



Know Your Role

Strategic Update

Director's Corner



Dr. Joseph Westphal became the 30th Under Secretary of the Army on September 21, 2009.

During testimony to Congress on July 30, 2009, the Honorable Joseph Westphal stated, "I'm a big believer, because I've seen this in other places where I've worked, that the business processes are critically important to the success of the operation. We have a huge bureaucracy. We have great challenges today and into the future, financially and fiscally, for the Army. The operational OPTEMPO is continuing to stay either steady or even growing...I think we absolutely have to reshape this business process and redesign it and transform it."

In recognition of the newly appointed Army Chief of Staff, GEN Martin E. Dempsey, this issue is dedicated to informing the workforce of Army leadership. Leadership is an influential force impacting individuals' thoughts, attitudes, and behaviors. It is the leadership's responsibility to strategically plan for the future and communicate the "how" to the workforce. This strategic communication should be done in an inspirational manner so as to promote employee engagement. An engaged workforce will be more productive and add more value to its parent organization, increasing the odds for mission success.

Last month's issue listed the Honorable John McHugh's (Secretary of the Army) top priorities. This May issue continues to relay leadership's messages by focusing on the following leaders: the Honorable Joseph W. Westphal, Under Secretary of the Army; the Honorable Katherine Hammack, Assistant Secretary of the Army (Installations, Energy & Environment); and the Chief of Staff of the U.S. Army, GEN Martin E. Dempsey.

Much of the narrative throughout the issue is taken directly from the above mentioned key leaders' messages. Successful strategic communication ensures all workforce members are on the same page, marching to the same beat. Fort Meade, while it is an Army installation, supports all military branches; therefore it is paramount that the workforce understands the importance of their activities and how they relate to mission success.

In the end, all workforce members are here to provide the highest quality of service. This sentiment is echoed by LTG Lynch's, IMCOM Commanding General, comments to the entire IMCOM workforce as stated within the IMCP v.3—"Join us in making sure we do all we can to support the courageous men and women who fight our Nation's wars and preserve our freedom. They are the centerpiece of the Profession of Arms, answering the call to duty time and time again. They have earned our best efforts. Thank you for all you do."

Office of Business Transformation

The Secretary of the Army designated the Honorable Joseph W. Westphal, the Under Secretary of the Army (USA), as the Army's first Chief Management Officer with the mandated responsibilities, duties and authorities (USA/CMO) pursuant to the National Defense Authorization Acts for 2008 and 2009.

The Honorable Westphal serves as the senior civilian advisor on the effective and efficient functioning of the Army. The Under Secretary carries out those responsibilities and functions specifically delegated by the Secretary of the Army (SA). Some of these responsibilities and functions are:

- (1) Exercising oversight responsibility for functions that are the sole responsibility of the Army Secretariat: acquisition, comptroller, financial management and information management.
- (2) Advising and assisting the SA on the following functions that are the sole responsibility of the Secretariat: auditing, inspector general, legislative affairs, and public affairs activities.
- (3) Providing oversight of policy, planning, coordination, and execution of matters related to manpower and personnel, logistics, installations, operations and plans requirement and programs, intelligence and command and control, communications and readiness.

IMCOM Business Transformation focuses on strategy driven, customer oriented, decisions based on facts and results to standard; while integrating sustainability to ensure we're capturing the Triple Bottom Line Plus: Mission, Environment, Community and Economics.

The Honorable Westphal stated during a recent Army Winter symposium "The Army has to make better decisions that are output focused, performance based and resourced informed".

Office of the Assistant Secretary of the Army (OASA)



Ms. Katherine Hammack was appointed as the Assistant Secretary of the Army for Installations and

Environment (ASA I&E) by President Obama on 28 June 2010. She is the primary advisor to the Secretary of the Army and Chief of Staff of the Army on all Army matters related to Installation policy, oversight and coordination of energy security and management. She is also responsible for policy and oversight of sustainability (Sustain the mission, Secure the Future) and environmental initiatives, resource management including design, military construction, operations and maintenance, base realignment and closure (BRAC), privatization of Army family housing, lodging, real estate, utilities, and the Army's installations safety and occupational health programs.

