



# Know Your Role

## *Strategic Update*

### Director's Corner



*Pictured above are Ms. Alison Kelly, guest speaker from Anne Arundel Community College, and COL Edward C. Rothstein, Garrison Commander, Fort George G. Meade.*

*COL Rothstein presents Ms. Kelly with a token of appreciation for helping Fort Meade senior leaders establish the Fort Meade core values.*

Fort Meade conducted an off-site Senior Leadership Conference (SLC) in Easton, MD from 25-27 September 2011. SLC attendees included the Garrison Commander, Garrison Deputy Commander, Garrison Command Sergeant Major, Garrison Directors, and organization Sergeant Majors.

Garrison Commander, COL Edward C. Rothstein, along with the Plans, Analysis & Integration Office (PAIO) served as the conference facilitators. The purpose of the SLC was to review and revise the Fort Meade strategic action plan (SAP). Highlighted was the importance of maintaining alignment with our higher headquarters at IMCOM and the Military District of Washington, as well as taking the current fiscal environment into consideration.

September closed out the fiscal year for 2011, and we are now embarking on the road ahead into fiscal year 2012. The new fiscal reality has made it necessary for the entire government to carefully review and realign its organizations to ensure the highest level of efficiencies. This is true for Fort Meade as well. The actual implications of this new fiscal reality were also discussed at the SLC providing COL Rothstein with the information required to engage our higher headquarters leadership on the garrison's future state.

In times like these, the importance of strategic planning and performance management are highlighted. Strategic planning, simply put—identifies where Fort Meade as an organization currently stands (*MISSION STATEMENT*); lays out exactly where Fort Meade wants to go (*VISION STATEMENT*); and documents the necessary steps to get there (*ACTION PLANS*). Performance management deals with measuring your performance versus your plan. Proper performance management will allow an organization to identify when they have reached their target or understand why they have not.

Performance management was further explored with guest speaker, Mr. Hank Scharpenberg (Office of the Under Secretary of the Army, Office of Business Transformation), who elaborated on the Strategic Management System (SMS). Separate article on the next page provides further information about the SMS presentation.

Another aspect of the strategic plan that was discussed was Fort Meade's core values. While Fort Meade supports the Army values, during the conference attendees took the time to work on developing the garrison's core values. Assisting leadership through this process was guest speaker, Ms. Alison Kelly (Anne Arundel Community College), who presented on the topic of Self-Actualization. There is more elaboration on self-actualization in a separate article on the next page.

COL Rothstein made it clear to all that his goal is to be able to strategically position Fort Meade on the path of continued success while being able to mitigate through the ever-changing environment in which we find ourselves. This Fall SLC, while focusing on strategic planning and performance management, stressed the need for us all to work together. It is only through team effort that the garrison and the Fort Meade community can continue to strive towards excellence in service support. As COL Rothstein often says, "It all begins with trust".

**"It all begins with trust!"**

—COL Edward C Rothstein, Fort  
George G. Meade, Garrison  
Commander.



*Fort Meade Senior Leadership Conference attendees included: Back Row: Mr. John Moeller (DGC), Mr. Corey Johnson (PAIO), Mr. Doug Burk (DGC-T); 3rd Row: CSM Charles Smith (GCSM), Ms. Wendy Messick (DHR), Ms. Beth Barr (RACO), Ms. Lydia Elliott-Buettner (EEO), Ms. Jettie Muller (PAIO), Ms. Mary Staab (DPTMS), Mr. Dwight Wongus (DOL), Mr. Sandres Mann (RMO), Mr. Chad Jones (PAO); 2nd Row: LTC Edmund Barrett (HQBN), LTC Howard Yates (DES), Ms. Martha McClary (DFMWR), SGM Debbie McGarity (DFMWR), Ms. Bernadette Baldeo (PAIO), SGM Larrie Nichols (DPW), Ms. Rita Simms (NEC), COL Edward Rothstein, LTC Elizabeth Marotta (SJA), Mr. Kirk Fechter (ISO), Mr. T.J. Singh (DPW); Front Row: CSM Cedric Thomas (HQBN), Mr. Bert Rice (Transf), Mr. Raul Schuett (PAIO), and LTC Sid Taylor (RSO).*

# Self Actualization

An organization's values play an integral part in how that organization runs and provides expectations to both the workforce and the customers it serves. In reviewing the Fort Meade Strategic Action Plan (SAP), ample discussion took place as to Fort Meade's core values.

