



Know Your Role

Strategic Update

Director's Corner



Army Chief of Staff Gen. George W. Casey Jr., launches the Army's Don't Ask Don't Tell repeal chain teach to senior leaders from across the force during the 4-star conference at the Pentagon in Washington D.C., Feb. 17, 2011. This chain teaching effort provides senior leaders with the tools they'll need to educate the force on what is expected in a post repeal environment.

Conversely, Fort Meade is currently conducting its own chain teaching on the subject of strategic planning. This is taking place in order to provide installation senior leaders with the tools they need to strategically communicate with the workforce.



Action Related Quotations:

"Without continual growth and progress, such words as improvement, achievement, and success have no meaning." —Benjamin Franklin

"Success seems to be connected with action. Successful people keep moving. They make mistakes, but they don't quit."—Conrad Hilton

"Nothing will work unless you do."—
Maya Angelou

"Tell me and I forget. Teach me and I remember. Involve me and I learn."—
Benjamin Franklin

Spring has arrived and with it comes the installation's strategic planning chain teaching efforts. Chain teaching is an Army-wide tool which uses the "train-the-trainer" approach. The message is relayed to one level of trainers who then in turn train additional personnel at the next lower level. The image to the left demonstrates chain teaching efforts at the highest level with Army Chief of Staff Gen. Casey chain teaching the Don't Ask Don't Tell repeal.

The installation's strategic planning chain teaching is being conducted by the Plans, Analysis, and Integration Office (PAIO). PAIO is currently targeting directors, branch chiefs, first line supervisors, and managers as the first step in the "train-the-trainer" approach. Once trained, all individuals will then continue the chain teaching within their respective directorates ensuring the entire garrison workforce has been trained.

This issue covers a few items from the strategic planning chain teaching curriculum. Specifically addressed are: chain teaching benefits; the Mission Essential Task List (METL); and the installation's strategic planning model.

The most important desired outcome from the chain teaching efforts is to enable the individual workforce members to see their true value to the installation. All should be able to see the direct link between their activities and Fort Meade succeeding at its mission.

Chain Teaching Benefits

Through effective chain teaching communication, leaders can enhance their credibility and confidence, earn respect, gain buy-in from their employees, and improve the organization's ability to accomplish their goals and objectives. Successful chain teaching improves Fort Meade's ability to be future oriented, seize internal/external opportunities and to bounce back from unforeseen changes or challenges. Chain teaching fosters accountability, commitment and ownership in leadership and employees to drive results at all levels within the organization.

Implementing chain teaching will orchestrate and influence change, resilience, and promote strategic alignment at all levels of the installation. Fort Meade's goal in deploying our strategic action planning chain teaching is to build a strong internal focus on our vision, mission and strategic action plan in upward alignment with the Army Campaign Plan and the IMCOM Campaign Plan. This chain teaching effort will implement a strategic framework that is essential in helping Fort Meade to succeed in its mission, which is to "Enable critical national security missions by providing our customers and community the facilities and infrastructure they require, the quality of life they deserve, and a safe, and secure environment in which to work and live."

Benefits of chain teaching allow an organization to:

- embrace change and articulate strategies on using them to the organization's advantage.
- identify rapid response mechanisms to environmental/cultural shifts.
- be recognized as a representative of change while engaging and empowering employees to implement the organization's vision.
- establish compelling communication strategies to drive change in your team and align your organization.

As stated in the Director's Corner article, the most important desired outcome from the chain teaching efforts is to demonstrate the linkage between the workforce employee's activities and the overall success of the installation.

Mission Essential Task List (METL)

Fort Meade Civilian and military employees perform multiple services every day. Civilian employees perform duties defined under Common Levels of Support (CLS). CLS Service Support Programs (SSPs) are the functions most Civilians perform daily. Members of the military workforce perform many of these same CLS duties as well as tasks from their Mission Essential Task List (METL). We will discuss the METL for the benefit of the Civilian workforce in the paragraph below.

