DIRECTOR’S INTENT

22 October 2013
Joint Base Pearl Harbor-Hickam, Hawaii
Center for Excellence in Disaster Management and Humanitarian Assistance
Director’s Intent, 22 October 2013

Commander, USPACOM’s guidance is clear: our desired end state is that the Asia-Pacific is secure and prosperous, underpinned by U.S. leadership and a rules-based international order. To this end, we will strengthen alliances and partnerships, maintain an assured presence in the region, and effectively communicate our intent and resolve to safeguard U.S. national interests. Additionally, the United States rebalance to the Asia-Pacific reflects the vital importance of this region to our nation. Natural and man-made disasters are a threat to the security of our allies, partners, and to U.S. national interests in today’s global economy.

CFE promotes excellence in disaster management by connecting people, improving coordination, and building capability. The efforts of the Center contribute to achieving objectives of the USPACOM Theater Campaign, building resilient societies, reducing human suffering, and supporting U.S. public diplomacy efforts internationally. As mandated in federal legislation and in guidance from the Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict and Commander, USPACOM, CFE will rise to the challenge by enhancing civil-military coordination and DMHA capability.

FOCUS AREAS

While our mission remains unchanged, current fiscal realities require us to develop innovative solutions and methods for the development and delivery of our products and services to our stakeholders. Adjusted for inflation based on the U.S. Consumer Price Index, the CFE-DMHA has an effective operating budget today over 50 percent less than it did in 1998. CFE will ensure cost effective quality programs and will work toward acquiring necessary funding to support strategic objectives.

We will execute the following lines of effort:

1. **Operations.** As the USPACOM Pre-Crisis DMHA Coordinating Authority, we will assume a leadership role by providing situational awareness of activities and engagements that contribute to DMHA partner capability building for USPACOM and its Service component commands. We will be an information repository and share information that will inform the decision of DMHA actors in the region and most importantly we will connect people for enhanced collaboration opportunities and promoting efficiencies in activities and engagements. We will also assume leadership of the Global Civil-Military Emergency Preparedness Program and continue with engagements with key stakeholders.

2. **Innovation.** The new CFE-DMHA Strategy provides a framework and strategic context for our mission based on our higher headquarters guidance. We will continue to expand and enhance our education partnerships with a goal of improving the quality and the reach of our products and services. We will field the Disaster Preparedness Collaboration Tool (DPCT) and introduce new communication tools, including a new public-facing website and social media platforms to improve our outreach and support USPACOM and DOD Strategic Communication.
3. **Quality Workplace.** We will promote a productive, dynamic, and enjoyable work environment through a team approach that depends on the motivation, enthusiasm, and expertise of every team member. I will lead this team by team meetings, team building activities, maintaining, to the greatest extent possible, a flat organization keeping easy access to the Director; and transparency in decision making, with a goal of setting the conditions for creativity, efficiency, and organizational excellence.

4. **Resource Management.** In an era of flat and reduced budgets, we will seek additional capacity through Private-Public Partnerships with organizations that share similar goals building DMHA capability. In support of the USPACOM Theater Campaign’s All-Hazards Sub-Campaign, we will provide recommendations for resource prioritization for USPACOM and Service Component pre-crisis DMHA capacity building activities. We will also closely coordinate with our stakeholders to ensure we understand their needs and requirements so we can tailor our products and services accordingly.

5. **Taking Care of People.** The foundation of CFE-DMHA’s success is the collective effort of its team of government civilians, military personnel, contractors, and integrated partner staff. To truly be a Center for Excellence, we will seek professional development opportunities to keep our staff current on best practices and the lessons learned from our mission partners. We will establish a recognition program to honor the accomplishments of our top performers. We will set clear expectations of performance for all assigned personnel and empower staff based on their demonstrated capabilities. We will strive to be recognized as thought leaders and subject matter experts in our various fields of expertise.

**ENABLERS**

In order to accomplish our mission, we rely on a combination of four key enablers: **Building Global DMHA Community, Leveraging Partnerships, Teamwork and Collaboration, and Technology Integration.** By Building a Global DMHA Community, we recognize the global impact of large scale disasters and aim to maximize the effectiveness of all of our partners’ DMHA capabilities and minimize redundancy and inefficiencies though improved coordination, synchronization, and understanding of capability gaps. Leveraging partnerships helps us gain strategic insights and additional access to intellectual capital. With a focus on connecting people, ideas, products and activities we will facilitate teamwork and collaboration. Technology integration improves access to our products and reduces distribution costs. Excelling in each of these enablers will strengthen the CFE-DMHA’s mission capability, credibility, reputation, and will ensure our future relevance.
CORE VALUES

Our culture is defined by the way we work, how we communicate and learn from each other, and the behaviors we expect and reward. These values establish the orientation and approach we will need to overcome obstacles, seize opportunities, and achieve our goals.

- **Trust and Respect** – our first priority is to ensure we treat our teammates professionally and respect their contributions to the team. Building and maintaining trust is paramount within the organization and in our relationships with our foreign partners and friends. When people honor each other, there is a trust established that leads to synergy, interdependence, and deep respect. In the workplace, trust leads to productivity, performance, and ultimately success.

- **Excellence and Quality** – taking a personal “ownership” to ensure the products and services we are each responsible for are the best they can be and contribute to our overall mission success; delivering the best value to our stakeholders and the taxpayers. A commitment to high quality and excellence is about continuous process improvement and the ability to change to meet new demands.

- **Ethics and Integrity** – thoughts and behaviors that demonstrate a commitment to the highest standards of honesty and truthfulness, fully consistent with the finest traditions of military and civil service, and the language, spirit, and intent Federal Government and military regulations. Maintaining high ethical standards will ensure CFE is always thought of as a reliable and credible partner. Staying focused on integrity will ensure we maintain program compliance.

CFE is a diverse organization with many areas of expertise. While each of us brings something unique and valuable to the table, our greatest strength and opportunity is our ability to work together to solve problems and share our knowledge so that others may benefit.

This Director’s Intent provides context and articulates my initial priorities and focus areas as we continue transforming the Center into a high performing and credible organization. We have all been afforded this remarkable opportunity to work in a mission area that advances security, stability and prosperity by ensuring international preparedness to respond to man-made and natural disasters. We are on the cutting edge of building a global community of disaster professionals committed to preparedness and resiliency and it is my hope that the significance of this mission in today’s strategic environment motivates you toward excellence like it does me. For additional information, I encourage you to read our CFE-DMHA FY14-18 Strategy which defines our mission, vision, and approach to meeting our near and mid-term goals.

I look forward to working with all of you in the days ahead as we tackle some of the most difficult challenges our nation and the Asia-Pacific region has faced in decades. Our challenges are great, but our potential is even greater. DOD and USPACOM deserve the best support we can give them, and I am confident we will deliver.

Warmest Regards and Aloha,
PAMELA K. MILLIGAN
Director, Center for Excellence in Disaster Management and Humanitarian Assistance