The primary mission of OASA is to provide strategic direction for Army installations and facilities in all matters relating to infrastructure, energy and the environment, to support global Army missions in a cost effective, safe, and sustainable manner.

The Honorable Hammack who is an advocate of Net Zero stated, "The primary goal is a focus toward net zero and when we talk about net zero, it's not only net zero energy, but it's net zero energy, water, and waste. When you look at the term "net zero" or a hierarchy of net zero you must start with reduction, then progress through repurposing, recycling, energy recovery, disposal being the last."

The Office of Assistant Secretary of the Army is aligned with General Order #3 (GO 3).

Office of the Chief of Staff

GEN Martin E. Dempsey became the 37th Chief of Staff of the U.S. Army on April 11, 2011. The excerpt below is taken from his introductory memo titled "Thoughts on Crossing the Line of Departure" and adapted to this issue.

"I'm honored to be your 37th Chief of Staff. I want to assure you that I'm well aware of the challenges we face but equally aware of the opportunities we will have in the next four years to do a lot of good both for the Army and the Nation.

My transition team did a great job helping me "see" our Army, and I want to share two of their observations:

1. **We are really good.** We've accomplished everything that's been asked of us. Our Soldiers and their Families are proud, courageous, and resolute. Our leaders are effective, engaged, and innovative.
2. **We are uncertain about the future.** The missions in Iraq and Afghanistan appear to be stabilizing. The Nation's economic condition appears to be declining. Senior leaders are questioning are role.

We have been here before, and as I like to tell those who are interested in our Army, 'I like the problem we have.' We've never been better organized, better trained, or better equipped. Of course, that's at least in part because we've never been better resourced. As our resourcing changes, we'll change—but we'll be changing from a position of great strength. That's why I like the problem we have.

Over the next few months and in collaboration with our Secretary of the Army, I'll share some thoughts with you about the role of our Army, how we will remain adaptable, how our Active and Reserve Components will contribute to maintaining our position as the Nation's decisive land force, and how we will remain at the Nation's preeminent leadership experience.

The 'talk on the street' is all about how resource constraints are coming and about how we must act to ensure a 'soft landing'. You won't hear that from me. I didn't take the job as your 37th Chief of Staff to orchestrate a 'soft landing'. I took the job as the 37th to team with an incredible group of senior military and civilian leaders to make our Army smarter, better, and more capable—with the resources we are given—so that we provide the Nation with the greatest number of options for an uncertain future.

We remain an Army at war. We will provide whatever it takes to achieve our objectives in the current fights. We will keep faith with our Families and with our Wounded.

One other thing you need to know about me. In my 37 years, I've been deployed several times to several different kinds of conflict. In each case, upon notification to deploy I was able to requisition nearly everything my unit needed. What I couldn't requisition was **trust, discipline, and fitness**. These qualities have to exist in every unit and in every Soldier of our Army all the time. When I come to visit your organization—whether a tactical formation or part of our institutional Army—I'll want to know what you're doing to develop a climate of trust, to ensure the discipline of your soldiers, and to increase the fitness of the Force.

I'm proud to serve with you."

GEN Martin E. Dempsey
37th Chief of Staff



- A net zero energy installation produces as much energy on site as it uses, over the course of a year.
- A net zero water installation limits the consumption of freshwater resources and returns water back to the same watershed so not to deplete the groundwater and surface water resources of that region in quantity or quality.
- A net zero waste installation reduces, reuses, and recovers waste streams, converting them to resource values with zero landfill.

Top Image: The net zero vision is a holistic approach to addressing energy, water, and waste at Army installations. An approach that is a force multiplier enabling the Army to appropriately steward available resources, manage costs and provide our Soldiers, Families, and Civilians with a sustainable future.

"Sustain the Mission, Secure the Future".

FORT GEORGE G. MEADE'S STRATEGIC NEWSLETTER

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