedom of Information and Security Review)

Specific Products and Services

- DoD FOIA Handbook
- DoD FOIA Guidance by Directive and Regulation
- FOIA Coordination with DoD Components
- Review of Congressional [Statements for DoD FOIA Handbook] Transcripts
- Review of DoD Information, Speeches and Presentations for security and policy
- Review of Congressional Statements

Business Line

Budgeting, Accounting, Information Technology and Reporting Services (Financial Management Directorate, Formerly Budget and Finance)

Specific Products and Services

- Transaction processing (Contracts, MIPRs, ISSAs, MOUs, MOAs, Grants, Disbursing)
- Special funds management (ORFs, EEE)
- Program/budget formulation, preparation, and execution
- Preparation of official accounting reports (monthly, quarterly, and annually)
- Preparation of apportionment requests
- Personnel requirements analysis (civilian and military)
- Information technology security
- Government travel/IMPAC card management
- Financial statement preparation (Year-end, CFO)
- Debt collection
- Budget requirements analysis (BES, POM, FYDP)
- Applications software development (installation accounting, trust funds, reporting, ad hoc inquiry)

Note – FNR - Findings Not Reported due to insufficient data

Attachment 3-25

WASHINGTON HEADQUARTERS SERVICE (Continued)

- Administrative control of funds
- Accounting/payroll/leave management (installation, agency, departmental)

Business Line

Construction, Renovation and Information Technology (IT) Implementation (Pentagon Renovation and Construction Program Office) (FNR - see footnote)

Specific Products and Services

- Planning
- Requirements definition
- Meeting expectations in renovated space - requirements vs. delivered product
- Effectiveness and efficiency of renovated space
- Meeting expectations in newly constructed space
- IT implementation - meeting voice and data requirements
- Planning of moves
- Actual move process
- Follow-up on correction of defects
- Response to concerns
- Communication of information
- Meeting overall expectations

Business Line

Correspondence Management, DoD Directives, OSD Records Management, Declassification, and Communications and Information Technology (Executive Services and Communication Directorate, Formerly the Directorate for Communications and Directives)

Specific Products and Services

- OSD Records Management; Declassification Program
- Document research of correspondence archives
- Editing, publishing, and Web-based DoD Issuances (directives, manuals, administrative instructions, pamphlets)
- OSD NATO Sub-registry office
- Correspondence receipt, analysis, control, status reporting and dispatch
- Operation of a 24/7 Watch Center for the Immediate Offices of the Secretary and Deputy of Defense
- Mail management and distribution service
- Message and fax receipt, distribution and dispatch
- Travel Communications for the Secretary and Deputy
- Telecommunications and Information Technology support

Note – FNR - Findings Not Reported due to insufficient data
Attachment 3-26

WASHINGTON HEADQUARTERS SERVICE (Continued)

Business Line

Facility and Space Programs Management (Defense Facilities Directorate, Formerly Real Estate and Facilities Directorate)

Specific Products and Services

- Graphics and presentations
- Space acquisition and assignment
- Federal facilities management and operations
- Facilities safety and environmental management
- Facilities leasing management
- Contracting - services (O & M)
- Support services (communication, furniture moving, office cleaning, etc.)

Business Line

Information Technology (IT) Resources and Support (Information Technology Management Directorate Formerly DIOR/S&S) (FNR - see footnote)

Specific Products and Services

- Request for IT service processing
- Program Objective Memorandum (POM) and budget formulation
- Information Resource Management (IRM) planning
- Centralized IT contract management
- Budget execution
- ADP equipment inventory management

Business Line

Personnel and EEO Services for Civilian Personnel (Human Resources Directorate, Formerly Personnel & Security)

Specific Products and Services

- Identification of training requirements and allocation of annual training budget to serviced populations
- Conduct, discipline, performance management and award support
- Employee benefits and entitlement support
- Department of Defense wide policy support (including Defense Partnership Council, Interagency Advisory Group, and Defense Equal Employment Opportunity (EEO) Program and complaints management support
- Equal Employment Opportunity (EEO) Program and complaints management support
- Career development/training support (including executive training) for serviced populations and in some cases, the DoD

