



Know Your Role

Strategic Update

Director's Corner

Community Health Promotion Council

The Fort Meade Community Health Promotion Council (CHPC) held its first meeting on 13 Jul 09. The Installation Commander established the CHPC to provide a comprehensive approach to health promotion and concerns with the environment and its relationship to people at the individual, organizational and community levels. The CHPC will identify and eliminate redundancies and voids in programs and services by evaluating population needs, assessing existing health programs, and coordinating targeted interventions.

Health promotion programs increase unit readiness, organizational efficiencies, and productivity by maximizing human resources. Health promotion activities are positive actions that encompass physical, behavioral, spiritual, and social dimensions. The total effect of health promotion activities and education improve Fort Meade Garrison performance by enhancing individual well-being. An effective, comprehensive, and integrated health promotion program at the installation, community, and garrison leader level is the key to achieving overall success of the Army Health Promotion Program.

FGGM GOALS

- Goal 1 - Maintain and improve the quality of life for the 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 work force that continuously improves and upgrades its capabilities.
- Goal 5 - C2: Maintain and improve practices and processes to maximize efficiency and effectiveness.

An organization can only go as far as its people; in Fort Meade's case that is the workforce. Understanding the part we each play in ensuring Fort Meade continues to be a community of excellence is paramount. Fort Meade has placed 2nd three consecutive years within the Army Communities of Excellence competition, which is no small feat as the competition encompasses all qualifying Army Installations in the world.

As indicated in a recent article within the Ivey Business Journal, "The ten C's of employee engagement", the shocking part of the employee engagement challenge is that research indicates that only between 17% and 29% of employees are actively engaged in their job at any one time. Think about that for a minute ... this means that if our organization were a football or soccer team, only 2 to 3 players would be 100% committed to the team's success. The odds of winning a game with that commitment would be slim to none.

It is for this reason that we must challenge each other on a daily basis and strive to leave work feeling the difference we make. Ask yourselves how engaged you were in that meeting you had the other day and whether you spoke up and shared your ideas for the betterment of the team.

Our mission is unique in that we support the Warriors and their families. The sacrifices they have made should be respected and paid back with nothing but our best efforts, day in and day out. Keep up the good work and continue to strive for improvement.

Service Support Program Councils

The Garrison workforce is responsible for execution of the base operations support services required for our customers and stakeholders; these are our Service Support Programs (SSPs). The tasks required for the SSPs are being done daily by the Fort Meade workforce. Col. Thomas mandated the development of SSP Councils which provide the workforce ownership of the reporting that is done through Common Levels of Support (CLS).

SSP Council meetings should be taking place within each directorate and functioning to develop the strategic action plan. A review of each directorate's SSPs takes place and the workforce is able to capture how they are executing in response to each SSP. Also captured and made evident is how IMCOM measures our performance. This understanding brings the strategic action plan alive as it is the tasks and sub-tasks involved within each SSP that roll up into the strategic action plan. The information and processes discussed and/or developed during SSP Council meetings are reported up the chain of command in the following manner: SSP Council to Services Council to Goal Council to Strategic Planning Council.

PAIO is holding a Strategic Action Planning Symposium on 19 Aug 09 with the goal of educating members of the workforce on the Strategic Action Plan, CLS, ISR, DMAIC process, and the functions of the SSP Council. Attendees will include two division/branch chiefs from each directorate; directorates having no division/branch chiefs will send first line supervisors. These individuals will be able to provide additional guidance to SSP Council members resulting in a consistent Garrison-wide approach to developing our strategic action plan.



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 P.AIO the authority to be the Installation's Operation Arm of the Garrison Commander.

Employee Engagement & Drivers

The success of an organization depends greatly on employee engagement. Employee engagement refers to a heightened emotional connection that an employee feels for the organization and influences the employee to exert greater discretionary effort to his/her work. Of the various studies on employee engagement, the following four drivers were most widely accepted:

1. trust and integrity, how well managers communicate and 'walk the talk';
2. nature of the job — is it mentally stimulating?
3. line of sight between employee performance and organization performance — does the employee understand how their work contributes to the organization's performance?
4. career growth opportunities — are there future opportunities for growth?

It is imperative that employees understand how their job fits into the big picture and what they must do more of and do differently to help the organization succeed. PAIO can help by clarifying what the competencies are, the capacities that FGGM needs to grow, and helping employees upgrade their skills to match the needs of the future.

In closing, an engaged workforce leads to a successful organization. FGGM has been recognized as a community of excellence and to continue, we must all be engaged.

Army Performance Improvement Criteria

The Army Performance Improvement Criteria (APIC) process is a method of self-assessment that is an integral part of the Army Communities of Excellence program. APIC is based primarily on Malcolm Baldrige National Quality Award criteria, which are commonly used by America's best corporations to achieve a competitive advantage. The goal of APIC is to establish and maintain a systematic process to review and analyze relevant performance measures against established standards within your organization. The focus is on continuous improvement and customer satisfaction.

Based on the Malcolm Baldrige Criteria for Performance Excellence, the APIC guides Army leaders through seven categories, which systematically examine all aspects of an organization and determine how well it is meeting its goals in support of the Installation Strategic Action Plan. The categories are interrelated and based on a set of values and concepts that when fully applied result in a highly effective and efficient organization. APIC serves as a working tool for strategic planning, organizational assessment and training. It raises the organization's performance expectations and standards; establishing common performance criteria to facilitate communication and sharing of best practices between Army organizations, business and industry. The APIC core values and concepts are embodied within seven categories of criteria: (1) Leadership, (2) Strategic Planning, (3) Customer and Market Focus, (4) Measurement, Analysis and Knowledge Management, (5) Workforce Focus, (6) Process Management, and (7) Results.

In today's ever changing environment, the APIC criteria will help us to respond to the rapid pace of innovation, focus on core competencies, and to challenges of outsourcing and business transformation. The APIC criteria does not entail "how" your organization should operate, but rather supports a systematic perspective to maintaining organizational goal alignment in support of IMCOM's vision and the Installation Strategic Action Plan.

The diagram to the right depicts a systems perspective. These criteria are developed by the Baldrige National Quality Program Office within NIST (the National Institute for Standards and Technology). Each of the numbered boxes is referred to as a 'Category', and represents a subsystem of the overall management system. Each category contains two or more 'Items'.



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



Where do **YOU** fit into the FGGM Strategic Plan?