



# Know Your Role

## *Strategic Update*

### Director's Corner

Success in today's ever changing military environment requires that all Senior Leaders have the ability to create a vision of the Installation's future direction as well as the course needed to get there. It is important that the Commander's intent is communicated and understood at all levels; from Senior Leaders to the workforce to our stakeholders and tenant units.

While various business improvement techniques such as Lean Six Sigma and Re-engineering are often extremely beneficial to the ongoing progress of an Installation; correct Strategic planning remains the single most important element contributing to an Installation's success.

This newsletter will provide you a model for understanding Fort Meade's Strategic planning process and the Installation Commander's intent.

*"A strategy is an overall approach, based on an understanding of the broader context in which you function, your own strengths and weaknesses, and the problem you are attempting to address. A strategy gives you a framework within which to work, it clarifies what you are trying to achieve and the approach you intend to use. It does not spell out specific activities."*

*Bernadette Baldeo, Director*

*Plans, Analysis & Integration Office (PAIO)*



*Ms. Bernadette Baldeo is the Senior Strategic Planner for the Installation and is responsible for the execution of over 40 programs Installation wide. IMCOM 2009 Guidance gives PAIO the authority to be the Installation's Operation Arm of the Garrison Commander.*



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### Customer Service Message

Fort Meade's Interactive Customer Evaluation (ICE) program has provided valuable customer service feedback to facilitate the process of improving customer service throughout the Installation. The ICE program offers immediate access to customer comments and feedback. This process assists with improving the overall quality of service and identifying issues affecting the quality of life and well being of all constituent groups: Soldiers, Retirees, Veterans, DoD Civilians, and Family Members.

ICE is an effective tool which can be easily accessed from any computer terminal or kiosk to include using ICE comment cards which can be deposited at any ICE box located throughout the Installation. The automated customer feedback system will:

- (1) Immediately generate an electronic customer comment to the service provider manager.
- (2) Provide immediate input on customer satisfaction level.
- (3) Provide immediate feedback ratings on facility appearance, employee/staff attitude, timeliness of service, hours of service, and whether or not the product met the needs of the customer for each service provider area.
- (4) Allow immediate reporting of customer satisfaction.

#### National Capital Region District

- IMCOM established this region on 07/01/2008
- Ft. Meade officially became part of NCRD on 10/01/2008.
- Brig. Gen. Dennis Rogers serves as NCRD Director
- Consists of:
  - ⇒ Ft. Meade
  - ⇒ Ft. Myers
  - ⇒ Ft. Belvoir

## News about Transportation

Fort Meade is in the process of implementing a Transportation Rideshare Program (car/van pool & shuttle service) on the Installation.

This program will offer assistance in locating transportation to and from work, matches individuals with carpool and vanpool opportunities, and provides shuttle schedules from public transportation areas servicing the Installation.

The Transportation Rideshare program will identify Installation customer transportation needs, address perceptions, and focus on Installation effectiveness. Particularly important during the implementation of these groups are improvements of automobile circulation, vehicle access control, pedestrian access, and integration of transit services and facilities.

### FYI on Enhanced Use Lease (EUL)

USC 10, Section 2667, authorizes military service departments to lease non excess property to lessees if such terms are in the public's interest or promote national defense. Conditions of leases are set forth to include payments in the form of cash or in-kind consideration in an amount of not less than the fair market value of the lease interest, as determined by the respective service Secretary. There is some flexibility in the use of in-kind consideration at installations for maintenance, repair, improvements, restoration of property or facilities, construction or acquisition of new facilities, lease of facilities and facilities operation support. Section 2667, paragraph (f) states that lessees of property under this section may be taxed by State and local governments.

## Strategic Communication

Strategic Communication is a specific priority of the Installation Commander which allows the Installation Commander to directly relay his vision and direction the Installation should be focusing on. It is important the workforce understands what Strategic Communication is. Strategic Communication provides a directional framework for effectively communicating targeted messages to key internal and external customers and Fort Meade's workforce. The intention of Strategic Communication is to focus communications in an effort to improve Ft. Meade's customer and workforce awareness of the *Strategic Action Plan*. Providing a framework to accurately disseminate information ensures that Fort Meade leaders are communicating the right messages to the appropriate audiences at the correct time.