Note – FNR - Findings Not Reported due to insufficient data

Attachment 3-27

WASHINGTON HEADQUARTERS SERVICE (Continued)

- Personnel information management
- Senior executive staffing and support
- Civilian personnel staff support (including political personnel, dual compensation)
- Position classification and compensation
- Other personnel support functions (including files management)
- Recruitment and staffing policy and operations
- Records management (OPF/EPF)
- Payroll interface (CSR)
- Intergovernmental Personnel Act
- Details outside of the Department of Defense
- Drug testing program
- Management DoD Voluntary Programs: Combined Federal Campaign, U.S. Savings Bonds, Emergency/Disaster Assistance Fundraising, and OSD Blood Donation Program

Business Line

Personnel Services for Military Personnel (Human Resources Directorate, Formerly Personnel & Security) (FNR - see footnote)

Specific Products and Services

- Military personnel assignment system (to include requisition, recruitment, and placement)
- Military personnel administrative and pay support
- DoD Military awards program
- Defense Distinguished Service Medals processing worldwide
- Management of military personnel accounts, to include ensuring compliance with the Joint Duty Assignment Management Information System and the requirements for the Acquisition Corps
- Recommendations for military personnel policies and implementation of procedures prescribed in DoD and Military Department directives
- Management of the Office of Secretary of Defense (OSD) Identification Badge

Business Line

Reports Forms & Management Information Database Programs Management (Information Technology Management Directorate, Formerly DIOR)

Specific Products and Services

- Work force: database management, personnel, casualty, special reports, WWW
- Reports management: OMB approval, internal reports, interagency reports, report listings on WWW
- Procurement: Defense Acquisition-related databases, publications, special reports, WWW

Note – FNR - Findings Not Reported due to insufficient data

Attachment 3-28

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WASHINGTON HEADQUARTERS SERVICE (Continued)

- Information technology management services: information technology support to DA&M WHS and Commissions
- Forms management: standard forms, Department of Defense and Secretary of Defense forms, forms design, electronic forms and listings on WWW

Business Line

Security Services for Military and Civilian Personnel (Human Resources Directorate, Formerly Personnel & Security)

Specific Products and Services

- Adjudication for Final Security Clearance Eligibility Determinations
- Security Policy Support
- Periodic Reinvestigations
- Interim Security Decisions
- Sensitive Position Eligibility Determinations
- Clearance Appeal Board
- Personnel Security Operations
- Special Access Eligibility Program

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ATTACHMENT 4

BUSINESS LINE RATING SUMMARIES BY OSD PSA

These tables report the findings for each business line in the Biennial Review with 15 or more customers responding for 2003-2004. In this attachment, business lines are grouped by Defense Agency and/or DoD Field Activity for each OSD PSA. The first three columns of the table report findings for the Combined Continuing Need/Importance for the 1999-2000, 2001-2002, and 2003-2004 Biennial Reviews, which is the average of Continuing Need and Importance measures across the three Biennial Reviews. Where a cell has NR, no data were available for that Biennial Review. The next three columns of the table report findings for the Combined Performance Measure, which is the average of the Overall Quality, Responsiveness to Customers, Coordination with Customers, and Product and Service Satisfaction ratings.

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2003-2004 Biennial Review of Defense Agencies and DoD Field Activities
Business Line Summaries by OSD PSA

Under Secretary of Defense for Acquisition, Technology & Logistics									
DARPA	Funding management and transitioning of research ideas and prototypes	87%	78%	94%	79%	75%	83%		
DCMA	Acquisition Management	NR	88%	97%	NR	85%	84%		
DLA	DoD Cataloging (Defense Logistics Information Service)	NR	93%	97%	NR	69%	74%		
DLA	DoD Disposal (Defense Reutilization and Marketing Service)	88%	79%	90%	70%	64%	55%		
DLA	Defense Automatic Addressing System Center(DAASC)	98%	95%	100%	98%	94%	89%		
DLA	Document Automation and Production Service (DAPS)	94%	91%	91%	83%	82%	72%		
DLA	Logistics support to conflicts and operations other than war	NR	94%	96%	NR	73%	85%		
DLA	Material Management/ Supply and Logistics Support/ Defense Distribution Center and Defense Depots (DDC)	91%	86%	96%	67%	68%	74%		
DTRA	Combat Support	NR	83%	93%	NR	74%	73%		
DTRA	Enabling Function	NR	NR	95%	NR	NR	78%		
DTRA	Technology Development	NR	79%	94%	NR	66%	69%		
DTRA	Threat Reduction and Control	NR	80%	96%	NR	74%	80%		

