



# Know Your Role

## *Strategic Update*

### Director's Corner

#### Purpose of Performance Management

*Note: This article is reprinted from the Installation Management Campaign Plan (IMCP) Version 2.0 (October 2010).*

One of the central concepts of strategy is that “you cannot manage what you do not measure.” The Assistant Chief of Staff for Installation Management and the Installation Management Command Headquarters and Region staffs use an integrated approach to performance and results tracking. The Campaign Plan review process is centered on enterprise-wide Lines of Effort: Soldier, Family and Civilian Readiness; Soldier, Family and Civilian Well-Being; Leader and Workforce Development; Installation Readiness; Safety; and Energy Efficiency and Security. Each Key to Success within the Lines of Effort is assigned one or two metrics. Sub-tasks developed for each Key to Success describe the specific actionable initiatives or programs which support the Key to Success goals. In nearly all instances, the Campaign Plan metrics are used to assess changes in system behavior, capability, or operational environment related to achievement of outcomes. Most metrics are not intended to measure task accomplishment and also may not apply to every subordinate organization within the Installation Management Community.

Installation Management Command (IMCOM) is a pivotal and intricate component of Fort Meade's success as an installation. The Command supports the community and Family support centers to allow the installation to be a more effective, efficient, and agile organization.

FY11 is here and with it has come much change to the installation. Fort Meade is growing as a result of entering the final phase of Base Realignment and Closure (BRAC) as well as other transformation growth among installation units and the recent development of Cyber Command. These changes resulted in increased numbers of people, vehicles, and required resources making the need to properly analyze our business of installation management that much more important.

In order to properly measure and analyze whether an organization has improved its operations, the proper tools for business results must be implemented. This issue focuses on a few of the business tools used by IMCOM—Installation Status Report (ISR), Strategic Management System (SMS), and Interactive Customer Evaluation (ICE). Also included within this issue is an excerpt from the IMCOM Campaign Plan version 2 pertaining to the “Purpose of Performance Management”.

The Plans, Analysis, and Integration Office (PAIO) has always encouraged the use of the aforementioned business tools and others to their fullest potential to ensure that Fort Meade continues on its path of “Excellence In Installation Support”. Please feel free to contact PAIO with any questions, comments, or suggestions related to improving the manner in which Fort Meade conducts its business.

### Changes In How We Measure Success

In the recent past the emphasis has been on Common Levels of Support (CLS) and Service Support Programs (SSP) in conjunction with the Installation Status Report (ISR) for measuring our service performance. The ISR is a web-based decision support program designed to evaluate the condition and readiness of facilities, natural infrastructure and services, assisting the Commander by providing information on the condition and readiness of facilities, natural infrastructure, and services, and by measuring performance and readiness against Army-wide standards. The ISR Program consists of three component parts: ISR Services (ISR-S) determines the quality and reports the cost of Base Support functions and provides the basis for the development of Base Operations Support (BOS) funding requirements; ISR Infrastructure (ISR-I) evaluates installation facility condition and adequacy; ISR Natural Infrastructure (ISR-NI) measures current and future installation mission support and sustainability capabilities in addition to environmental quality. ISR-I and ISR-NI are collected by the Directorate of Public Works (DPW) while the Plans, Analysis and Integration Office (PAIO) are responsible for the collection of ISR-S.

As we move forward with the IMCOM Campaign Plan (IMCP), emphasis is on Lines of Effort (LOEs) as the structure for identifying our services strategically. As we gather information for how we are doing in support of the six LOEs in the IMCP, reporting for this information resides in the Strategic Management System (SMS). Since another data collection process would be an added burden on the workforce, the Army has decided to discontinue collecting CLS and SSP data and to pare down the amount of measures collected in ISR-S.

While performance measure reporting may seem cumbersome at times, it is necessary to measure how well we are doing in support of our Military and their Families as well as the Civilians who live and work on Fort Meade. Change and success can go hand in hand.

## Interactive Customer Evaluation (ICE)

While no one is sure where the phrase “May you live in interesting times” originated, FY11 promises to be some of those “interesting times” for all who live and work on Fort Meade. Fort Meade will be going through personnel increases as BRAC changes will be realized increasingly this fiscal year. New organizations such as Defense Information Systems Agency (DISA), Defense Media Activity (DMA) and others have started moving onto Fort Meade. With this influx of additional people, customer service will be more important than ever and our challenge will be to focus on the available systems such as the Interactive Customer Evaluation (ICE) and making them work for the good of our customers.

ICE identifies and is a resource to and for the service providers on Fort Meade, making them aware of areas where we are doing well or poorly. We encourage everyone who lives and works on Fort Meade to use ICE whenever and wherever possible to help us continue to improve the services that we provide. ICE Kiosks are located in key areas of Fort Meade such as the DHR ID Card section, Gaffney Fitness Center, Housing Services Office, Freedom Inn Dining Facility, and Child and Youth Services. Individuals can also go online to ICE anytime to provide comments.

Service providers want your input, good and bad, in order to continue to improve. While ICE is by no means the only way to get the Voice of the Customer, it is a system that we encourage those who live and work on Fort Meade to use and use often. We do indeed live in interesting times.

## Strategic Management System (SMS)

The Strategic Management System (SMS) provides a framework for defining, implementing and measuring strategy execution at all levels of the Army. This unifying framework serves as the Army’s foundation for a process to ensure alignment of the activities of Army subordinate elements with the direction and focus of Army senior leadership. This process begins with the Army Campaign Plan and cascading strategy maps and hierarchy structures for Headquarters, Department of the Army (HQDA) Staffs and Secretariats, Army Commands (ACOMs) and the IMCOM Campaign Plan v2.

LTG Lynch, IMCOM Commander, is currently using SMS to get an overview of all IMCOM installations and identify installation strengths and weaknesses. SMS assists Installation Commanders by providing them information on how resources and efforts should be allocated for highest efficiency. SMS keeps Senior Leaders focused on key program goals and supports the development and justifications for budget proposals. SMS 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 schedule outcomes; and leadership accountability for those outcomes is clearly identified and monitored. These programs are referred to as Initiatives and Tasks within the SMS methodology.

SMS software facilitates monitoring of cost—a performance and schedule outcome for the tasks identified within each strategy map and portrays information in a RED-AMBER-GREEN dashboard format. The dashboard allows senior leaders to manage-by-exception or by drilling-down to the required level of metric detail. SMS provides trend analysis allowing tasks whose performances are below expected levels to be identified and improved through Continuous Process Improvement techniques such as Lean Six Sigma and output metrics to be analyzed for recommended changes in resource prioritization. SMS provides senior leaders 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.

### DID YOU KNOW?

- IMCOM sponsored training for the Strategic Management System (SMS) is taking place in February and March. Training is for SMS local administrators and SMS users. If interested in training, please contact Mr. Corey Johnson at 301.677. 7125 or [corey.t.johnson@us.army.mil](mailto:corey.t.johnson@us.army.mil).
- The Under Secretary of the Army, Dr. Joseph Westphal, visited the installation on 21 January for a Warrior Transition Unit (WTU) tour.
- You can submit ideas, suggestions, and/or questions related to the strategic newsletter. Send them to Raul Schuett at [raul.schuett@us.army.mil](mailto:raul.schuett@us.army.mil).



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

Plans, Analysis, and Integration Office (PAIO)  
4216 Roberts Avenue  
Ft. Meade, MD 20755

Director: Bernadette Baldeo  
Co-Editors: Raul Schuett & Corey Johnson  
Contributors: Jettie Muller, Dan Wilson, Annette Duberry, and Milton McLean

**Excellence in Installation Support**

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