



# Know Your Role

## *Strategic Update*

### Director's Corner

***"How can we do a better job of taking care of Soldiers and Families? That's why we exist; that's the essence of our being."***

***- LTG Lynch, IMCOM Commander***

LTG Lynch, IMCOM Commander, unveiled the new strategy for doing business during the IMCOM Campaign Plan Roll Out Conference in late March. This new strategy is captured within the FY10 Installation Management Campaign Plan (IMCP). The IMCP is, in effect, the strategic action plan for IMCOM, to which we must ensure our continual alignment.

LTG Lynch stated that the IMCP is "a roadmap for supporting the warrior now and in the future", in addition to Civilians and Army Families. He also stated that this plan is simply the beginning and the challenge now is to determine how we can improve the job we are doing.

Execution of the IMCP is to take place along 6 Lines of Effort (LOEs) which are in turn supported by respective Keys to Success. Each Key to Success is made up of supporting metrics which capture the actions of the workforce.

This issue of "Know Your Role" focuses on the ICE feedback mechanism used to capture the voice of the customer to improve service to the Army Community; LOE 6 "Energy Efficiency and Security"; and the Strategic Management System (SMS) program which tracks all of the IMCP metrics.

The IMCP can be accessed by visiting the IMCOM web site [http://www.imcom.army.mil/hq/initiatives/campaign\\_plan/](http://www.imcom.army.mil/hq/initiatives/campaign_plan/). While reviewing the IMCP, ask yourself where you fit and what can be improved. In the end, the importance is not on the plan itself but rather the Soldier, Family and Community we support. The IMCP lays out the steps we need to follow to provide the service our customers deserve.



*LTG Lynch, IMCOM Commander, speaks to attendees during day 1 of the IMCOM Campaign Plan Roll Out Conference on March 29, in San Antonio, Texas.*

*The IMCP will guide Army installations in supporting Soldiers and Families more effectively and efficiently.*



*GEN Casey, Army Chief of Staff, addresses the audience at the IMCOM Campaign Plan Roll Out Conference. He spoke to the Army's efforts to rebalance after eight and half years of war and its preparation for the future.*

*Delivering the operational context of the plan, GEN Casey stated, "What you do is so important to the long term health of this force".*

### Interactive Customer Evaluation Feedback Process

Even if you haven't been paying attention, you can't help but notice the Interactive Customer Evaluation (ICE) posters, kiosks and boxes around Fort George G. Meade. The ICE tool allows you to share feedback with frontline managers who can resolve your customer service issues. ICE is a web-based comment card system where Soldiers, Family members, Retirees, Civilians or Veterans can submit feedback from any Internet-connected computer. Feedback can be submitted anonymously, but if you would like to receive a response to your comment, you must provide your contact information and check the box stating "response requested". Your comments are sent automatically to the service provider, and if you request a response, you will receive one within three business working days.

This ICE system has always been a tool for quick response to questions from customers and a way for providers to take notice of needed improvements to customer service.

Because leadership sees a need to tune up ICE so it helps to support the Army Family Covenant and provide dialogue between customers and providers, the Customer Service Officer is here to keep the system running smoothly and efficiently.

Anyone in the community can use ICE. It is an opportunity to hear the voice of the customer and to address issues service providers may not be aware of.

## Strategic Management System

The requirements to increase operating efficiency, establish accountability, and align resource allocation to desired strategic outcomes have never been of greater importance. The Strategic Management System (SMS) aligns strategic focus across the various headquarters and organizations of the Army while communicating strategy and linking resource expenditure in a way that enables decision making at all levels.

SMS is intended to reinforce a culture of performance, increased accountability and continuous improvement. This system recognizes that strategic outcomes are derived from a series of carefully synchronized programs to which resources are dedicated; objectives established in terms of cost, performance and scheduled outcomes; and leadership accountability for those outcomes clearly identified and monitored. These programs are referred to as Initiatives and Tasks within the SMS methodology. The SMS software facilitates monitoring of cost, performance, and scheduled outcomes for the tasks identified within each strategy map and portrays information in a red-amber-green dashboard format. This dashboard allows senior leaders to manage-by-exception, or by drilling down to the required level of metric detail. Users benefit from a top-down structure that aligns strategic focus and resources, populated by bottom-up data.

SMS provides senior leaders with a synchronized view of performance outcomes and opportunities for resource reallocation and/or modification of cost, performance, and schedule expectations, where appropriate, within their organization.

## LOE 6: Energy Efficiency and Security

Energy efficiency and security are key elements in supporting Army readiness, preserving our freedom of action and being good stewards for cost saving. Fort Meade will increase energy efficiency and improve the security of the sources of their energy over the long term.

Energy efficiency and security are important barometers of the installation readiness. Sustainability projects and initiatives will introduce new models of efficient design and operation. The installation energy demand is being addressed to achieve greater efficiency and reduce overall energy expenditure. Leadership will eliminate energy waste in existing facilities, increase energy efficiency in new construction and renovations, and reduce dependence on fossil fuels. These efforts are evident as the installation has acquired 10 electric cars to swap out existing vehicles within its fleet. Also, meters to gauge electrical usage have been installed at facilities which did not have them, and energy saver bulbs are beginning to be used with more frequency.

Through training in sustainability principles and practices, the installation will drive an energy conscious ethic. Achieving and maintaining this ethic requires that Installation Management leaders foster a climate in which Fort Meade embraces the reality that the Earth's resources are not inexhaustible. Such a mind-set protects installation readiness, advances sustainability, and builds trust. Through education and setting the example, we will inspire each other to take proactive measures and achieve excellence in managing our energy resources. Everyone is responsible for turning off lights when not needed and at the end of the day, lowering the thermostat to the recommended seasonal temperature, and ensuring that windows and doors are only open when needed.

To meet these and other challenges, Fort Meade will effectively execute programs that recognize energy as a strategic resource and address the priorities of the Army Energy Strategy for Installations, the Army Energy Security Implementation Strategy, the Army Campaign Plan for Sustainability and other Army guidance.

*See next page for a detailed diagram of the 6 Lines of Effort (LOE) and supporting Keys to Success.*

### DID YOU KNOW?

- The 2010 Organizational Self Assessment (OSA) will be deployed soon, and you may be randomly selected as a participant. This assessment allows for honest, anonymous feedback as to where we are and how we can improve.
- Effective immediately, everyone is to use IMCOM's revised mission, vision, and logo. To view these changes, visit the IMCOM web site—<http://www.imcom.army.mil/hq/>.
- IMCOM headquarters has moved from Arlington, VA to Fort Sam Houston, TX.



### FORT GEORGE G. MEADE'S STRATEGIC NEWSLETTER

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