**2003-2004 Biennial Review of Defense Agencies and DoD Field Activities
Business Line Summaries by OSD PSA**

Agency	Business Line	Continuing Need/Importance		Combined Performance			
		1999-2000	2001-2002	2003-2004	1999-2000	2001-2002	2003-2004
Under Secretary of Defense for Acquisition, Technology & Logistics (Continued)							
MDA	Development of the BMDS	NR	NR	74%	NR	NR	52%
OEA	Technical and financial assistance to communities impacted by changes in scope of defense operations	86%	72%	83%	89%	84%	86%
Under Secretary of Defense for Policy							
DSCA	Development and Implementation of Security Assistance Programs under Authorities in Title 22, United States Code	96%	91%	96%	39%	70%	64%
DSCA	Information Technology Support to the Security Cooperation Community	NR	100%	100%	NR	52%	65%
DSCA	Supervision and Performance of Financial Management Functions for Security Assistance	NR	97%	96%	NR	70%	49%
DSCA	Support to Development of Security Assistance Policy	91%	95%	95%	33%	84%	71%
DPMO	Family Support	NR	67%	92%	NR	69%	76%
DPMO	Personnel Recovery Policy	NR	NR	91%	NR	NR	67%
DPMO	US-Russia Joint Commission Support	NR	NR	81%	NR	NR	82%
DTSA	Space Technology Safeguards	NR	NR	87%	NR	NR	74%

2003-2004 Biennial Review of Defense Agencies and DoD Field Activities
Business Line Summaries by OSD PSA

Agency Business Line	Outstanding Requirements				Combined Performance			
	1999-2000	2001-2002	2003-2004	2005-2006	1999-2000	2001-2002	2003-2004	2005-2006
Under Secretary of Defense for Personnel & Readiness								
DeCA	100%	96%	98%	98%	88%	88%	87%	87%
DoDEA	99%	90%	97%	97%	80%	80%	82%	82%
DoDHRA	NR	85%	88%	88%	NR	46%	69%	69%
DoDHRA	98%	95%	96%	96%	78%	78%	81%	81%
DoDHRA	93%	82%	90%	90%	74%	77%	72%	72%
DoDHRA	93%	96%	100%	100%	83%	72%	70%	70%
DoDHRA	98%	88%	97%	97%	87%	80%	78%	78%
DoDHRA	NR	61%	98%	98%	NR	76%	77%	77%
TMA	NR	85%	94%	94%	NR	64%	63%	63%
Under Secretary of Defense (Comptroller)/DoD Chief Financial Officer								
DFAS	100%	93%	100%	100%	58%	57%	58%	58%
DCAA	100%	97%	99%	99%	90%	85%	81%	81%

**2003-2004 Biennial Review of Defense Agencies and DoD Field Activities
Business Line Summaries by OSD PSA**

Agency	Business Line	Continuing Need/Importance		Combined Performance			
		1999-2000	2001-2002	2003-2004	1999-2000	2001-2002	2003-2004
Under Secretary of Defense for Intelligence							
DIA	Counterintelligence and Security	NR	82%	86%	NR	67%	77%
DIA	Dissemination-Intelligence Information Management	NR	92%	100%	NR	62%	72%
DIA	HUMINT/Collection Operations, Management and Support	NR	90%	95%	NR	70%	68%
DIA	Intelligence Production, Analysis, Summaries and Reports	96%	94%	93%	85%	73%	66%
DIA	MASINT Operations and Management	NR	88%	100%	NR	59%	59%
DIA	Training and Education	NR	83%	90%	NR	76%	74%
DSS	Industrial Security Program	97%	94%	97%	61%	75%	76%
DSS	Personnel Security Investigations	100%	91%	98%	26%	52%	62%
DSS	Security Training and Education	NR	82%	95%	NR	81%	75%
NGA	Provide timely, relevant and accurate Geospatial-Intelligence in support of national security	NR	96%	97%	NR	76%	76%
DoD CIFA	CI Program Management and Development	NR	NR	85%	NR	NR	61%
DoD CIFA	CI Training	NR	0%	90%	NR	NR	70%