Assisting with this process was guest speaker, Alison Kelly from the Anne Arundel Community College. Ms. Kelly presented on Maslow's *Hierarchy of Needs*, a theory in psychology dealing with human motivation. Our core values are the basic elements of how we go about our work. They are the practices we use (or should be using) every day in everything we do.

In order to determine the Fort Meade core values, we explored individual senior leader values. This was done through a value clarification exercise. All were provided a deck of 58 cards containing key personal values. Senior leaders were asked to sort the cards based off order of importance and to focus on limiting the 'most important' and 'least important' categories to 10 values. The 'most important' 10 values were then reduced to the top 5. Attendees were then divided into groups and asked to discuss their personal values and further define them in their own words.

This exercise highlighted just how cohesive leadership is, as many of the same values made their way to the top indicating we are all working from the same core values.

As the Fort Meade SAP is revised and finalized, the agreed upon core values will be listed so that all can see the basic elements Fort Meade uses to conduct business and interact with others.

# Strategic Management System

The Strategic Management System (SMS) has been discussed in previous "Know Your Role" issues, and this article focuses on SMS as it was discussed at the Fall 2011 Senior Leadership Conference (SLC).

SMS is a performance management system that includes management and strategy execution plans encompassing all aspects of the Army's statutory requirements under Title 10, U.S. Code.

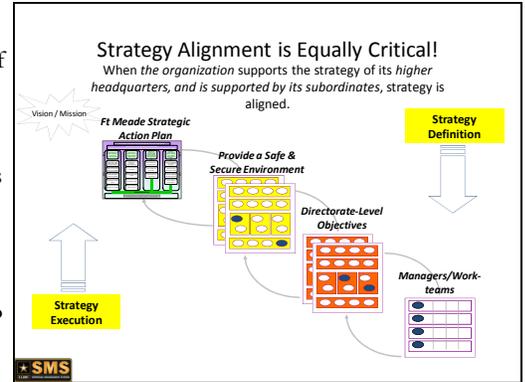
Mr. Hank Scharpenberg (Office of the Under Secretary of the Army, Office of Business Transformation), was a guest speaker at the Fall SLC. Mr. Scharpenberg provided an overview of what SMS is and then dove deeper as to how SMS benefits the Army, and more importantly, how it can benefit Fort Meade.

In addition to being a performance management system, used properly, SMS can ensure strategic alignment. When Fort Meade supports the strategy of higher headquarters at IMCOM, and is supported by all Directorates, strategy is aligned (as seen on right image).

Highlighted was the fact that while IMCOM uses SMS to track installations' performance of the Installation Management Campaign Plan (IMCP), Fort Meade can also use SMS to track Directorates' performance of the Fort Meade Strategic Action Plan (SAP). This can be done by having the complete SAP in SMS which then allows leadership to review a Goal and understand why it is performing the way it is by going deeper into the goal's supporting objectives, and even deeper into the objectives' action plans.

SMS promotes transparency and accountability by allowing anyone with read access to see how Fort Meade is performing and by linking a specific name to each supporting task required to achieve the Fort Meade mission.

The Plans, Analysis, and Integration Office (PAIO) will be working with all directorates to ensure all action plans are uploaded into SMS and ultimately resulting in a fully strategically aligned installation.



## DID YOU KNOW?

- Fort Meade will soon conduct its first ever Emerging Leaders Conference for mid-level managers. This conference will emulate the semi-annual Senior Leadership Conferences. Additional information forthcoming.
- Fort Meade will conduct Integrated Strategic and Sustainability Planning (ISSP) sessions beginning on dates TBD. These sessions will include key players from the garrison, tenant commands, partners, and stakeholders (inside and outside the gates). ISSP efforts will be facilitated by the garrison's PAIO staff.
- 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).



Top Image: Listed above are the 5 IMCOM Principles of Sustainability. These 5 principles act as pillars, supporting sustainability and highlighting how all principles are inextricably linked to optimize resource allocation and process performance.

## FORT GEORGE G. MEADE'S STRATEGIC NEWSLETTER

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Where do YOU fit into the FGGM Strategic Plan?