Effective communication plays a large role in actions such as:

- Building trust and credibility with customers,

the workforce, and the community

- Establishing long-term relationships

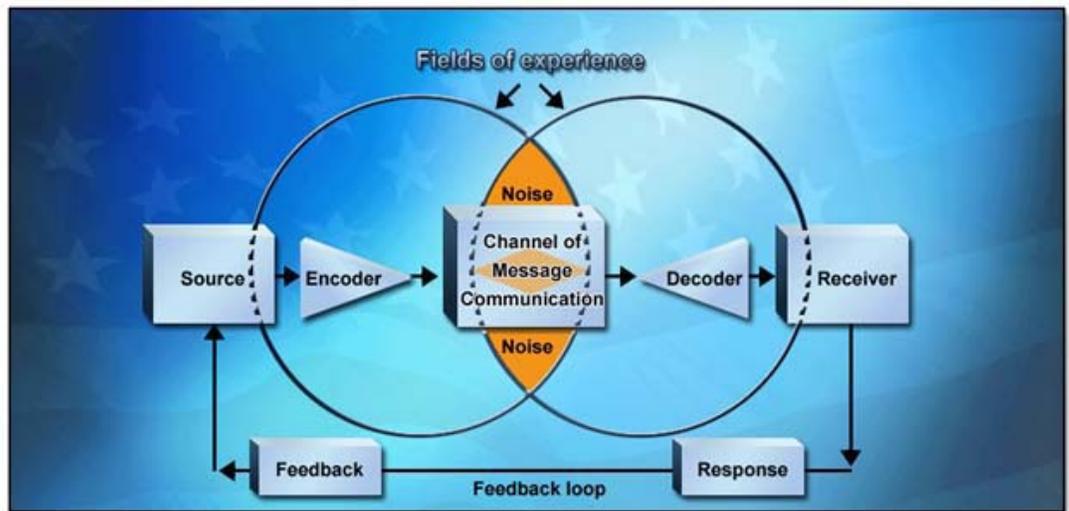
***"The intention of Strategic Communication is to focus communications in an effort to improve Ft. Meade's customer and workforce awareness of the Strategic Action Plan."***

- Sharing expertise and insights
- Fostering an understanding of Fort Meade's role in supporting the customer and it's stakeholders through the Strategic Action Plan
- Translating technical information

Strategic Communication is a result of the process created with the intent that all organizations utilize the Strategic

Action Plan to fit their organizational goals and objectives. As part of the framework, the plan focuses on the importance of "two-way" communication and understanding workforce, key stakeholder and customer's needs and ideas. As part of the communication process, the creation of a detailed communications measurement approach will enable the organization to evaluate progress and to become more proactive in the dissemination of information.

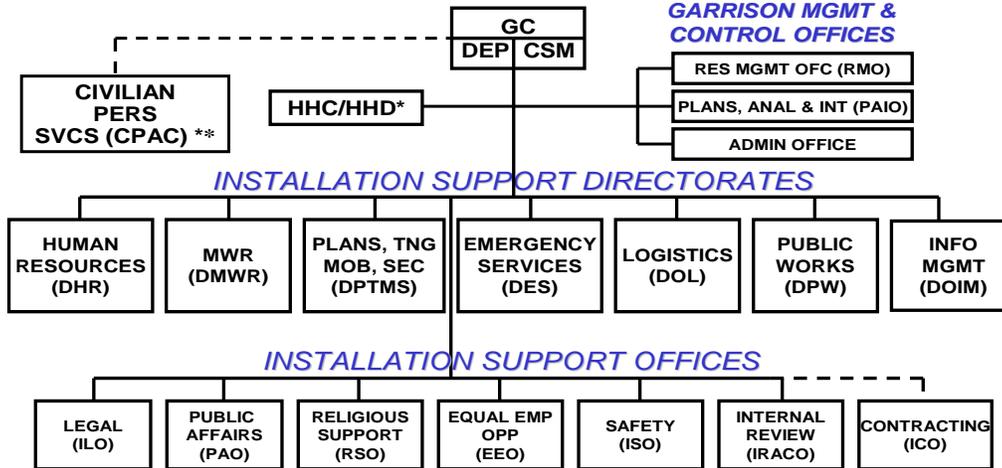
Strategic Communication is intended to provide guidelines to accommodate changing communication needs. Successful implementation of Strategic Communication will rely on Fort Meade's leadership and the workforce to incorporate this approach into their daily routine. Implementation of the plan will have positive implications for the entire Fort Meade Community and will enable Fort Meade to position itself for mission success.



Source: Installation Commander	Encoder: Directors/Senior Leaders	Communication is not successful until feedback has been received by the Source.
Decoder: 1 <sup>st</sup> line Supervisor	Receiver: Employee	

# Standard Garrison Organization

## STANDARD GARRISON ORGANIZATION (SGO)



\* SELECTED INSTALLATIONS  
 \*\* COMMAND & CONTROL TO AG1CP-FOD; OPNL CONTROL TO GC  
 IMCOM SGO as of 12 April 07

The Standard Garrison Organization (SGO) provides base operations support for facilities and infrastructure, quality of life and protective services in support of DoD activities and Federal agencies.