**2003-2004 Biennial Review of Defense Agencies and DoD Field Activities
Business Line Summaries by OSD PSA**

Agency Business Line	Continuing Need/Instances			Combined Performance		
	2001-2002	2003-2004	1999-2000	2001-2002	2003-2004	1999-2000
Assistant Secretary of Defense for Networks and Information Integration/DoD CIO						
DISA	91%	88%	100%	64%	68%	79%
DISA	87%	79%	94%	63%	66%	68%
DISA	95%	89%	98%	72%	73%	74%
DoD General Counsel						
DLSA	67%	63%	90%	48%	56%	72%
Assistant Secretary of Defense for Public Affairs						
AFIS	NR	89%	92%	NR	72%	66%
Director, Administration and Management						
PFFPA	NR	NR	95%	NR	NR	71%
WHS	NR	77%	83%	NR	82%	72%

**2003-2004 Biennial Review of Defense Agencies and DoD Field Activities
Business Line Summaries by OSD PSA**

Agency	Business Line	Continuing Need/Importance				Combined Performance			
		1999-2000	2001-2002	2003-2004		1999-2000	2001-2002	2003-2004	
Director, Administration and Management (Continued)									
WHS	Budgeting, Accounting, Information Technology and Reporting Services	97%	95%	100%		87%	82%		82%
WHS	Correspondence Management, DoD Directives, OSD Records Management, Declassification, and Communications and Information Technology	NR	93%	100%		NR	92%		74%
WHS	Facility and Space Programs Management	93%	94%	94%		71%	65%		67%
WHS	Personnel and EEO Services for Civilian Personnel	NR	98%	100%		NR	67%		69%
WHS	Reports Forms & Management Information Database Programs Management	90%	91%	93%		83%	82%		77%
WHS	Security Services for Military and Civilian Personnel	100%	98%	100%		81%	74%		89%

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ATTACHMENT 5

BUSINESS LINE RATING SUMMARIES RANKED BY COMBINED PERFORMANCE

These tables report the findings for each business line in the Biennial Review with 15 or more customers responding. In this attachment, business lines are ranked by the Combined Performance Measure column. The entry in that column is the average of the Overall Quality, Responsiveness to Customers, Coordination with Customers, and Product and Service Satisfaction ratings. Those columns are followed by the Combined Need/Importance Measure, which is the average of Continuing Need and Importance Ratings.

The last 2 columns report the:

- **N** - number of completed surveys on which the business line ratings are based, and
- **Response Rate (Resp.Rate)** - percentage of customers responding for the business line calculated from the final number of complete surveys divided by the number of customers on the final address list.

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**2003-2004 Biennial Review of Defense Agencies and DoD Field Activities
Business Lines Ranked by Combined Performance**

Agency	Business Line Name	Operational Performance	Quality	Financial	Customer	Product	Combined	Combined	Combined	N	Rank
DLA	Defense Automatic Addressing System Center (DAASC)	89%	88%	91%	79%	96%	100%	100%	100%	22	58%
WHS	Security Services For Military and Civilian Personnel	89%	90%	93%	90%	84%	100%	100%	100%	19	46%
DeCA	Management of Worldwide Commissary System	87%	90%	89%	78%	91%	98%	98%	98%	299	58%
DoDHRA	DMDC - Collect and Maintain Data Archive to Support Information Requirements of OUSD (P & R) and DoD	87%	93%	83%	81%	92%	100%	100%	100%	22	48%
OEA	Technical and Financial Assistance to Communities Impacted By Changes in Scope of Defense Operations	86%	89%	85%	83%	86%	83%	76%	89%	87	67%
DLA	Logistics Support to Conflicts and Operations Other Than War	85%	90%	87%	77%	86%	96%	96%	96%	27	57%
DCMA	Acquisition Management	84%	90%	86%	80%	80%	97%	96%	98%	58	55%
DARPA	Funding Management and Transitioning of Research Ideas and Prototypes	83%	89%	74%	84%	83%	94%	96%	91%	24	36%
DPMO	US-Russia Joint Commission Support	82%	87%	78%	78%	86%	81%	83%	78%	25	37%
DoDEA	Educational Programs for DoD Dependents (Kindergarten - Grade 12)	82%	85%	80%	79%	85%	97%	97%	97%	97	57%