Commanders analyze two primary documents in developing the METL: war plans as well as the applicable tasks contained in external directives, selecting for training only those collective tasks essential to accomplish their organization's mission. This selection process reduces the number of tasks on which the organization must train. The compilation of tasks critical for mission accomplishment is considered the organization's METL. Each commander will determine what is essential and assign responsibilities for accomplishment so that nonessentials do not take up time required for essentials. Each organization's METL is approved by the next higher commander in the wartime chain of command. Command group METLs are approved by the next higher commander. Organizations that conduct daily support functions also prepare a METL. The commander has the responsibility for developing a training strategy that will maintain unit proficiency for all tasks that have been designated as mission essential. By definition, all tasks that have been placed on the METL are equally essential to ensure mission accomplishment. While this explanation is by no means complete, hopefully it can shed some light on the METL.

Strategic Planning Model

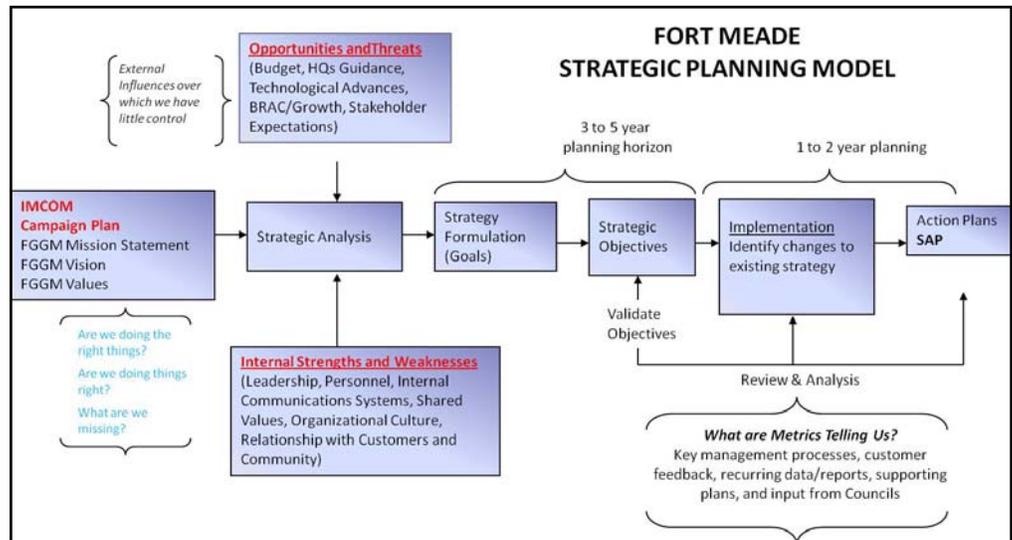
Fort Meade's strategic planning model (located below) allows us to integrate sustainability into our operations. Sustainability is a planning principle that focuses on allowing you to do tomorrow and the day after, those activities you do today. It allows you to sustain the mission and secure the future.

The process begins with identifying your overarching strategic principles. In this case, those are located on the 1st block on the left. It is within this phase that an organization states its desired end state. Once that is complete, a strategic analysis is conducted. One such strategic analysis method is SWOT. A SWOT analysis identifies an organization's strengths, weaknesses, opportunities, and threats.

The strategic analysis phase is followed by the strategic formulation phase. Here, organizational goals are developed. Goals are what must be accomplished in order to succeed at the mission. The goals developed are long term—a 3-to-5 year planning horizon. In support of these goals, strategic objectives are developed. Objectives are simply statements of what must be done to accomplish the goals. These objectives should be SMART—Specific, Measurable, Agreed Upon, Realistic, and Time-Limited.

As we move into the 1-2 year planning phase, strategic planning being a continuous process is made evident. Implementation takes place within this phase and consists of a continuous process of review and analysis. Also developed at this level are action plans which complete the strategic action plan. Simply put, action plans document—who is going to do what, by when, and in what order. These action plans demonstrate the linkage between everyday activities and the overarching mission.

In closing, the strategic planning model provides a visual depiction of how everything we do supports the overarching mission and vision. The developed action plans support the established SMART objectives. The objectives support the long-term goals. The long-term goals support the installation's desired end state—Mission and Vision.



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Where do YOU fit into the FGGM Strategic Plan?