Currently Fort Meade is in 100% compliance with meeting SGO requirements. This is done by aligning required personnel with positions identified by the Table of Distribution and Allowance (TDA).

## Strategic Planning Initiative

What is Strategic Planning? ... and where do I fit? ...

Strategic planning is an organization's process of defining its strategy or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people. Various business analysis techniques can be used in strategic planning, including SWOT (Strengths, Weaknesses, Opportunities, and Threats) and PEST (Political, Economic, Social, and Technological).

Strategies are different from tactics in that:

1. They are proactive and not re-active as tactics are.
2. They are internal in source and the business venture has absolute control over its application.
3. Strategy can only be applied once, following is the process of application with no unique element remaining.

4. The outcome is normally a strategic plan which is used as guidance to define functional and divisional plans, including Technology, Marketing, etc.

Strategic Planning is the formal consideration of an organization's future course. All strategic planning deals with at least one of three key questions:

1. "What do we do?"
2. "For whom do we do it?"
3. "How do we excel?"

In strategic planning, the third question is better phrased "How can we improve our processes to better fit the needs of our customers?"

In many organizations, this is viewed as a process for determining where an organization is going over time - typically 3 to 5 years, although some extend their vision to 20 years. In order to determine where it

is going, the organization needs to know exactly where it stands, then determine where it wants to go and how it will get there. The resulting document is called the "strategic plan".

It is also true that strategic planning may be a tool for effectively plotting the direction of an Installation or organization; however, strategic planning itself cannot foretell exactly how different issues will surface in the coming days in order to plan your organizational strategy. Therefore, strategic innovation and tinkering with the 'strategic plan' have to be a cornerstone strategy for an organization to survive the turbulent business climate.



*"The strategic plan is a living document. It describes the long-term objectives we will achieve to ensure IMCOM continues to provide relevant and ready installations over the long term."*

**Robert Wilson**  
 LTG, USA  
 Commanding





## FORT GEORGE G. MEADE'S STRATEGIC NEWSLETTER

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**Excellence in Installation Support**

### We're on the Web!

<http://www.ftmeade.army.mil/pages/organizations/paio/paio.html>



# Where do YOU fit into the FGGM Strategic Plan?

### Goal 1

Maintain and improve the quality of life for Fort Meade customers and community.

### Goal 2

Maintain and improve installation infrastructure, facilities, technology and environment.



### Goal 3

Provide a safe and secure environment.

### Goal 4

Maintain a mission-ready workforce that continuously improves and upgrades its capabilities.

### Goal 5

**C2:** Maintain and improve practices and processes to maximize efficiency and effectiveness.



**Ask your supervisor for additional guidance ...  
Where do you fit within the strategic planning process?**

### Upcoming Events

- Performance Measure Report (PMR)
- Installation Status Report (ISR)
- Installation Planning Board (IPB)
- Chain Teaching:
  - ⇒ APIC & Baldrige Criteria training
  - ⇒ Strategic Planning

## Lean Six Sigma

### What is Lean Six Sigma?

Lean and Six Sigma are complementary in nature and, if performed properly, represent a long-term business initiative that can produce unprecedented results. While Lean focuses on eliminating non-value added steps (waste) and activities in a process, Six Sigma focuses on reducing variation (redundancy) from the remaining value-added steps. Lean makes sure we are working on the right activities, and Six Sigma makes sure we are doing things right the very first time. Lean defines and establishes the value flow as pulled by the customer, and Six Sigma makes the value flow smoothly without interruption.

### How do we measure success?

One way we evaluate the success of a Lean Six Sigma initiative or strategy is to measure the involvement in Lean Six Sigma by way of number of people involved, i.e., numbers trained, practicing, certified, etc. Another is to evaluate the leadership on their behavior and values. Lastly, is to evaluate the Lean Six Sigma maturity of the organization. All of these measures are important, but certainly one of the most important aspects that Lean and Six Sigma have brought to the market place is the ability to measure the financial impact of implementation and deployment.

### What is a Green Belt (GB)?

A GB leads projects that have low complexity or risk, as well as assist Black Belts in the execution of complex or high value projects.

**Audience:** In order to participate in the IMCOM LSS GB training course, participants must meet the criteria set by HQ IMCOM and be selected to represent their respective HQ/Region/Garrison. Upon satisfactory completion of the GB Course and certification requirements, participants are awarded an LSS GB Certification by the Army.