**2003-2004 Biennial Review of Defense Agencies and DoD Field Activities
Business Lines Ranked by Combined Performance**

Agency	Business Line Name	Contracted Performance	Quality	Response	Customer Satisfaction	Productive Services	Continuing Value/Significance	Compliance	Minor Issues	N	Rate
WHS	Budgeting, Accounting, Information Technology and Reporting Services	82%	81%	85%	79%	84%	100%	100%	100%	26	35%
		81%	84%	82%	72%	84%	99%	99%	99%	168	70%
DoDHRA	CPMS - EEO Complaint Investigations - Office of Complaint Investigations (OCI)	81%	84%	82%	69%	89%	96%	94%	98%	177	56%
DTRA	Threat Reduction and Control	80%	85%	79%	75%	79%	96%	95%	97%	67	61%
DISA	Computing Services	79%	79%	74%	74%	89%	100%	100%	100%	15	38%
DTRA	Enabling Function	78%	86%	84%	73%	70%	95%	96%	93%	31	49%
DoDHRA	Federal Voting Assistance Program	77%	87%	76%	70%	74%	98%	98%	97%	58	46%
WHS	Reports Forms & Management Information Database Programs Management	77%	80%	77%	71%	80%	93%	91%	94%	40	46%
		77%	77%	85%	70%	77%	86%	89%	83%	19	19%
DIA	Counterintelligence and Security	77%	77%	85%	70%	77%	86%	89%	83%	19	19%
NGA	Provide Timely, Relevant and Accurate Geospatial-Intelligence in Support of National Security	76%	81%	78%	68%	75%	97%	97%	96%	128	51%
		76%	75%	75%	72%	81%	97%	96%	97%	291	60%
DPMO	Industrial Security Program	76%	76%	71%	73%	83%	92%	92%	92%	60	61%

**2003-2004 Biennial Review of Defense Agencies and DoD Field Activities
Business Lines Ranked by Combined Performance**

Agency	Business Line Name	Combined Performance	Quality	Customer Satisfaction	Business Process	Customer Satisfaction	Customer Impact	Customer Need	Importance	N	Risk Rate
DSS	Security Training and Education	75%	76%	75%	66%	81%	95%	94%	95%	210	46%
DLA	DoD Cataloging (Defense Logistics Information Service)	74%	78%	68%	59%	89%	97%	96%	97%	88	50%
DLA	Material Management/ Supply and Logistics Support/ Defense Depots	74%	82%	76%	59%	78%	96%	95%	96%	384	26%
DTSA	Space Technology Safeguards	74%	78%	82%	48%	88%	87%	87%	87%	15	54%
DISA	Telecommunications Services	74%	77%	76%	64%	79%	98%	98%	98%	47	30%
WHS	Correspondence Management, DoD Directives, OSD Records Management, Declassification, and Communications and Information Technology	74%	76%	77%	64%	79%	100%	100%	100%	26	29%
DIA	Training and Education	74%	90%	69%	64%	74%	90%	93%	87%	15	27%
DTRA	Combat Support	73%	72%	74%	71%	75%	93%	93%	93%	168	62%
DLSA	Adjudication of Disputes For DoD Component Organizations (Defense Office of Hearings and Appeals)	72%	71%	68%	70%	78%	90%	100%	79%	15	41%
WHS	Administration of The DoD Freedom of Information Act (FOIA) Program, Security and Congressional Reviews	72%	73%	70%	62%	83%	83%	83%	83%	32	37%

