



# Know Your Role

## *Strategic Update*

### Director's Corner

The February “Know Your Role” issue focuses on the recently published Fort Meade Strategic Action Plan (SAP) FY2011—2016. The SAP is developed in order to provide the workforce a clear understanding of the direction the installation is heading and the specific action plans being implemented to get us to our established destination.

In addition to explaining our path for the future, this year's SAP was developed as a workforce reference guide and educational tool. We accomplished this by including sections on the following topics, of which three articles were pulled for this issue and shared with you in advance of SAP distribution: Strategic Planning Process; Strategic Communication; Employee Engagement and Drivers; Strategic Management System; Identifying FGGM Advantages and Challenges; Glossary of Terms; Commonly Used Acronyms; and an FGGM Strategy Map Model. The SAP also contains messages from the Installation Commander and the Installation Command Sergeant Major.

Workforce engagement and understanding of required actions for mission success are paramount. It is for this purpose that this issue highlights the FGGM SAP and solicits workforce questions and/or comments intended to improve the installation and its strategic processes. The Plans, Analysis, and Integration Office (PAIO) is available for assistance in all matters related to strategic planning; (consequently, thus, therefore—your choice) PAIO will be providing strategic planning chain teaching to middle and upper management. Those trained will then turn around and provide training to all those within their respective directorates. Chain Teaching will take place from 23 Mar—27 Apr.

A strategic plan is a living document that must be able to adapt to the world around us, remaining flexible enough to enact needed changes while continuing to support Fort Meade's *Excellence in Installation Support*.

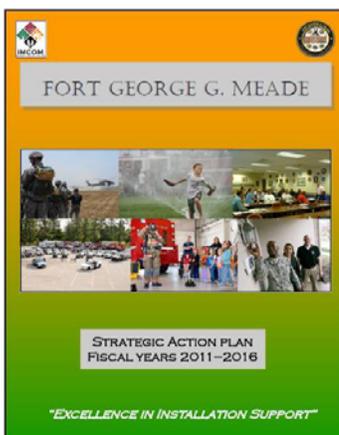
### Message from Installation Commander

The Fort George G. Meade Installation Strategic Action Plan describes what we are charged to do and how we intend to do it. Simply put, we, the Garrison, exist to serve our customers: the units and organizations based at Fort Meade, the community of individuals who use the Installation and its functions, and our valued neighbors who are influenced by what we do. Our many customers count on us every day to ensure they can go about their business of defending our nation. Serving our customers is no small measure of responsibility—a responsibility that we take seriously and embrace.

Our Strategic Action Plan summarizes our Mission, Goals, and Objectives; spells out how we currently assess our performance; and measures our performance by the metrics provided in IMCOM's Strategic Management System (SMS) and the Installation Status Report (ISR), all under the broad umbrella of the Installation Management Campaign Plan (IMCP). The plan also identifies Action Plans to mitigate challenges that inhibit our ability to accomplish or improve on services delivered. Each Initiative has a Strategic Action Plan, mapping out a path to success.

It is important that each member of the Garrison team understands this process as we each have a place in the planning, execution and assessment of our Strategic Action Plan. Excellence in Installation Support is our strongest motivation.

I offer my personal thanks to you, the Garrison Workforce, Soldiers, Family Members, and Volunteers for your dedicated commitment to the success of the Installation's mission.



Images on cover correlate to the six Lines of Effort (LOEs) within the Installation Management Campaign Plan (IMCP).

Top row images from left to right are aligned with the following LOEs: LOE 1—Soldier, Family, and Civilian Readiness; LOE 2—Soldier, Family, and Civilian Well Being; and LOE 3—Leader and Workforce Development.

Bottom row images from left to right are aligned with the following LOEs: LOE 4—Installation Readiness; LOE 5—Safety; and LOE 6—Energy Efficiency and Security.

The background colors chosen for the cover page are also aligned with IMCOM by replicating the color scheme used on the IMCP version 2.

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**—Ms. Bernadette Baldeo, Director  
Plans, Analysis, and Integration Office  
(PAIO)**

## Strategic Planning Process

Fort Meade conducts a Strategic Planning Council (SPC), orchestrated by the Plans, Analysis, and Integration (PAIO) Director, led by the Installation Commander, and comprised of the Command Group and Senior Leaders. The SPC acts as the principal caucus to position and sustain our strategic direction and mission readiness through strategic guidance, planning, programming, and allocation of resources. Fort Meade's planning process begins with revalidating our mission, vision and values while ensuring upper alignment with the IMCP. An analysis was conducted, allowing Fort Meade Senior Leaders to identify Strengths, Weaknesses, Opportunities, and Threats (SWOT) in order to develop and deploy strategies exploiting our strengths and opportunities, while minimizing risks associated with current and future threats.

The SPC meets monthly, with each month of the quarter having a specific focus. Month one: Budget. Month two: Continuous Process Improvement (CPI) Executive Quality Council (EQC). Month three: IMCP & FGGM Strategic Plan progress assessment.

Additionally, twice annually the SPC conducts a 3-day planning conference. Session one reviews IMCP progress of the previous fiscal year and sets the priorities for the new fiscal year; session two assesses progress and provides course corrections.

Progress assessment focused on Fort Meade Garrison, Goal, Service and Service Support Program (SSP) grouping analysis. Upon publication of the IMCP, we conducted an initial crosswalk of our program to ensure complete nesting with the plan and the CG's intent, and conducted an initial assessment of our performance. We have continued to conduct these actions in subsequent sessions.

## Identifying FGGM's Advantages & Challenges

The Fort Meade Installation Commander directed that all garrison employees at all levels of the organization meet weekly to discuss their Service Support Programs (SSPs) action plans and how they are aligned with the IMCP and the Fort Meade strategic planning process utilizing the bottom-up approach. The bottom-up approach fosters workforce ownership and accountability on their roles and responsibilities to execute the IMCP. This systematic process ensures engagement of the workforce at the working level to take positive action – to live the IMCP, and not just discuss it. "SSP Councils" are aligned with higher level "Service" and "Goal" councils to enable communication to the Strategic Planning Council (SPC) (as depicted in below chart). This concept empowers the workforce as owners of their KTSs and IMCP execution, brings strategic thinking to all worker levels and encourages high performance among all employees.

As mentioned previously, this process is executed through the monthly SPC meetings and the two Senior Leadership Conferences. Directors conduct a SWOT analysis, review the NER, IMCOM and SC mission and strategic action plans, customer satisfaction data and Fort Meade's strategic objectives.

### Advantages:

- A dominant sense of "Team" that motivates Directorates to cooperate and collaborate to meet garrison objectives.
- A vertical and horizontal system of sharing key information to all as represented by information sent out by the Command Group through avenues such as staff meetings, the Fort Meade email postmaster, "Soundoff" (installation newspaper), "Know Your Role", and monthly Commander's Calls (directed to entire workforce).
- Promotion of best practices, recognition of dedicated Civilian employees, and the inclusion of electronic ICE comment card hyperlinks to each email signature.

### Challenges:

- Diverse group of resident commands and organizations lacking traditional or intuitive common connection – challenge to communicate constantly and well across 100% of customer base.
- Resident commands and organizations outside the traditional, Army unit or school structure; additionally, high level of classified or secretive work that encourages a low-profile – challenge to advertise issues and changes to environment.
- BRAC and Cyber growth support in planning and implementation without additional manpower while operating at 80% strength.
- Maintaining a stable workforce as garrison staff confronts the lure of many higher graded/paying job opportunities available at Fort Meade and the National Capitol Region.



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

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We're on the Web!  
<https://meadc21978dm030/index.htm>



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