



Know Your Role

Strategic Update

Director's Corner

The objective of LOE 3 is "A multi-skilled workforce... with the knowledge, capabilities, skills, and opportunities to successfully and innovatively accomplish the installation mission."

To create skilled and adaptive leaders, an organization needs a workforce planning strategy to establish benchmarks, set goals, and get buy-in from workers at all levels. Garnering support from the entire workforce allows individuals to feel as if they make a difference and are more inclined to communicate and provide constant feedback which can be used to determine the strategy's effectiveness.

Many of the challenges facing our organizations today are systemic with no clear-cut solutions; therefore, adaptability is no longer a nice-to-have skill—it is a leadership imperative.

Organizations must develop leaders through progressive levels of education, training, and assignments to meet those challenges.

Because a talented and motivated workforce is essential to the installation successfully accomplishing its mission, the installation must be resolute in ensuring that it encourages 1) constant communication and continuous feedback; 2) teamwork, professionalism, selfless service in all things; 3) a workforce focused on collaboration and innovation; 4) continuing education and training opportunities; and 5) a safe, sustainable, and healthy work environment.



Mr. John Moeller, Deputy Installation Commander, is the LOE 3 Owner. As such, his guidance and leadership spearhead the installation's efforts to accomplish all that encompasses LOE 3. Mr. Moeller stated that he is "involved in developing a succession plan [identifying] who our next generation of leaders will be."

LW1—Multi-Skilled and Adaptive Leaders

The strength of an organization lies within its people and the direction is steered by its leaders—that is the focus of *Key to Success, LW1*. It is an installation goal to develop a Human Capital Management Workbook to identify and address organization leadership competencies as well as establishing objectives and strategies ensuring a continuous pipeline of available leadership.

In order to possess proper leadership, an organization needs to understand where the gaps in human resources are. Per Mrs. Janine Sinclair, Director of Civilian Personnel Advisory Center, the following steps must be initiated: perform a workforce analysis; conduct a baseline assessment of competency gaps; establish a succession management plan; and identify strategies for closing leadership competency and employment gaps.

Current leadership plays a vital part in ensuring the continuity of future leaders by reviewing their organizational structures to identify candidates. Once identified, leaders should determine the proper training for candidates to reach the next level—this ranges from training courses to developmental assignment. The importance of current leaders acting as mentors to future leaders is great.

For those seeking to move into leadership positions—in *Leadership: Best Advice I Ever Got*, author, Paul B. Thornton, suggests doing the following to place yourself in a leadership position: (1) Make things happen; (2) Listen and understand the issue, then lead; (3) Answer these three organizational questions: Where are we going? How are we going to get there? What is my role?; (4) Master these four skills: ability to develop an idea; effectively plan for its implementation; execute the plan; and achieve superior results; (5) Be curious, this will lead to continuous process improvement and even excellence; (6) Listen to both sides of an argument; (7) Prepare, prepare, prepare.



IMCOM Campaign Plan

Lines of Effort 3: Leader and Workforce Development (LW)

LOE 3 Keys to Success:

LW1—Multi-Skilled and Adaptive Leaders

LW2—Constant Communication and Continuous Feedback

LW3—Teamwork, Professionalism, Selfless Service in All Things

LW4—Sustainable, Empowered Workforce Focused on Collaboration and Innovation

LW5—Continuing Education and Training Opportunities

LW6—A culture of Safety, Sustainability and Healthy Work Environment



The Individual Development Plan (IDP) is the "employee's roadmap to professional growth...With this information we can schedule the resources and look for opportunities to meet each employee's career aspirations".

—Mr. John Moeller, Deputy Installation Commander

LW5— Continuing Education and Training Opportunities

Education and training builds confidence and competence, while providing essential skills and knowledge. The Installation will continue to develop and sustain the workforce through continuous education, training opportunities, and individual development plans. Supervisors must ensure that all employee training and education are documented on an SF182—Authorization, Agreement and Certificate of Training.

If you need assistance with organizing training, enrolling in the Civilian Education System, and Continuing Education, please contact Mr. Bob Haagenon at the Fort Meade Civilian Personnel Advisory Center (CPAC), 301.677.6766

Continuing Education and Training Opportunities FAQs:

Q: Can the Garrison or Directorates assist with the cost of civilian education?

A: Yes; the current allocation is \$200.00 per individual.

Q: Can CPAC assist with organizing training to be taught on the Installation?

A: Yes, CPAC can negotiate cost for training and seek the best trainer/training.

Q: Can work or military experience be transferred to the Army Civilian Education System for credit?

A: In many cases yes, please refer to AR 350-1.

Q: Does CPAC offer education and training opportunities beyond required learning or duty assignment?

A: Yes—effective writing, customer service and several other soft skill courses.

LW4—Sustainable, Empowered Workforce Focused on Collaboration and Innovation

The intent of LW4 is to educate the workforce on the Civilian Leader Development Programs, known collectively as the Civilian Education System (CES). Fort Meade proactively encourages all Civilian employees to complete CES courses and does so by having an employee indicate within their Individual Development Plan which CES course they plan on attending next.

Fort Meade promotes employee collaboration through the development of Service Support Program (SSP) Councils where employees have a voice in how all of our garrison services are provided. Another program providing opportunities of collaboration is the Employee Innovation Program (EIP). EIP encourages employees to suggest ways of improving the delivery of services through savings of time or money, increasing customer satisfaction, and/or providing green solutions benefitting the environment.

Fort Meade demonstrates its focus on two-way communication through forums such as the SSP Councils, performance counseling, and encouraging dialogue among supervisors and employees; it is this focus that creates effective teamwork throughout the garrison.

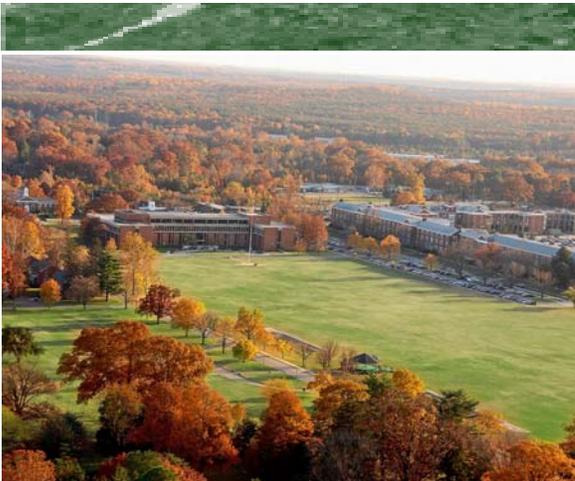
Challenges are inevitable; however programs such as EIP and SSP Councils produce a joint effort among employees and demonstrate the installation's support of LOE 3.

Interested in Professional Development?

Start by registering in the Civilian Education System (CES) Leader Development Program. Per the Army Management Staff College web site, CES "is a progressive and sequential leader development program that provides enhanced educational opportunities for Army Civilians throughout their careers". Visit the following site for more information: <http://www.amsc.belvoir.army.mil/academic/ces/>.

DID YOU KNOW?

- Fort Meade implemented its Emergency Management Plan through the *Patriot Response* exercise which took place from June 22-24, 2010.
- Headquarters Command Battalion is holding a Professional Development Day on September 8, 2010. If interested in attending, contact CPT Paul Holt—301.677.7967 / paul.holtjr@us.army.mil.
- You can submit ideas, suggestions, and/or questions related to the strategic newsletter. Send them to Raul Schuett at raul.schuett@us.army.mil.



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

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