**2003-2004 Biennial Review of Defense Agencies and DoD Field Activities
Business Lines Ranked by Combined Performance**

Agency	Business Line Name	Completed Performance Initiatives	Quality	Response Efficiency	Cost- Effectiveness	Physical Performance	Continuing Need/ Importance	Continuing Need	Import- tance	N	Pass Rate
DoDHRA	CPMS - Field Advisory Services	72%	83%	70%	56%	79%	90%	89%	90%	169	36%
DLA	Document Automation and Production Service (DAPS)	72%	78%	75%	59%	76%	91%	86%	95%	41	26%
DIA	Dissemination-Intelligence Information Management	72%	77%	73%	67%	72%	100%	100%	100%	18	21%
PFFPA	Force Protection, Law Enforcement and Security For The Pentagon and Delegated Buildings In National Capital Region	71%	74%	71%	64%	74%	95%	96%	94%	74	47%
DSCA	Support to Development of Security Assistance Policy	71%	61%	74%	71%	79%	95%	95%	95%	24	41%
DoD CIFA	CI Training	70%	77%	68%	52%	81%	90%	88%	91%	35	67%
DoDHRA	CPMS - Injury and Unemployment Compensation	70%	67%	71%	65%	78%	100%	99%	100%	80	51%
DoDHRA	CPMS - Care Division	69%	74%	65%	56%	79%	88%	86%	90%	168	42%
WHS	Personnel and EEO Services For Civilian Personnel	69%	62%	72%	71%	72%	100%	100%	100%	21	62%
DTRA	Technology Development	69%	73%	72%	63%	69%	94%	95%	92%	37	57%
DISA	Joint Warfighting and DoD-Wide Enterprise Capabilities	68%	72%	66%	63%	69%	94%	93%	94%	197	29%
DIA	HUMINT/Collection Operations, Management and Support	68%	65%	68%	68%	70%	95%	95%	95%	24	22%
DPMO	Personnel Recovery Policy	67%	68%	68%	68%	64%	91%	94%	88%	19	54%

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**2003-2004 Biennial Review of Defense Agencies and DoD Field Activities
Business Lines Ranked by Combined Performance**

Agency	Business Line Name	Combined Performance	Quality	Responsiveness	Coordination	Product/Services	Continuing Need Importance	Continuing Need	Importance	N	Pass Rate
WHS	Facility and Space Programs Management	67%	67%	70%	63%	68%	94%	93%	95%	198	36%
AFIS	DoD Internal-Communications Policy Guidance & Products/Services, Including Visual Information, Print Media, TV/Radio Broadcasts, and Associated Training	66%	81%	66%	52%	65%	92%	90%	94%	155	47%
DIA	Intelligence Production, Analysis, Summaries and Reports	66%	68%	71%	57%	69%	93%	91%	94%	36	22%
DSCA	Information Technology Support to the Security Cooperation Community	65%	67%	55%	62%	74%	100%	100%	100%	22	67%
DSCA	Development and Implementation of Security Assistance Programs Under Authorities in Title 22, United States Code	64%	65%	67%	63%	62%	96%	96%	95%	103	44%
TMA	Manage and Execute The Defense Health Program Appropriation and The DoD Unified Medical Program, and Support The Uniformed The Services in Implementing The TRICARE Program	63%	62%	65%	59%	66%	94%	95%	92%	41	45%
DSS	Personnel Security Investigations	62%	61%	66%	56%	64%	98%	96%	100%	227	49%

Attachment 5-5
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**2003-2004 Biennial Review of Defense Agencies and DoD Field Activities
Business Lines Ranked by Combined Performance**

Agency	Business Line Name	Combined Performance	Quality	Responsiveness	Coordination	Products/Services	Continuing Need/Importance	Continuing Need	Importance	N	Resp Rate
DoD CIFA	CI Program Management and Development	61%	64%	61%	56%	64%	85%	86%	84%	44	54%
DIA	MASINT Operations and Management	59%	65%	72%	52%	47%	100%	100%	100%	18	30%
DFAS	Financial and Accounting Services	58%	55%	58%	58%	61%	100%	100%	100%	275	52%
DLA	DOD Disposal (Defense Reutilization and Marketing Service)	55%	65%	52%	42%	61%	90%	90%	90%	53	27%
MDA	Development of the BMDS	52%	35%	49%	68%	57%	74%	69%	79%	15	60%
DSCA	Supervision and Performance of Financial Management Functions For Security Assistance	49%	44%	41%	48%	62%	96%	100%	91%	32	48%

Attachment 5-6
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